

PROGRAM AGREEMENT

THIS AGREEMENT is between **CANOE PROCUREMENT GROUP OF CANADA**, a tradename of the Rural Municipalities of Alberta, a corporation incorporated pursuant to the laws of Alberta ("**CANOE**") and:

Supplier Legal Name: Unit4 Business Software Corporation

Supplier Corporate Jurisdiction: 2600 - 1066 West Hastings Street, Vancouver, BC V6E 3X1
(the "**Supplier**"), as of

Date of Agreement: May 1, 2026 regarding

RFP No. CAN-2026-001

RFP Title Public Sector Enterprise Resource Planning (ERP) Software
(the "**RFP**").

BACKGROUND

- A. Canoe is a public agency serving as a national municipal contracting agency for its Members, and in that capacity issued the RFP for the purchase of goods and/or services.
- B. The Supplier is engaged in the business of selling some or all of those goods and/or services, and responded to the RFP.
- C. Canoe wishes to enter into an agreement with the Supplier for the purchase of goods and/or services by Members, pursuant to a purchase program administered by Canoe.
- D. The Parties wish to set out the terms and conditions upon which those purchases will occur, and under which the purchase program will be administered.

NOW THEREFORE, in consideration of the premises and the mutual covenants herein contained and of other good and valuable consideration (the receipt and sufficiency of which are hereby acknowledged by each Party), the Parties hereby agree as follows:

ARTICLE 1 INTERPRETATION

1.1 Definitions

In this Agreement the following terms have the corresponding meanings.

"Administrative Fee" means the fee paid by the Supplier to Canoe calculated solely on amounts actually received by Supplier from Members and as described in this agreement (Administrative Fee) and protected under FOIPPA.

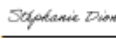
11.12 Counterparts

This Agreement may be executed in any number of counterparts. Either Party may send a copy of its executed counterpart to the other Party by Electronic Transmission instead of delivering a signed original of that counterpart. Each executed counterpart (including each copy sent by Electronic Transmission) will be deemed to be an original; all executed counterparts taken together will constitute one agreement.

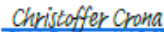
IN WITNESS WHEREOF the Parties have executed this Agreement as of the date first written above.

CANOE PROCUREMENT GROUP OF CANADA

By: 
Tyler Hannemann (Jul 3, 2025 09:18:10 MDT)
 Name: Tyler Hannemann
 Title: General Manager

By: 
 Name: Stéphanie Dion
 Title: Manager of Procurement

Supplier Legal Name: Unit4 Business Software Corporation

By: 
Christoffer Crona (Jul 5, 2025 16:53:47 GMT+2)
 Name: Christoffer Crona
 Title: SVP Global Sales- Public Sector & Higher Ed

SCHEDULE "A"

RFP PARTICULARS

PART B – RFP PARTICULARS

A. THE “DELIVERABLES”

SOLUTIONS-BASED SOLICITATION

This solicitation process is structured as a solutions-based solicitation, indicating that Canoe is seeking services aligned with the general requirements outlined in the scope of this RFP and consistent with widely accepted industry standards.

The objective of this RFP is to identify and engage qualified suppliers capable of delivering a comprehensive portfolio of Public Sector Enterprise Resource Planning (ERP) Software to support the operational needs of municipalities, cities, federal provincial governments, academic institutions and healthcare organizations. Proponents may include related services provided these are complementary to the proposed commodities.

B. REQUESTED SERVICES

Canoe is seeking proposals from qualified suppliers for Enterprise Resource Planning (ERP) Software for both Integrated ERP Suite and best of breed models.

The Proponent must primarily provide an ERP solution. Proponents whose main products are unrelated systems, such as emergency management, land-use planning, permitting, or inspections software, will not meet this requirement unless they also supply a full ERP solution as their primary offering.

The proposed solution must be an ERP solution that natively supports, at minimum, the following core administrative capabilities for public entities without relying on multiple standalone software products:

- integrated financial management
- general ledger, payables, receivables
- procurement and contract lifecycle management
- HR, payroll, and timekeeping
- budget development, forecasting, and reporting
- asset management and work management
- workflow automation, audit trail, and role-based access
- analytics and reporting within the SaaS environment
- vendor-hosted, vendor-maintained, continuously updated

The following three types of solutions are acceptable:

Model 1. Integrated ERP Suite solution

A single, unified Enterprise Resource Planning system that delivers the core administrative functions—finance, HR/payroll, procurement, budgeting, taxation, utilities, reporting—within one integrated platform and one data model. These systems are designed to operate as a cohesive whole rather than as combined standalone applications.

Model 2. Best-of-Breed solutions

An ERP solution delivery approach where the ERP platform provides core administrative functions and specialized third-party applications are used for specific business needs. The ERP must expose open, well-documented APIs to support secure, reliable integration, and must remain the primary system of record for administrative data provided that:

- the ERP platform includes open, well-documented APIs or connectors.
- integration with third-party systems can be accomplished in a straightforward manner; and
- the ERP platform remains the system of record for core administrative functions.

Model 3. Specialty Municipal Systems solutions

Smaller-scope municipal systems that provide important but limited administrative functionality (such as AP automation, taxation, utility billing, or legacy finance functions) but do not constitute a full ERP solution as described above. Software for emergency management, land-use planning, permitting, GIS or inspections are not included in this RFP.

Solutions assembled from separate products, or solutions primarily designed for unrelated domains (such as emergency management, permitting, land planning, or inspections systems), will be considered non-compliant unless they form part of a unified ERP solution.

Proponents are expected to provide a broad selection of services at reduced prices, offering better value than they typically would to federal and provincial governments, municipalities, cities, academic institutions and school boards. They must address a wide variety of applications and equipment needs. These products, services and/or goods are designed to support or complement the proposed equipment, products, or services, helping maintain smooth operations, greater efficiency, and long-term effectiveness in these sectors.

Canoe prefers suppliers that provide a sole source of responsibility for the services provided under a resulting master agreement. If a proponent is including products, and services of its subsidiary entities, the proponent must also identify all included subsidiaries in its proposal. If proponent requires the use of distributors, dealers, resellers, or subcontractors to provide the equipment, products, or services, the proposal must address how the products or services will be provided to Members, and describe the network of distributors, dealers, resellers, and/or subcontractors that will be available to serve Members under a resulting Program Agreement.

It is expected that proponent's have knowledge of all applicable industry standards, laws, and regulations and possess an ability to market and distribute the equipment, products, or services to Members.

1. Utilisation of the contract – Canoe members

Canoe Members may choose but are not obligated to utilise the services during the term of the agreement. There is no minimum guarantee of usage.

2. Requirements

Proponents are expected to submit a comprehensive proposal that clearly demonstrates the overall best value in alignment with the scope outlined in this Solicitation. The evaluation of best value will encompass, but is not limited to, consideration of the following components within your RFP submission:

- Competitive pricing across the span of services offered beyond a defined service offering.

- Proponents must specify any costs that are excluded from the pricing of their proposed product or service. These might include expenses such as installation, setup, required training, or initial inspections. In addition, proponents should explain any distinctive distribution or delivery options that are part of the proposal.
- Our Members frequently inquire about several aspects, including: the speed and cost of accessing services, procedures for service access, establishing their own review processes, potential location constraints, user-friendliness of service access, support for the local economy, compliance with trade agreements, advantages for their entities when utilizing this contract, availability of knowledgeable contacts for inquiries, commitment to customer care, expected service quality, and potential impacts on their operations and financial outcomes.

To support an industry leading value-based solution, Canoe is requesting that all interested proponents provide a thorough and comprehensive description of their ability to provide the Deliverables when answering the specification questionnaires in the Procurement Portal.

D. MANDATORY SUBMISSION REQUIREMENTS

1. Submission and Specification Questionnaires

Proponents must answer specification questionnaires directly into Canoe's Procurement Portal. Proposal materials should be prepared and submitted in accordance with the instructions in the Procurement Portal, including any maximum upload file size.

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided.

2. Pricing

Each proposal must include pricing information that complies with the instructions set out in the Procurement Portal.

E. MANDATORY TECHNICAL REQUIREMENTS

- The Proponent must primarily provide an integrated Enterprise Resource Planning Software solution. Proponents whose main products are unrelated systems, such as emergency management, land-use planning, permitting, or inspections software, will not meet this requirement unless they also supply a full ERP solution as their primary offering and will be deemed non-compliant.
- Proponents must be the OEM of the proposed ERP software solution. Resellers, distributors, brokers, agents, or any other parties who are not the original software manufacturer are not eligible to submit proposals. Proposals submitted by non-OEM entities will be deemed non-compliant and will not be evaluated.

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided in the Procurement Portal.

F. PRE-CONDITIONS OF AWARD

- Submission of proof of insurance

- Satisfactory reference check if required by Canoe

G. EVALUATION CRITERIA

The following sets out the categories, weightings, and descriptions of the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

Proponents must provide their response in Canoe's procurement portal.

Non-Price Rated Criteria Category	Points
Program offering -Solution offered -Quality standards, certifications -Core ERP capability coverage -Extensibility, integration and interoperability -Technical Support	25
Suitability and Member profile -Functionality and fit -Comparative positioning -Effort requirement -Members' ease of access to program offering	20
Experience -Market share -Public sector experience/clients -Group purchasing experience	15
Engagement, sales, marketing and training plan	10
Subtotal	70
Pricing Classification -Discounts offered	30
Total Points	100

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided in the Procurement Portal.

H. PRICE

Pricing is worth 30 points of the total score.

Instructions on How to Provide Pricing

- Proponents should submit their pricing information electronically within the Procurement Portal.
- Rates must be provided in Canadian funds, exclusive of all applicable duties and taxes.
- Unless otherwise indicated in the requested pricing information, rates quoted by the proponent must be all-inclusive and must include all labour and material costs, all travel

and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees, duties, tariffs or other charges required by law.

I. AWARD

There are 3 classifications of award:

Group 1. Integrated/full suite ERP solutions: all proponents within 10 points of highest score or top four (4) proponents whichever is greatest are awarded a contract.

Group 2. Best-of-Breed solutions: all proponents within 10 points of highest score or top four (4) proponents whichever is greatest are awarded a contract.

Group 3. Specialty Municipal solutions: all proponents within 10 points of highest score or top three (3) proponents whichever is greatest are awarded a contract.

Competitive Range

Canoe intends to award contracts to all proponents within the Competitive Range. This method ensures Canoe Members have access to high quality vendors and a diverse choice of solutions to meet their needs.

Canoe will rank all proponents by their total score. The Competitive Range includes the highest-ranked proponent and all subsequent proponents whose total scores fall within a 10% difference of the highest score. On a 100-point scale, the margin is 10 points below the top score.

If fewer than four proponents fall within the initial 10% range, Canoe will expand the range to include the highest-ranked proponents. In this case, the score of the second last-ranked proponent becomes the new minimum score for that category.

Canoe reserves the right to limit the Competitive Range to ensure contract quality and management efficiency. Canoe will exclude any proponent whose score is more than 10 points below the top-ranked proponent unless that proponent is needed to meet the minimum award requirements.

[End of Part B]

SCHEDULE "B"

SUPPLIER RESPONSE TO THE RFP

CAN-2026-001 - Public Sector Enterprise Resource Planning (ERP) Software

Vendor Details

Company Name: UNIT4 Business Software
Address: 2600 - 1066 West Hastings Street
Vancouver, British Columbia V6E 3X1
Contact: Greg Beaumont
Email: greg.beaumont@unit4.com
Phone:
HST#:

Proponents must review and complete the requirement lists and questionnaires as part of their submission.

Corporate Profile

Line Item	Question	Response *
1	Proponent Legal Name (and applicable d/b/a if any):	Unit4 Business Software Corporation
2	Proponent Address:	2600 - 1066 West Hastings Street, Vancouver, BC V6E 3X1, Canada
3	Proponent website address:	https://www.unit4.com/
4	Proponent's Authorized Representative (name, title, email address) (The representative must have authority to sign on behalf of the Proponent):	Name: Greg Beaumont Title: Director Sales Canada - Public Sector Email: greg.beaumont@unit4.com
5	Proponent's primary contact for this proposal (name title address email address):	Name: Derek Lutz Title: Senior Account Executive Email: derek.lutz@unit4.com
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	Name: Greg Beaumont Title: Director Sales Canada - Public Sector Email: greg.beaumont@unit4.com
7	Proponent GST registration number:	869896670RT0001
8	If the Proponent is representing a consortium, each member of that consortium.	Not Applicable.
9	Provide a brief history of your company, including your company's core values, business philosophy, and longevity in the industry relating to this solicitation.	Unit4 is a technology company that is in business for people. People are at the heart of the organizations we serve. We have been providing software systems since the early 1980s to meet customers' challenges and unlock their potential - and we have kept listening and learning as those needs evolve. We harness the best in modern technology - not only to help service-focused organizations be more efficient and productive but, crucially, to deliver a better People Experience, so every working day is better for each person. When pairing this with our niche focus on people-centric verticals, we can offer an extremely high level of technical expertise and experience around the globe. Unit4 is recognized as a leading provider of cloud-based enterprise software solutions for 'people-centric' organizations - with over 2,500 professionals, over 5,000 global customers, and offices in over 23 countries. We have many years of experience working with people-centric organizations in North America, both as an innovative, locally focused team and as a core part of Unit4's global organization. Our focus is on delivering unrivaled software products and expert services that will support our customers and enable their success - no matter how much or how often their business needs change. We believe that the best measure of our success is our customers' satisfaction with us and our ability to meet their current and future needs. Unit4 has established a significant global presence with teams in over 23 countries and dedicated offices across multiple regions (such as Canada, the US, the UK, Ireland, Nordics, Asia Pacific, Western Europe, DACH, and Eastern Europe). Kindly refer to Unit4 Locations (https://www.unit4.com/our-locations) for additional details. Unit4 delivers an unbeatable partner experience that's not just global but world-class - providing the best ERP solutions for our customers to achieve their goals. Kindly visit the Unit4 partner ecosystem (https://www.unit4.com/partners) for additional details. Core Value: Our own journey to the cloud has instilled and underscored our 'people centric' culture and set of values. 1. People First - our software was designed with people in mind and therefore we put people first and everything else follows 2. Choose Curiosity - We are an innovative company driven by curiosity to always do better. We embrace challenges and enjoy finding solutions 3. Make an Impact - We all go to work wanting to make an impact - both personally and for our customers 4. Be Genuine - we are an inclusive company and see value in diversity and staying true to ourselves
10	Where is your headquarters located?	Unit4 Head Office: Johan de Wittstraat 156, 3311 KJ Dordrecht, The Netherlands Unit4 Canada Office: 2600 - 1066 West Hastings Street, Vancouver, BC V6E 3X1, Canada
11	Do you have 250 or more full time employees in Canada?	No.
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	Not Applicable. Unit4 is not suspended or debarred from public entities in Canada.

ERP Solution Classification included in your submission

Canoe will award solutions in 3 distinct categories. Select the one which represents your solution.

Definitions

Integrated / Full Suite ERP Solution

A single, unified Enterprise Resource Planning system that delivers the core administrative functions—finance, HR/payroll, procurement, budgeting, taxation, utilities, reporting—within one integrated platform and one data model. These systems are designed to operate as a cohesive whole rather than as combined standalone applications.

Best-of-Breed Solution

An ERP solution delivery approach where the ERP platform provides core administrative functions, and specialized third-party applications are used for specific business needs. The ERP must expose open, well-documented APIs to support secure, reliable integration, and must remain the primary system of record for administrative data.

Municipal Specialty Systems Solution

Smaller-scope municipal systems that provide important but limited administrative functionality (such as AP automation, taxation, utility billing, or legacy finance functions) but do not constitute a full ERP solution as described above. Solutions for emergency management, land-use planning, permitting, GIS or inspections are not included in this RFP.

Category *
Best of Breed Solution

Bill S-211 declaration

Please note that the response to the information is being collected as data collation for internal use only. The response provided has no bearing on the ability for Proponents to respond to this RFP.

Line Item	Bill S-211	Answer *
1	Does the Proponent identify itself as an "entity" as defined under the Fighting Against Forced Labour and Child Labour in Supply Chains Act or "Bill S211"? As per Bill S211 an "Entity" means a corporation or a trust, partnership or other unincorporated organization that (a) is listed on a stock exchange in Canada; (b) has a place of business in Canada, does business in Canada or has assets in Canada and that, based on its consolidated financial statements, meets at least two of the following conditions for at least one of its two most recent financial years: (i) it has at least \$20 million in assets, (ii) it has generated at least \$40 million in revenue, and (iii) it employs an average of at least 250 employees; or (c) is prescribed by regulations. Please note that the response to the information is being collected as data collation for internal use only. The response provided either yes or no has no bearing on the ability for Proponents to respond to this RFP.	☐ Yes ☒ No

Geographical coverage for offering

Identify the geographical locations included in your offering. While Canoe members are nation wide, **Proponents can select to serve a defined geographical area based on their capabilities.**

Line Item	Province/Territory	Do you currently offer goods in this area? *	Is this area included in your offering for this RFP *	Comments
1	Alberta	☐ Yes ☐ No	☐ Yes ☐ No	
2	British-Columbia	☐ Yes ☐ No	☐ Yes ☐ No	
3	New-Brunswick	☐ Yes ☐ No	☐ Yes ☐ No	
4	Manitoba	☐ Yes ☐ No	☐ Yes ☐ No	
5	Newfoundland and Labrador	☐ Yes ☐ No	☐ Yes ☐ No	
6	Northwest Territories	☐ Yes ☐ No	☐ Yes ☐ No	
7	Nova-Scotia	☐ Yes ☐ No	☐ Yes ☐ No	
8	Nunavut	☐ Yes ☐ No	☐ Yes ☐ No	
9	Ontario	☐ Yes ☐ No	☐ Yes ☐ No	
10	Prince Edward Island	☐ Yes ☐ No	☐ Yes ☐ No	
11	Québec	☐ Yes ☐ No	☐ Yes ☐ No	
12	Saskatchewan	☐ Yes ☐ No	☐ Yes ☐ No	
13	Yukon	☐ Yes ☐ No	☐ Yes ☐ No	

Type of solution and complexity of entity served

This will be used as a quick guide for Members.

Question	Response *	Comments
Deployment model	SaaS Multi-Tenant	Unit4 ERPx is delivered as a cloud-native SaaS solution.
Solution Category (Full Suite ERP, Best of Breed Solution, Specialty Municipal solution)	Best of Breed	The product proposed is Unit4 ERPx. Unit4 ERPx is a comprehensive, multi-tenant web application designed to provide core ERP functionality and associated Platform Services. The system is architected natively for the cloud, using the Azure PaaS platform, and is protected by Unit4's Identity Services for secure authentication. The platform includes several key components and services, which are detailed below. Core ERP Functionality Financials: General Ledger, Accounts Payable, Accounts Receivable, Fixed Assets, and Cash Management / Bank Reconciliation. Budgeting/Planning: Tools for financial planning and budget management. Procurement: Management of purchasing processes and supplier relationships. Project Costing & Billing: Tracking project costs and generating invoices. Human Capital Management: Employee management, absence management, competencies, position administration, talent management, payroll, and expenses. Reporting: Integrated reporting module for creating and sharing detailed information in reports and analysis, such as charts and KPIs.
Complexity of entity served (Small-mid, mid-market, large complex)	Mid-Market Public Sector	
Implementation model (Vendor-Led, Partner-Led, etc)	Partner-Led	Unit4 can offer implementation services, but the majority of our projects are delivered by partners.

Program offering

Describe your program offering.

Question	Response *
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Provide a clear description of your ERP solution. Describe the core functional areas—such as finance, budgeting, procurement, commitment control, reporting, asset and inventory management, human resources, and workflow/approvals—and explain how your solution supports the business processes normally used by municipalities and broader-public-sector entities. If and when using proprietary module names, please define how they correspond to standard public-sector functions.	Unit4 ERPx is a flexible, cloud-based modular ERP solution that supports the core functional areas required by municipalities and broader-public-sector entities, delivering comprehensive business process support across finance, budgeting, procurement, commitment control, reporting, asset and inventory management, human resources, and workflow/approvals. Finance: The platform provides advanced General Ledger functionality for managing all financial transactions and offering a comprehensive view of financial status. Accounts Payable and Accounts Receivable modules support automated and manual invoice processing, flexible business rules, workflows for approvals, and accurate management of receivables and payables. Budgeting/Planning: Robust budgeting and planning tools enable creation and management of budgets, financial plans, and variance analysis, with integration to other financial modules for accurate forecasting. Commitment Accounting supports online budget checking, promoting expenditure control and budget awareness. Procurement: The Procurement module streamlines purchasing processes and supplier relationships, including purchase order management, supplier management, and inventory control. The Unit4 Source-to-Contract platform offers spend analysis, eRFx for sourcing, eAuction for negotiation, contract management for compliance and tracking, and supplier management for centralized data and automated processes. Commitment Control: Commitment Accounting is included as a standard feature, supporting online budget checking to help control expenditure and promote budget awareness. Reporting: The solution offers pre-configured reports, dashboards, and graphical analysis of financial and HR data, as well as ad hoc reporting capabilities. Reporting tools are flexible and designed for use by non-technical users, supporting delivery in formats such as .xlsx, .pdf, and .docx. Real-time, role-based dashboards and drill-down capabilities are available across all modules. Asset and Inventory Management: The Fixed Assets module tracks and manages the lifecycle of fixed assets, including acquisition, depreciation, and disposal. Inventory management is integrated with procurement processes for efficient control. Human Resources: The Human Capital Management (HCM) module covers the full employee lifecycle, including employee management, payroll, absence management, competencies, talent management, compensation management, succession planning, and expenses. Integrated payroll processing, timesheet management, and position administration are included. Workflow/Approvals: The platform features a native workflow engine supporting configurable approval flows, notifications, escalations, and delegation of authority. Automated data entry, document routing, and exception handling are integrated across all processes. Electronic forms and approvals are configurable for HR, procurement, and other business areas, with full audit trails and compliance monitoring. Support for Municipal and Broader-Public-Sector Entities: Unit4 ERPx enables municipalities to tailor financial data capture and reporting to meet statutory, operational, and management requirements. The solution supports IFRS compliance and adapts quickly to changing business needs. Role-based security, audit trails, and compliance features ensure financial integrity and adherence to government mandates. Proprietary Module Names and Correspondence: - ERPx General Ledger corresponds to standard finance and accounting functions. - ERPx Budgeting/Planning aligns with public-sector budgeting and forecasting. - ERPx Procurement and Source-to-Contract map to standard procurement and contract management. - ERPx Commitment Accounting supports commitment control. - ERPx Fixed Assets and Inventory Management correspond to asset and inventory management. - ERPx Human Capital Management (HCM), Payroll, and Timesheets cover the full range of standard HR functions. - ERPx Workflow Engine and Automation correspond to workflow/approvals and process automation used in municipal and public-sector business processes. All modules are fully integrated, providing a single source of truth, enhanced efficiency, and actionable insights for informed decision-making.
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Describe the maturity of your ERP platform, including years in market, installed base in Canada, and the number and type of public-sector clients currently using your solution.	ERPx was first released in April 2021. However, it is built on decades of experience in delivering ERP solutions to organizations worldwide. Our heritage and deep industry knowledge ensure that ERPx combines modern technology with proven best practices to meet the evolving needs of our customers. Unit4's ERP solution is in use by over 5,000 customers globally. Unit4 has been providing ERP solutions to Canadian municipalities for over 3 decades. Unit4 has vast experience working with Public Sector organizations, including Canadian municipalities and provincial and federal agencies throughout Canada.
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Describe your product roadmap for the next 36 months, including planned functional enhancements, architectural changes, module expansions, and end-of-life notices. State your release cadence and how you communicate changes to clients.	Unit4's vision is to continue to transform the ERP landscape by advancing AI and automation, empower businesses to drive efficiency and foster innovations in their processes. Roadmap themes, as supported by the summary below, include AI & automation, user-centric design, compliance & globalization and integration & extensibility. Release Cadence Our release cadence for Unit4 ERPx consists of quarterly releases scheduled approximately four times per year, with the frequency subject to change at Unit4's discretion to introduce new features, enhancements, and address lower-priority deficiencies. Updates are applied on an ongoing basis to cater for bug fixes, off-cycle enhancements, maintain existing features, service levels, security commitments, and revisions to integration interfaces and user experience. Changes and release schedules are communicated to clients via the Unit4 Community4U portal, where a schedule of planned changes to the Production Environment per geopolitical zone is published at least two weeks before a release begins on Non-Production Environments, and the Production Environment follows no sooner than six weeks after the release announcement. Clients can also subscribe to receive update notifications via email.
Include the third party certifications you have related to ERP systems cloud storage such as ISO, ANSI, CSA, SOC etc.	• ISO 27001 – Information Security . • ISO 27017 – Cloud Information Security / Cloud Security . • SOC 1 (Type 2) – Managed Cloud . • SOC 2 (Type 2) – SaaS services Trust service principals (ISAE3000). • ISO 9001 – Quality Management. • Cyber Essentials – UK only.
Identify the platform(s) who host your solution, where customer data is stored, processed, and backed up (primary, secondary, disaster recovery). Describe your security certifications, data protection practices, access controls, and incident-response protocols applicable to Canadian public-sector organizations.	Hosting platform(s) and data location (storage, processing, backup/DR) • Unit4's SaaS solutions are deployed on the Microsoft Azure platform • Data is stored and processed in Microsoft Azure cloud facilities within defined geopolitical zones, using primary and secondary data centres per zone. • For Canada, the primary location is Azure Canada (Quebec City) and the secondary (DR) location is Toronto. • Backups (snapshots, incremental or full) are taken hourly and held at both the primary and secondary data centres, and are transferred to the secondary data centre over HTTPS TLS 1.2 via a connection between the two data centres so data travels across the Microsoft Azure backbone network. • The Unit4 SaaS service is delivered with a Recovery Point Objective (RPO) of 1 hour and a Recovery Time Objective (RTO) of 12 hours. Security certifications and third-party assurance • Unit4's ERP solution conforms to ISO 27017:2015. Data protection practices • Unit4 has company-wide policies designed to protect confidentiality, integrity, accessibility, availability, and privacy of information. • Encryption is supported for data at rest (AES256), in transit (TLS1.2), and in backup (AES256). • Backups are encrypted with AES256 or stronger algorithms, and keys are kept in a secure repository, i.e. the Azure Key Vault. • Unit4 applies an Information Classification and Handling Policy (Public, Proprietary, Confidential, Sensitive), treats all customer data as Sensitive information, and requires access approval based on the least-privileged principle. • Activity and audit/amendment logging are implemented to monitor user actions and maintain an audit trail. Access controls • Identity and authentication are provided via Unit4's Identity Services (U4 IDS) for single sign-on and secure authentication of users via your Identity Provider (IdP, such as Azure AD). • Authorization is enforced through role-based access controls within Unit4 ERPx. • Role-based access controls adhere to the 'privacy by default' principle. Incident-response and breach notification • Security incidents or suspected incidents must be immediately reported, assessed by the incident response team to classify urgency and scope, and managed through containment, resolution, and post-incident analysis; customers will be communicated with as necessary. • In case of a cyber breach, customers are promptly notified per Unit4's Data Breach Procedure aligned with GDPR policies. Privacy compliance support • Unit4 ERPx supports GDPR legislation through rules-based security, audit trailing, archiving, and anonymization functionality.
Describe your upgrade process, including frequency, required customer involvement, backward-compatibility, test environments, and support for customizations or third-party components during upgrades	Unit4 delivers changes through quarterly releases and ongoing updates. • Release frequency and purpose: Releases are scheduled approximately four times per year to introduce new features and enhancements and to address lower-priority defects/deficiencies. • Ongoing updates: Updates are applied on an ongoing (Continual) basis to deliver bug fixes and enhancements, maintain existing features and service levels, meet security commitments, and provide updates/revisions to integration interfaces and user experience. • Environment rollout approach: Updates are applied to non-production environments as soon as they are available and then to production environments. • Scheduling and communications: Releases are intended to be carried out during planned maintenance windows (PMW), with production PMW's carried out on weekends; exact PMW dates are communicated in the Unit4 Customer portal (Community4U) and published for the entire year, and users can subscribe to email notifications. • Maintenance windows and downtime: Planned maintenance windows are dedicated to applying solution updates, releases, and infrastructure changes; production service may be periodically unavailable, and by default these windows are regular and take up to 6 hours (up to 12 hours if extended). • Unplanned preventative maintenance: This may be performed if there is an urgent requirement to secure stability or security, at Unit4's discretion, for exceptional circumstances requiring immediate resolution that cannot wait until the next planned maintenance window. Required customer involvement for updates includes customer-led planning and readiness activities such as managing timelines and defining goals, roles, and responsibilities, completing business analysis and discovery, and creating test plans. Customers are responsible for user training on changes and for conducting testing activities, including basic release testing and any desired functional and user acceptance testing, as well as training support to assist with testing. Customers are responsible for training, implementation, and configuration for new features. Customers are responsible for maintaining and testing all integrations, extensions and customer configured screens, processes, reports, etc. Prior versions of Unit4's APIs are updated to support backward compatibility for all prior versions of Unit4's APIs that have not reached end-of-life status, and end-of-life announcements will be made not less than eighteen (18) months before the end-of-life of each Unit4 API. Unit4 provides three discrete environments as Unit4 tenants: one Production Environment (PE) and two Non-Production Environments (NPEs) - Preview and Acceptance.

Describe the configuration tools, low-code/no-code capabilities, and workflow engines available to clients. Identify which capabilities business users can configure without vendor or partner intervention.	Configuration tools available to clients - Unit4 ERP supports business change by allowing the accounting structure to be built by linking attributes to create posting strings and reporting hierarchies, and enabling restructures or business changes to be modelled by dragging and dropping reporting codes into a new structure, which can be sent for approval before taking effect on the specified date. - Structural changes can be linked to workflow for approval and linked to access controls to adjust what data an individual can see or access. - Authorized users can set up users and link them to multiple roles (pre-defined and user-defined / bespoke as required), with role-based access across Menu, Workflow, and "Data Control," including controls that ensure relevant budget holders view or approve only against their own budgets. Low-code capabilities - Unit4 provides low code integration tools and can train staff on how to use them to create or adapt integrations. - Unit4 ERP supports integrations via standardized import/export methods using traditional file integration (CSV/XML) and via REST API (JSON), with encrypted communication; file integration to Unit4 Cloud uses SFTP and web services use HTTPS encryption. - Unit4 Extension Kit facilitates, optimizes, and manages application integrations to simplify data syncing in a low code environment and to connect data, set up integrations, automate repetitive tasks, or create new user experiences without developing code, with protection provided by Unit4 Identity Services. - The Unit4 Extension Kit and AppStudio provide low-code environments for creating integrations and extending capabilities without modifying source code, and these tools are protected and secured by Unit4 Identity Services. Workflow engines and workflow functionality - Unit4 applications provide workflow engines to support business process automation, approvals, data updates, and notifications, with flows designed using graphical builders that require no coding expertise. - Integrated workflow routines are flexible and configurable, enabling non-technical process owners to design, maintain, and version workflows using graphical "drag-and-drop" design tools with associated business rules, without requiring technical IT support. - Authorized users can configure event-driven workflow for processes and tasks using definable business rules, roles, routing, and configurable actions (including pre-defined system actions such as Approve/Reject/Forward/Inform/Abort and locally determined actions), with self-service facilities for users to monitor and complete tasks online and with notifications via in-system alerts or e-mail. - Workflow supports reminders, escalations, delegation, automatic posting after final approval, and monitoring statistics such as average action times at each stage to support continuous improvement. - Event-driven workflows include alerts and action management, email and in-system notifications with direct task access via hyperlink, version history, redirection by authorized users, and a built-in graphical "drag-and-drop" environment to map processes, create distribution rules, define approval rules, manage time delays, and specify deadlines and follow-up routines. Capabilities business users can configure without Unit4 or partner intervention - Business users can model restructures and business changes using drag-and-drop reporting codes, route those changes for approval, and align them with access controls to apply the impact across the solution. - Non-technical process owners can configure, copy, maintain, and version workflow routines using graphical drag-and-drop workflow design tools with associated business rules, without technical IT support. - Authorized users can configure event-driven workflow rules, routing, approval steps, and actions within standard menu screens, and manage task approvals through self-service facilities. - Report writing can be performed by non-technical users using flexible tools that support user-defined dashboards, drill-down to source information, and report scheduling, with distribution in formats such as .xlsx, .pdf, and .docx.
Describe if and how your solution supports multi-entity, multi-department, or shared-services environments, including controls, reporting, and segregation of duties.	Unit4 ERPx is a cloud-native ERP platform designed for public sector organizations that need to operate across multiple entities and departments. Its modern, unified architecture supports multi-entity and shared-services environments by combining robust multi-company financial management with flexible data segregation and enterprise-wide collaboration. Key capabilities like role-based access, configurable workflows, comprehensive reporting, and audit trails ensure strong governance and control. Multi-Entity Architecture: Unit4 ERPx is engineered with a powerful and flexible multi-entity environment, facilitating scalability within decentralized business structures. Configurable data structures and business rules, including accounting calendars, workflow configurations, chart of accounts structures and tax handling, ensure adaptability to varying organizational configurations within a single installation. Data Segregation & Shared Services: Master data and configurations can be standardized across departments or entities, ensuring consistency without sacrificing autonomy. This means a single system can support departments, each with secure access to only its own data. Role-Based Access & Segregation of Duties Controls: Built-in role-based access control (RBAC) ensures segregation of duties and policy compliance. Administrators can define granular roles and permissions aligned to job functions, limiting users to the data and functions they need (principle of least privilege). This model supports strict Segregation of Duties, preventing conflicts by controlling who can initiate, approve, or view transactions. Each action is captured with a user ID and timestamp for accountability. Workflow Automation & Approvals: The ERP provides a graphical workflow engine to automate approvals and enforce internal controls. You can configure multi-level approval processes (e.g. for procurement, budget transfers, journal entries) with rules based on financial thresholds or department, mirroring your delegation-of-authority matrices. Automated notifications, escalations, and substitute approvers ensure processes keep moving while adhering to control requirements. Reporting: A single integrated data model means real-time reporting across all entities and departments. Users can run consolidated financial statements across the organization or filter by a specific department or entity. The multi-dimensional Chart of Accounts (with up to seven analysis segments like department, project, or funding source) enables tailored reports at any level. Each department can access its own operational reports and dashboards, while central finance can produce authoritative group-wide reports from a single source of truth, eliminating data silos. Auditability & Compliance: The ERP was built with public sector compliance in mind. Every transaction and configuration change can be tracked. The system maintains a comprehensive audit trail of all user actions and approvals, with drill-down from summary balances to source documents. This ensures easy internal and external audits, supports regulatory requirements, and provides confidence in data integrity and security.
Describe your reporting and analytics capabilities, including built-in reports, self-service tools, data export methods, and support for external BI platforms.	Unit4 ERPx delivers a modern, cloud-native reporting and analytics framework designed to fully meet RFP expectations for comprehensive reporting, self-service analysis, and integration options. The platform combines real-time analytics, a unified and consistent data model, intuitive self-service report creation, and extensible cloud technologies that support connectivity to external BI ecosystems Key Capabilities Real-Time Reporting & Embedded Analytics - Provides immediate visibility into KPIs, operational performance, and financial insights through real-time dashboards, interactive charts, and drill-down analysis. - Embedded analytics allow users to configure and personalize reports without technical skills, supporting data exploration and informed decision-making. Unified Data & Reporting Model - ERPx operates on an integrated data and reporting backbone, ensuring that all reports reflect a single, consistent version of the truth across all functional areas. - Flexible, User-Created Reporting (Self-Service Reporting) - Authorized users can independently build, modify, and personalize reports without IT support. - Supports field additions, filtering, layout changes, calculations, subtotals, and graphical elements such as charts and gauges. - Reports may be generated as interactive dashboards or as printable formats (Excel, PDF). Cloud-Native Extensibility & External BI Integration - The microservices architecture supports robust interoperability with external BI platforms - Required third-party integrations are supported via REST APIs (JSON/XML), allowing organizations to extend reporting and analytics as required. Industry-Specific Reporting Templates - Provides pre-configured templates aligned to the public sector. - Templates remain fully adaptable, enabling rapid deployment of reporting structures tailored to sector-specific requirements. Governance, Controls & Auditability - Role-based permissions ensure secure, controlled access to report creation, editing, and data visibility. - Audit trails and consistent data-management practices help maintain regulatory compliance and strengthen internal controls.
Describe how your solution supports public-sector financial controls, including approval workflows, delegation of authority, commitment control, audit trails, and compliance reporting.	Our ERP solution is purpose built to empower your teams, safeguard public trust, and deliver the agility, transparency, and control that Canadian municipalities, agencies, and broader public-sector entities demand. Support includes: Approval Workflows - Configurable, rule-based workflows ensure every transaction follows your organization's approval structure. - Real-time notifications and clear escalation paths keep processes moving and prevent bottlenecks. - Every approval is time-stamped and fully auditable for compliance and transparency. Delegation of Authority - Role-based access controls enforce who can approve, initiate, or modify transactions. - Temporary delegation supports coverage during leave or special circumstances, always with full traceability. - All delegation actions are logged and easily auditable for governance. Commitment Control - Real-time budget checks validate transactions against approved budgets before commitments are made. Audit Trails - Audit logs track every transaction, change, and workflow action. - Drill-down capability shows who did what, when, and why - supporting internal and external audits. Compliance Reporting - Intuitive reporting tools deliver timely, accurate information to leadership and auditors. - Data is encrypted at rest and in transit; the solution is deployed on the Microsoft Azure platform for privacy and Canadian data residency compliance.

Do Canoe members have the ability to choose or restrict the hosting region (including test, staging, and analytics environments)? Can the customer prohibit cross-region failover?	Customers can specify where data is stored, and unless agreed otherwise in an order form. Unit4 SaaS delivers the service using Microsoft Azure within different geopolitical zones, using a primary and a secondary location in every zone to meet service level commitments and disaster recovery needs; the location within each zone is at Unit4's discretion and can change from time to time. Unit4 provides three discrete environments as separate tenants: one Production Environment and two Non-Production Environments (Preview and Acceptance).
Describe how your solution meets accessibility requirements, keyboard navigation, screen-reader compatibility, and mobile usability for public-sector staff.	* Accessibility and Usability Unit4 is committed to improving accessibility and usability across its product portfolio and incorporates accessibility considerations into product design, development, and testing processes. Accessibility features are evaluated against recognized accessibility standards, and accessibility improvements are included as part of ongoing product development and release cycles. Keyboard Navigation and Screen Reader Support ERPx supports keyboard-based navigation for many core business processes and is designed to work with commonly used assistive technologies. Accessibility features include logical navigation structures, support for screen-reader technologies, accessible labels, and user interface controls intended to improve usability for users with accessibility requirements. Accessible User Experience The platform incorporates accessibility features such as scalable user interfaces, configurable display settings, accessible form validation messages, and support for responsive browser-based access. Accessibility testing includes a combination of automated and manual review processes to identify and address usability issues. Mobile Accessibility ERPx is delivered through a modern web-based user interface that supports access from desktop, tablet, and mobile devices. Responsive design principles help ensure users can complete common tasks and approvals from supported mobile devices and browsers. Reporting and Continuous Improvement Unit4 maintains processes for receiving, reviewing, and addressing accessibility feedback. Accessibility enhancements are incorporated into ongoing product updates and release planning as part of the product lifecycle.
List and describe all agreements that govern the use, support, hosting, and management of your ERP solution.	The use, support, hosting, and management of the Unit4 ERP solution are governed by the following agreements and procedures: • Unit4 SaaS Service Terms: Unit4's SaaS Terms define licensing, user access, automatic updates, support, service-level commitments, availability, disaster recovery, environments provided, and remedies like service credits for unmet performance obligation. • Community4U Customer Portal Terms: This portal governs support incidents, SLA reporting, product documentation, knowledge base access, product enhancement voting, incident management, and updates. It defines support channels, service levels, response times, and escalation procedures. • Maintenance and Enhancement Agreements: Maintenance is governed by scheduled quarterly releases, ongoing updates, and bug fixes, with planned maintenance windows and transparent communication of service availability, release schedules, and incidents via the Community4U portal. • Success4U Support Packages: Success4U is Unit4's flexible, outcome-driven customer success approach providing personalized guidance, faster value, proactive support, and a structured methodology to achieve measurable business outcomes. Success4U engagement models include Success4U Essentials and Success4U Professional. The models provide varying levels of support and customer success management. • Unit4 Service Descriptions: Service Descriptions for ERPx and other Unit4 SaaS solutions are referenced for customer responsibilities, hosting, technical parameters, supported protocols, integration limits, and service thresholds. • Unit4 Cloud Technical Guidelines and Limits: This document outlines detailed technical parameters, supported protocols, integration limits, and service thresholds for Unit4 ERPx. • Terms & Conditions: All supporting documents, including terms and conditions, are available for review on the Unit4 website: https://www.unit4.com/legal-agreements-compliance .
List anything else you would like to include as part of your offering.	Why Municipalities Choose Unit4 ERPx Municipalities choose Unit4 ERPx because it is a modern, cloud-native ERP solution purpose-built for government, education, and other service-centric entities. ERPx delivers a unified platform that integrates financial management, budgeting, HR, payroll, procurement, and analytics - reducing silos and improving transparency across departments. Local governments rely on ERPx for its robust financial controls, multi-year budgeting, regulatory compliance support, and real-time insights, enabling more accurate planning and more accountable use of public funds. Public agencies also benefit from ERPx's automation of workflows and back-office processes, which lowers administrative burden and allows staff to redirect capacity toward citizen-facing services. As a cloud-native solution, ERPx offers scalability, lower IT overhead, enhanced security, and continuous updates - supporting modernization initiatives and replacing aging legacy systems. Adoption across municipalities has demonstrated improved data quality, reduced long-term costs, and greater operational agility. Municipal customers also choose ERPx for its people-centric design, intuitive user experience, and integrated dashboards that improve adoption and workforce productivity. Overall, Unit4 ERPx provides local government organizations with a future-ready, flexible, and extensible platform that improves financial stewardship, operational efficiency, and service delivery - making it an ideal ERP solution for inclusion within a public sector buying group.

Core ERP Capability Coverage

Proponents must base responses on the capabilities of their ERP platform, not on a specific client’s implementation.

ADD N/A if no answer

- Identify which features are native, which require configuration, which require customization, and which rely on third-party applications.
- Cite **evidence** (e.g., published documentation, release notes, client deployment patterns).
- Avoid marketing statements that do not provide measurable facts.
- Disclose any assumptions used in classifying a capability.

Evaluation will score the completeness, clarity, evidence, and practicality of proposed approaches required for a delivery of your program offering.

Capability Category	Offered *	Name and Description *	Native (OOB) Support *	If not Native: Configuration *	Requires Customization *	Third-Party Required *	Known Limitations *	Typical use case that require customization or 3rd party *	Evidence
	☐		☐	☐	☐	☐			

Finance	Yes No	Name: Unit4 ERPx Financial Management - A modern financial management suite designed for service-centric organizations. Description: Unit4 ERPx Financial Management (FMS) is Unit4's modern, cloud-based financial platform designed to give organizations strong control over financial data, automate core accounting processes, and support better decision-making. It operates on a single, unified database, ensuring accuracy and consistency across all financial transactions and reporting. At the core is the General Ledger (GL), which consolidates all financial and statistical information - purchasing, AP, AR, payroll, projects, cash, tax, and budgets - into one							
		controlled environment. It supports flexible account structures, multi-dimensional reporting, configurable workflows, and seamless integration with all sub-ledgers. Accounts Payable (AP) provides automated and manual invoice processing with two-, three-, and four-way matching, workflow-driven approvals, and full integration with purchasing and the GL. It also supports e-invoicing and scanned invoice workflows. Accounts Receivable is used to record, monitor and process payments that have been raised and sent from elsewhere in Unit4 ERP (i.e. sales orders, project invoices) or from external systems. Details are posted automatically from other Unit4 ERP modules and require no further intervention. Invoices from external systems may furthermore be registered manually or imported. Fixed Assets manages the full asset lifecycle - from creation and tracking to depreciation and disposal. Fixed Assets is tightly integrated with Accounts Payable, General Ledger, Project Costing and Billing and Planner. Data only has to be entered once, with automatic connections between the different business functions.							

		Bank reconciliation and statement processing, sales invoice processing, and localization packs to meet country-specific accounting, tax, and compliance requirements. ERPx's financial suite is designed for organizations undergoing constant change, offering multi-company, multi-currency, and multi-lingual capabilities. Its integrated design ensures real-time financial visibility, strong governance, and the ability to adapt rapidly as business needs evolve. ERPx's financial suite is designed for organizations undergoing constant change, offering multi-company, multi-currency, and multi-lingual capabilities. Its integrated design ensures real-time financial visibility, strong governance, and the ability to adapt rapidly as business needs evolve.							
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Procurement	Yes No	Name: Unit4 ERPx Procurement - Supports the full procure-to-pay cycle with automation and compliance. Description: Comprehensive procurement capabilities support the full lifecycle of purchasing and contract management. Users can create and submit purchase requests through requisition forms, with fields for status, name, requested date, account date, reason, details, preparer, and links to nominal or project codes. The system maintains a central catalogue of products and services, which can be manually entered or imported from vendor catalogues, and items can be restricted by user role. Prices, conversion units, and GL coding are held against each product or service to streamline requisition entry. The solution offers secure self-service facilities with tailored access, intuitive shopping basket experiences, and automation of expense coding and commitment accounting. Supplier catalogues can be imported in various formats, and requisitions can be created using catalogue items or free text, with support for document attachment at the line level. The system enables processing and management of blanket orders, associated contracts, and supports variations and renewals, including contract accounting for purchasing in line with corporate procurement goals. Purchase contracts can be referenced directly in requisitions and purchase orders, enforcing contract compliance and preventing off-contract spend. Budget checks are performed at requisition and purchase order stages, and workflows ensure approval and segregation of duties. Automated alerts notify staff of contract renewals, and the solution supports productivity, reduces administrative overhead, and ensures financial best practices. Electronic workflows are available for invoice processing, including scanning, matching to purchase orders and packing slips, routing for approval based on value and coding, and payment out of centralized accounts. Unit4 ERPx also offers Invoice Data Capture (IDC), which uses powerful Optical Character Recognition (OCR) capabilities to analyze and extract key fields and line items and enables the quick registration of invoices. IDC leverages Artificial Intelligence (AI) to accurately extract key data from invoices and streamline the Account Payable process by saving time and preventing manual errors. Manual invoice requests can be uploaded in bulk from Excel using the Unit4 Excel add-in called Excelerator. Notifications can be sent to the relevant roles as part of the import.							
Human	Yes	Name: Unit4 ERPx HR -							

		Talent Management ERPx Talent Management equips organizations to strengthen performance, engagement, and workforce development. Capabilities include goal and performance management, competency and skills tracking, succession planning, learning and development workflows, and employee engagement surveys. Integration with HCM and Payroll ensures alignment between performance, compensation, and organizational planning, supporting long-term workforce strategy. Reporting & Analytics ERPx includes robust reporting tools that provide real-time visibility into HCM, Payroll, and Talent Management data. Configurable reports, dashboards, and workspaces allow organizations to track KPIs, such as headcount, turnover, compensation trends, payroll costs, skills distribution, and engagement outcomes. A single data model ensures all reporting is consistent and accurate, eliminating the need for manual reconciliation between systems. Data may be exported for further analysis, and upcoming roadmap enhancements expand self-service reporting for HR, managers, and leadership.							
Budgeting and Planning	☒ Yes ☐ No	Name: Unit4 Financial Planning & Analysis (FP&A) - Integrated planning, forecasting, and analytics platform enabling faster, data-driven decisions. Description: The Unit4 Financial Planning and Analysis (FP&A) cloud-based platform supports planning, budgeting, and forecasting dynamically and in any direction, including top down, bottom up, middle out/driver based, across all time horizons. The in-memory capability means that results are calculated in real-time to support quick and trustworthy analysis and decision-making. Targets can be set based on existing data profiles, such as last year's budgets. The allocation profiles and calculations can be as specific as necessary at any level of detail to mirror the requirements of the exercise. Unit4 FP&A is platform and database agnostic - it can be connected to multiple systems (ERP, CRM, etc.) to provide a unified view of financials and operational performance. Fully configurable workflows in the solution enable standardization and centralization of budgeting and reporting functions. Roles and user permissions driven by workflows will enable a paperless approval process and timely submission of budgets. Version specific calculations are supported in Unit4 FP&A to ensure budgets, plans, forecasts, and actuals are calculated as necessary. This means that Unit4 FP&A can easily support rolling/continuous forecasting alongside the target setting for budgets							

		and long-term planning. This also allows bi-directional planning; top-down plans can calculate different output to bottom-up plans to reflect the flow, shape and size of your organization's data flow. Members of your team can easily use standard variance analysis reports together with visualizations such as bridge/waterfall charts to drive business value and insight, or users can build integrated ad hoc plans that suit their own requirements for various calculation rules for version-specific topics. Unit4 FP&A comes with ""sand boxing"" capabilities and allows new versions to be created across the model with a single click. These new versions can be used to perform what-if analysis and the results can be accessed by relevant users. Multiple variants can be created giving users the ability to create scenarios to suit their own needs, e.g. to simulate the financial results of possible external and internal influences on business performance with planning drivers, or what-if planning based on changes in drivers and assumptions. The platform also offers Microsoft add-ins for Word, PowerPoint, and Excel. This allows for fresh, up-to-date data and structure to be clearly displayed in management packs, board packs, and similar, without the need to spend large amounts of time trying to track and trace change values. Unit4 FP&A enables organizations to take full control of their planning and forecasting processes and supports them with advanced analytical and reporting capabilities – all in a single solution. With our applications, FP&A teams can transform complex data into clear insights. This helps them make better decisions and turn plans and ideas into action. We offer self-service analytics, to empower FP&A teams to create reports, simulations, analysis, and dashboards all by themselves and to help align other departments in the organization for increased speed and accuracy in planning. Summary of Unit4 FP&A's range of capabilities includes: -Integrated Financial Planning– consolidate data from different sources, shorten planning cycles with centralized data, helping you adjust plans at short notice. -Reporting, Analysis & Dashboarding – view numbers easily across actuals, plans and forecast, as well as tracking performance across key strategic drivers.							
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		-People Planning & Analytics – increased workforce analytics and employee level planning that can be linked with operational planning as well. -Financial Consolidation – Consistency for consolidators, auditors, and leadership, along							
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		with helping meet accounting standards across complex structures. -IFRS 16 – regain control, compliance, and transparency for IFRS regulations. Collect, structure, and document existing and future leasing contracts. -ESG Reporting – Comply with mandatory statutory reporting requirements in one location. Make better decisions to drive a positive environmental impact.							
Inventory / Asset Management	☒ Yes ☐ No	*Name: Unit4 ERPx Inventory Management - Streamlined inventory control with real-time tracking, multi-location management, and automated replenishment processes. Name: Unit4 ERPx Fixed Assets - Manages the full asset lifecycle with automated depreciation, tracking, and integrated financial posting. Description: The Unit4 ERP solution includes an integrated Stock/ Inventory Management module that provides real-time, automated stock control to reduce manual errors and improve financial accuracy. This module supports effective stock management through configurable warehouse and location structures, store catalogues, stock requisitioning, and definable valuation methods, such as FIFO, AVCO, and Standard Cost. It also manages add-on costs, automated replenishment and ordering processes, picking and fulfillment, back-order handling, reservations, stock tracking and reporting, and full stock-taking functionality. The procurement and replenishment process can automatically generate purchase orders and update the corresponding warehouse, stock location, and bin numbers. Users can establish reorder thresholds and specify minimum and maximum stock levels to control replenishment workflows. Upon receipt of goods, the system immediately updates the appropriate warehouse and bin location with the new stock. All updates occur in real-time, ensuring accurate visibility into inventory levels and supporting the fulfillment of any outstanding back orders. Unit4 ERP's Fixed Assets module is a specialized solution for managing all accounting and lifecycle activities related to an organization's fixed assets. The asset master file can be extended using User definable fields & Tabs, document archives, links, and action overviews, allowing organizations to store additional information, such as acquisition details, lease information, maintenance records, and inspection status. The solution supports tracking of all asset types - depreciable or non-depreciable- including software licenses, leased assets, and low-value items that fall below capitalization thresholds but still require monitoring. Assignment of assets to employees,							

		warranty data, and maintenance or inspection information can be stored at the asset level and used in reporting, inquiries, and automated alerts or reminders. Asset records include configurable details such as asset groups (e.g., buildings, computers, furniture, vehicles), multiple dates and values, ownership and funding information, parent-child structures, document attachments, and multiple depreciation books and methods, including user-defined tables. All financial transactions created within the Fixed Assets module - such as depreciation, revaluations, transfers between asset groups, ownership changes, and disposals - automatically generate the appropriate postings to the General Ledger. This ensures accuracy, removes timing differences, and eliminates the need for manual reconciliation."							
Reporting / Analytics	☒ Yes ☐ No	Name: Unit4 ERPx Core - Delivers real-time, integrated reporting and analytics with configurable dashboards, unified data, cloud-native extensibility, and self-service tools for finance and non-finance users. Description: Unit4 ERPx will support reporting and analytics requirements with pre-configured reports, dashboards, and graphical analysis of data available in the system. Reporting is fully integrated and has been designed for use by non-technical users. The dashboards support role-focused, in-context information that can span different functional areas - e.g., Finance, Procurement, AP & AR, Planning, cost centres, etc. The solution offers predefined financial reports such as income statement, balance sheet, trial balance, AP and AR aged debt reports, budgets and forecasts to actuals, procurement, and system administration, etc. The reporting and dashboarding functionalities offered by Unit4 ERPx deliver real-time, accurate, and actionable information for users. Unit4 ERPx can schedule reports to be produced and emailed to named organizational users, allowing them to request reports to be run on a scheduled basis. Reports can be scheduled to run and distributed on a daily, weekly, monthly, or yearly basis, alongside the ability to state the number of occurrences. In addition to the pre-configured reporting, the Unit4 ERPx includes a comprehensive, intuitive, and powerful reporting and analytics tool. The ad hoc reporting functionality in the solution empowers authorized users to create custom reports based on specific criteria and parameters, whether finance, budget holders or users outside the finance department. Using a user-friendly interface, your people can define filters, select data fields, and apply							

		calculations to create tailored reports. This flexibility allows users to explore financial data, generate custom views, and respond to ad hoc reporting requests or analysis needs. The system also offers drill-down capabilities, enabling users to navigate from summary-level reports to detailed transactional data and supporting documentation. Subject to access rights, users can drill down into specific accounts, transactions, or dimensions to investigate the underlying details contributing to the reported figures. This drill-down functionality facilitates in-depth analysis, enhances data transparency, and supports the root-cause identification of financial anomalies or discrepancies. The reporting tools can be accessed by any authorized system user via their defined security permissions aligned with their roles and responsibilities. This approach supports the ability to choose what level of access a user can have, i.e., a Procurement team leader may have access to create their own reports, whereas Procurement support staff could be given access on a read-only basis. If a scenario arises where a user is promoted or requires access temporarily, their security permissions can be changed, making these available for use, giving your organization full control of your user's security permissions. Your system administrators can add and remove profiles and permissions to all users of the system, ensuring that access to your data is only available to the correct levels of staff. All changes are auditable and recorded in the audit logs by user ID, together with the date and time of each change. Private reports can be shared within a peer group level and any user accessing data on a read-only basis will see the report graphically. They can change their data view using the filters held against the report, but cannot change the underlying data. Access to the report and the data within it is always based on role or user rights.							
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Integration and Data Architecture	☒ Yes ☐ No	Unit4 Platform - Unit4 Platform Services are the foundational layer of the Unit4 solutions including: Identity Services, Extension Kit (low-code), Unit4 Advanced Virtual Agent (Ava) and API services. Customers can leverage REST APIs, event-based integrations, import/export services, and standard authentication protocols to connect with external applications. Our data architecture follows structured, documented data models with controlled access, strong data separation, and support for advanced reporting and analytics.							
Platform Tools (workflow, low-code, roles/permissions, extensibility)	☒ Yes ☐ No	Unit4 Platform - Unit4 Platform Services are the foundational layer of the Unit4 solutions including: Identity Services, Extension Kit (low-code), Unit4 Advanced Virtual Agent (Ava) and API services.							
	☒ Yes ☐ No	Offered							

Extensibility, integration and interoperability

Integration and Extensibility Overview

Area	Native Integration Features *	Limits or Constraints *	Need for Customization or Middleware *
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API	- Unit4 solutions operate on an API framework and/or web services, with connecting points available for integration with other software platforms. - Unit4 ERPx provides REST APIs to support data exchange, retrieval, and manipulation for integration with external systems and applications. - Unit4 ERP provides well-defined REST APIs (JSON) for both static master data and transactional records, documented and testable via the Swagger framework with model and test schemas. - Unit4 offers versioned REST/JSON endpoints documented in Swagger including the Information Browser API and Objects API (with OData filters). - Unit4 provides API/web service libraries and Swagger endpoints. - For API integrations, authentication can be handled using machine-to-machine (M2M) clients configured with a unique client ID and secret key that are strictly tenant-specific and provided directly to the customer's designated administrator. - Permitted integration methods include integration using Unit4 Platform Services API and Integration using Unit4 Extension Kit.	- Unit4 enforces API usage limits in its multi-tenant environment to maintain platform stability and equitable resource use across customers. - Web API rate limits (All Unit4 SaaS services, except ERPx) 500 HTTP requests per minute per environment for PROD, PREV, ACPT01, and ACPT02. 1500 HTTP requests per minute shared between environments for ACPT03-11. - Max size of API calls: 350 MB per minute (inbound/outbound) across all environments. - If Web API limits are exceeded - Subsequent HTTP requests are suspended for one minute. - Response code: 429 Too Many Requests, including a Retry-After header indicating back-off time in seconds. - HTTP connection closure may be requested, including termination of the TCP connection. - ERPx API/service limits - API call limit: 300 requests per minute (for all Machine to Machine clients created for tenant). - Maximum number of Machine to Machine clients per customer: 10. - Maximum API call timeout: 120 sec. - Maximum number of records retrieved via an API call: 50000 records. - Max size of an API call: 5MB (excluding API's uploading downloading files; in that case max Document Planner Archive file size applies). - Inbound and outbound API limit: 350MB inbound and 350MB outbound per 5 minutes (for all Machine to Machine clients created for tenant). - Additional API-related limits and notes - A limit of 500 requests per minute applies for all Machine to Machine clients created for tenant; if more API calls are required, an additional paid service is available. - When integrating via API, authentication is handled using machine-to-machine (M2M) clients configured with a unique client ID and secret key, which are tenant-specific and not interchangeable between customers.	Unit4 provides comprehensive, standards-based REST APIs that work out of the box without requiring customization or middleware for typical integration scenarios. Light configuration is only needed when customers require complex data transformations, cross-application orchestration, custom business rules, or integration with legacy systems that cannot directly consume REST APIs.
Events/webhooks	Unit4 supports events and webhooks, allowing external applications to subscribe to system changes and receive near real-time notifications. These capabilities are part of the Unit4 API ecosystem and supported through the webhook management APIs.	- Unit4 enforces API usage limits in its multi-tenant environment to maintain platform stability and equitable resource use across customers. - Web API rate limits (All Unit4 SaaS services, except ERPx) 500 HTTP requests per minute per environment for PROD, PREV, ACPT01, and ACPT02. 1500 HTTP requests per minute shared between environments for ACPT03-11. - Max size of API calls: 350 MB per minute (inbound/outbound) across all environments. - If Web API limits are exceeded - Subsequent HTTP requests are suspended for one minute. - Response code: 429 Too Many Requests, including a Retry-After header indicating back-off time in seconds. - HTTP connection closure may be requested, including termination of the TCP connection. - ERPx API/service limits - API call limit: 300 requests per minute (for all Machine to Machine clients created for tenant). - Maximum number of Machine to Machine clients per customer: 10. - Maximum API call timeout: 120 sec. - Maximum number of records retrieved via an API call: 50000 records. - Max size of an API call: 5MB (excluding API's uploading downloading files; in that case max Document Planner Archive file size applies). - Inbound and outbound API limit: 350MB inbound and 350MB outbound per 5 minutes (for all Machine to Machine clients created for tenant). - Additional API-related limits and notes - A limit of 500 requests per minute applies for all Machine to Machine clients created for tenant; if more API calls are required, an additional paid service is available. - When integrating via API, authentication is handled using machine-to-machine (M2M) clients configured with a unique client ID and secret key, which are tenant-specific and not interchangeable between customers.	N/A
Reporting Data Models	Unit4 provides standardized Reporting Data Models based on its unified data model architecture. These models ensure consistent, cross-module reporting and are used by Unit4's reporting tools, analytics capabilities, and external BI integrations.	N/A	N/A

Workflow Engine	• The Unit4 ERP solution includes a fully configurable workflow process designer coupled with a dedicated workflow engine. • Its workflow capability is based on two elements: (1) a process definition that identifies the steps a transaction follows through workflow stages, and (2) individual approval rules required at each user step that define who each item is forwarded to for approval. • Workflow is fully integrated across the solution and supports defining triggers for alerts and date-driven action management, with notifications that can be sent to any system user (including employees, managers, and HR). • It enables electronic routing of tasks, alerts, and process steps using workflow and authorization functionality, with each step/authorization date- and time-stamped and trackable/reportable through workflow logs and reporting. • Workflows can be configured to incorporate declarations sent to the Member for acknowledgement and confirmation to allow a claim to progress toward payment, this operates on an accept/reject basis, and only the reject option includes a narrative section to support resubmission. • The solution provides best-practice workflows out of the box and supports defining business flows/rules aligned to unique processes, including simple-to-complex routing rules, process-specific approval rules, task deadlines, task notifications, notifications for failure to complete tasks within allocated timeframes, and automatic escalations. • For procure to pay, it supports automating and simplifying requisitions and orders through workflows that can be tailored to comply with business rules, enabling control, build, and maintenance of workflow processes to promote self-sufficiency and lower cost of ownership. • It supports events that can be triggered based on key dates, including the end of a probationary period, continuous service date, and an annual performance review.	N/A	N/A
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Technical Support

Question	Answer *
Describe the customer support services available for technical issues, including support channels, hours of availability, response and resolution targets, escalation paths, and any service-level commitments for Canoe Members.	Unit4 provides a comprehensive, flexible support and maintenance offering for its cloud-based SaaS solutions, ensuring continuous innovation, operational stability, and customer satisfaction. Support Structure and Channels Unit4 acts as the central hub for all support incidents, with support managed through the Community4U customer portal, available 24/7/365. This portal provides access to call-logging, SLA reporting, product documentation, knowledge base, product enhancement voting, incident management, and updates. Summary of support channels: • Community4U Portal – Primary channel for logging and managing support cases. • Phone and Email – Available during standard support hours. • Digital Chat – Enables real-time interaction with support agents (when available) and automatically creates a case to prevent duplicate logging. Note: Digital Chat is not intended for Priority 1 (P1) issues. Service Levels and Response Times All cases must be submitted by the customer’s Named Support Contact(s) via Community4U. Incident prioritization is clearly defined with targeted initial response times • Priority 1 (Critical): 1 business hour (complete loss of service or critical business impact) • Priority 2 (Major): 2 business hours (major disruption to important business processes) • Priority 3 (Normal): 8 business hours (minor disruption or loss of functionality) • Priority 4 (Minor): 2 business days (no business impact, minor usability issue) The Community4U portal is available 24/7 for incident logging, tracking, and escalation. Escalation Procedures: • If a disagreement or issue arises related to Support Services, the Customer Service Owner may escalate it through the Support Escalation Process. Complaints regarding Support Services are verified and managed by the Unit4 Account Representative Function. • When a Customer escalates a case via the case tool and requests a formal resolution, the Support Escalation Process for Incidents and Service Requests is initiated. • The Escalation Coordinator owns complaints and drives their resolution, following up with relevant teams or business units and providing an action plan within a predetermined timeframe. • The Unit4 Account Representative Function verifies the complaint, allocates it to the appropriate business unit, and acts as a single point of contact for the Customer. • Customers must supply a clear description of the complaint or escalation and make all supporting materials available to the Support Escalation Process or the Unit4 Account Representative Function. • Throughout the process, progress and response objectives can be reviewed by the Customer via the Unit4 Community4U portal. • The process ensures that complaints and escalations are managed efficiently, with defined roles and responsibilities for resolution and communication. Maintenance and Updates: • Unit4 applies quarterly releases and ongoing updates for new features, enhancements, and bug fixes. Releases are scheduled approximately four times per year, with updates for bug fixes and security applied continually. • Maintenance and releases are conducted during Planned Maintenance Windows (PMW), typically on the 3rd or 4th Saturday of each month from Saturday 16:00 to Sunday 04:00 UTC, and details are published annually in the Community4U portal. • Service availability, scheduled maintenance, release schedules, incidents, and recovery status are transparently communicated via the portal. Support Tiers and Packages: Success4U is Unit4’s SaaS methodology - integrating services, education, and expert guidance to elevate adoption and deliver measurable outcomes throughout the customer journey. Two engagement models are available. • Essentials: All digital and self-guided model. Customers access guided content, milestones, and automation via our Success Hub to progress at their own pace. • Professional: High-touch and personalized model. Customer Success Managers (CSMs) co-create success plans, facilitate customer meetings and business reviews, and bring in the right Unit4 expertise at each stage. Both models align with our LAER lifecycle - Land, Adopt, Expand, Renew - so that customers continuously realize value and are set up for long-term success. Geographic Coverage: • North America: Standard support hours (8:00 a.m. – 8:00 p.m. EST). • Global Customers: Access to Community4U portal • Support is delivered globally, with regional details (e.g., maintenance windows) communicated per geopolitical zone.

Describe your technical support model, including the distinction between vendor-provided support and partner-provided support. Identify which types of issues are handled directly by your company.	
Describe how support responsibilities are divided between your company and implementation partners, including issue triage, root-cause analysis, and platform-level defects	As Unit4 proposes to implement the solution using its own Professional Services division, all support responsibilities are handled by Unit4 including issue triage, root-cause analysis, and platform-level defects.
Describe how technical support interacts with your update and release process, including communication of upcoming releases, support for regression issues, and schedule stability	Unit4 manages code releases and troubleshooting, with releases scheduled approximately four times per year for new features and enhancements and ongoing updates for bug fixes and maintenance. Upcoming releases and maintenance are communicated in advance via Unit4 Community4U/Unit4 Customer Portal: a schedule of planned changes to the Production Environment is published per geopolitical zone at least 2 weeks before a release commences on Non-Production Environments, and planned maintenance windows are communicated in advance. Updates are applied to non-production environments first, then deployed to production environments during planned maintenance windows. Support is facilitated through the Community4U customer portal, which includes a case management system for registering support tickets, communicating with support staff, and tracking cases; reactive support services include incident investigation, troubleshooting, defect resolution, and access to fixes, updates, and releases. For schedule stability, Unit4 uses planned maintenance windows and, for releases, targets Production Environment deployment no sooner than 6 weeks after the release announcement; Production PMW's are carried out between on w e e k e n d s with exact dates communicated in the Unit4 Customer portal (Community4U) and published for the entire year. Where urgent security or stability needs arise, Unit4 may perform unplanned Preventative Maintenance at its discretion for unforeseen and exceptional circumstances requiring immediate resolution.

Comparative Positioning

Proponents must summarize how their ERP differs from other major products in the market. This section aims to help Canoe Members understand when your solution is a good fit and when it is not.

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Finance	• Flexible Chart of Accounts: The chart of accounts supports finance requirements through a sophisticated, multi-element coding string with up to seven analysis fields per account or group of accounts, enabling comprehensive classification and reporting flexibility. • Unified Financials & Budgeting: Provides a single source of truth for core financial data – general ledger, accounts payable/receivable, budgeting, and project financials – all on one integrated platform. This eliminates data silos and ensures consistent, up-to-date information across departments. • Public Sector Functionality: Offers fund accounting and project costing features well-suited for municipalities, enabling robust budget control, grant management, and multi-fund accounting tailored to government needs. Finance teams can easily manage multi-department or multi-entity finances, track capital projects, and ensure compliance with public-sector accounting standards. • Automation & Compliance: Built-in workflows and AI-driven process automation (a "self-driving" ERP concept) reduce manual tasks and errors while supporting strict audit and reporting requirements for the public sector. Automation of routine finance processes (e.g. invoice matching, budget consolidation) frees staff for higher-value analysis and strategic financial planning.		*	Unit4 ERP's financial management is best suited for medium to large municipalities or regional entities that need to manage complex budgets, multi-fund accounting, and integrated HR/project financials. Mid-sized cities would similarly benefit from unified ledgers, budget planning modules, and improved reporting for transparency and audit compliance. Smaller towns and villages (with limited staff or IT capacity) may find Unit4's full suite more robust than immediately needed, though the platform's modularity allows phased rollouts to scale the solution over time.
Procurement	• Integrated Procurement & Finance: Unit4 ERPx includes a full Procure-to-Pay (P2P) module that is natively connected with financials, projects, and budgets. This enables end-to-end visibility from purchasing and contract management through to invoice payment, all within one system. Because procurement lives in the same platform as finance, commitments/encumbrances are immediately visible to finance officers, preventing overspending and simplifying audit trails. • Automation & Approvals Workflow: The solution supports electronic purchasing workflows and approvals out-of-the-box, reducing paperwork and helping staff follow consistent processes for requisitions, purchase orders, and vendor payments. It can automatically route purchase requests and invoices for approval based on configurable rules (e.g. spending limits), ensuring compliance with municipal procurement policies. This results in faster cycle times and fewer manual errors in the procurement process. • Integration with Scanmarket: Unit4 provides a native Source-to-Pay (S2P) platform that streamlines the entire procurement lifecycle by combining Source-to-Contract (S2C) capabilities with Procure-to-Pay (P2P) functions in one unified system. Unit4 Source-to-Contract (S2C) by Scanmarket provides a full source-to-contract suite including eRFx, eAuctions, spend analytics, supplier risk and performance management, contract lifecycle management, and project management, delivering integrated strategic procurement capabilities. • Compliance & Transparency: Clear audit trails for each purchase – from initial request to vendor selection and final payment aids in demonstrating compliance with procurement regulations and bylaws. Unit4's procurement tools help municipalities "ensure transparency and accountability" in spending by providing total visibility of purchasing activities and commitments.			Unit4 ERP's procurement capabilities align well with municipal and regional governments that need a modern, integrated P2P process without the complexity of a standalone e-procurement system. Municipalities that have historically relied on paper-based or fragmented purchasing systems will find immediate improvements in efficiency and transparency as well as speed up its procurement and invoice processes. In general, municipal organizations up to a certain scale (small to mid-sized cities, regional districts, and shared-service municipal groups) will be well-served by Unit4's built-in procurement, benefiting from faster cycle times, controlled spending, and easier reporting of purchasing activities to councils and auditors.

Reporting	• Self-Service Reporting & Dashboards: Unit4 ERPx includes robust self-service reporting tools tailored for finance and operations staff. Users can easily generate accurate, up-to-date reports on budgets, expenditures, and other metrics through intuitive dashboards. The system ensures that everyone is working from "one version of the truth," since finance, HR, and procurement data reside in a single integrated database. This improves confidence in reporting accuracy and timeliness. • Transparency & Audit Trails: The platform's unified design aids in public sector transparency. Financial reports (e.g. budget vs. actual, grant spending, project financials) can be produced quickly with built-in audit trails and drill-downs to transactions. This makes it easier for municipalities to respond to requests from council or auditors, demonstrating compliance with financial regulations and showing exactly how public funds are used. • Integration with BI Tools: In addition to built-in reports, Unit4 offers open integration to external Business Intelligence platforms. Data can be fed into advanced analytics or visualization tools if needed – for example, using Unit4's APIs to connect with a tool like Power BI for complex analysis or sharing data with a provincial open-data portal. This flexibility means municipalities can extend their reporting ecosystem without manual exports, maintaining data integrity and real-time updates.			Unit4 ERPx's reporting is highly beneficial for municipalities that want user-friendly reporting for both internal stakeholders (finance committees, department heads) and external oversight (councils, auditors, the public). Unit4's built-in self-service reports and dashboards allow department managers to monitor their budgets in real-time, receiving alerts when they approach spending limits. Regional governments or joint municipal services (e.g. counties or partnerships like a shared services commission) benefit from Unit4's unified data model, which makes cross-entity reporting (consolidated financial statements, inter-municipal cost sharing reports, etc.) much easier and less error-prone. Meanwhile, smaller municipalities that may lack dedicated analysts can still gain from the system's straightforward reporting interface – financial officers in the office can quickly pull key reports (trial balances, budget variance reports, vendor spend reports) without writing complex queries. For most small-to-mid-size municipalities, ERPx delivers all necessary finance and procurement reporting in one package, supporting informed decision-making and clear communication of financial performance to stakeholders supporting transparency and accountability.
Extensibility	• Low-Code Extensibility: Unit4 provides an Extension Kit and App Studio as part of Unit4's Platform services, enabling low-code development of custom extensions and applications on top of the ERP. This means municipalities can tailor the system to their unique needs without major code customizations. These extensions run in the cloud alongside the core ERP, preserving upgradability. Flexi-fields (user-defined fields) allow adding custom data points – e.g., a city could add a field for Project ID or Council Ward on transactions – and these become available in workflows and reports without breaking upgrades. • REST APIs (JSON) Integration Capabilities: Unit4 ERPx offers a library of modern REST APIs for integration. Municipal IT can connect third-party systems (e.g., asset management systems, GIS, or e-procurement portals) to share data with Unit4. This is valuable for governments that must maintain certain legacy or specialized systems but want the ERP as the financial "system of record". Unit4's successful public-sector deployments highlight the system's ability to replace many standalone systems, yet also integrate where needed, thereby reducing overall interfaces by ~30%. • Platform Updates & Innovation: As a multi-tenant cloud solution, Unit4 ERPx benefits from frequent updates (e.g., new features, security patches) managed by Unit4. The extensibility framework ensures custom extensions continue to work after updates, avoiding the heavy burden of re-implementing custom code. This is crucial for municipalities that may not have large IT teams – they can innovate (with new forms, workflows, or integrations) using supported tools and trust that their solutions will remain compatible when the core system is upgraded.			Unit4 ERPx's extensibility features are beneficial for municipalities that have unique local processes but limited IT/developer capacity. The low-code tools support the ability to create custom workflows, fields or forms without hiring a software developer using Unit4's Extension Kit. The ability to integrate third-party systems is also key for municipalities; many rely on specialized systems for property tax billing, asset management, or GIS. Unit4's REST APIs approach allows municipalities, small counties, etc. to connect these systems so that the ERP becomes the central hub for financial and operational data. Extremely large public-sector bodies with extensive in-house IT (e.g., the largest cities or provincial governments) might lean towards the vast ecosystems of large-enterprise focused ERPs for extensibility. But for most small-to-mid size Canadian municipalities, Unit4 ERPx strikes an excellent balance – providing out-of-the-box functionality for most needs along with flexible extension tools to adapt the system, all while avoiding the need for heavy custom coding and its associated costs. This makes it easier for a municipal organization to keep its system updated and aligned with changing requirements (like new reporting mandates or service delivery changes) without derailing future upgrades or incurring high technical debt.

Experience

Describe your experience.

Line Item	Question	Reponse *
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1	Provide a high level description of the services you are offering in your proposal.	Unit4 is a technology company that is in business for people. People are at the heart of the organizations we serve. We have been providing software systems since the early 1980s to meet customers' challenges and unlock their potential - and we have kept listening and learning as those needs evolve. We harness the best in modern technology - not only to help service-focused organizations be more efficient and productive but, crucially, to deliver a better People Experience, so every working day is better for each person. When pairing this with our niche focus on people-centric verticals, we can offer an extremely high level of technical expertise and experience around the globe. Unit4 is recognized as a leading provider of cloud-based enterprise software solutions for 'people-centric' organizations - with over 2,500 professionals, over 5,000 global customers, and offices in over 23 countries. We have many years of experience working with people-centric organizations in North America, both as an innovative, locally focused team and as a core part of Unit4's global organization. Our focus is on delivering unrivaled software products and expert services that will support our customers and enable their success - no matter how much or how often their business needs change. We believe that the best measure of our success is our customers' satisfaction with us and our ability to meet their current and future needs. Unit4 has established a significant global presence with teams in over 23 countries and dedicated offices across multiple regions (such as Canada, the US, the UK, Ireland, Nordics, Asia Pacific, Western Europe, DACH, and Eastern Europe). Kindly refer to Unit4 Locations (https://www.unit4.com/our-locations) for additional details. Please see the following links/documents for more information: • https://insights.unit4.com/story/unit4-education-hcm-and-fpanda-solutions-ca/page/1 • Unit4 Public Sector Timeline Infographic Canada Unit4 delivers an unbeatable partner experience that's not just global but world-class - providing the best ERP solutions for our customers to achieve their goals. Kindly visit the Unit4 partner ecosystem (https://www.unit4.com/partners/partner-directory) for additional details. Unit4 SaaS uses the Microsoft Azure infrastructure and platform services to deliver the service within different geopolitical zones, using a primary and a secondary location in every zone to meet service level commitments and disaster recovery needs. The location within each geopolitical zone is at the discretion of Unit4 and can change from time-to-time. Canadian data centre locations: • Primary - Azure Canada - Quebec City • Secondary (DR) - Toronto Unit4 Canada office address: 301-3450 Uptown Blvd, Suite 311A, Victoria, BC, V8Z 0B9 Canada
2	What is your Canadian public sector market share for the solutions you are proposing?	

3	Describe the maturity of your ERP platform, including years in market, installed base in Canada, and the number and type of public-sector clients currently using your solution. Include a representative sample of public entities currently using your solution.	
4	What do you consider to be the top three market differentiators of your services relative to this solicitation?	Unit4's ERP solution is purpose-built for the Canadian public sector, designed to empower municipalities, government agencies, and public organizations to achieve operational excellence, transparency, and long-term value. Our offering stands apart in three key ways: • Unified, Integrated ERP Suite for Public Sector Excellence: Unit4 delivers a truly integrated ERP platform that natively supports all core administrative functions - finance, HR/payroll, procurement, budgeting, asset management, and reporting - within a single, unified data model. This eliminates the complexity and risk of fragmented systems, ensuring seamless workflow automation, robust audit trails, and secure, role-based access. Our SaaS environment provides real-time analytics and reporting, enabling public sector organizations to make informed decisions and drive efficiency across all departments. This approach directly aligns with Canoe's preference for a sole source of responsibility and supports the operational needs of diverse public entities. • Extensible Platform for Future-Proof Innovation: Unit4's ERP platform is designed for flexibility and interoperability. With well-documented APIs and connectors, our solution enables straightforward integration with best-of-breed applications, allowing organizations to tailor their ERP environment to their unique requirements while maintaining a single system of record. This extensibility empowers members to innovate, adapt to evolving needs, and leverage specialized solutions without sacrificing data integrity or compliance. Our platform's openness ensures that public sector organizations remain agile and future-ready. • Deep Public Sector Experience and Value-Driven Delivery: Unit4 brings decades of experience serving public sector clients worldwide, including municipalities, academic institutions, and healthcare organizations. We are committed to delivering the best value through competitive pricing, responsive support, and a strong focus on customer care. Our proven track record in group purchasing environments and our understanding of public sector priorities - such as compliance, transparency, and support for local economies - ensure that Canoe members receive knowledgeable guidance, high-quality service, and positive operational and financial outcomes. In summary: Unit4's public sector ERP offering is uniquely positioned to deliver a unified, extensible, and value-driven solution that meets and exceeds the requirements of this solicitation. We are committed to supporting Canoe members with a platform that drives efficiency, fosters innovation, and delivers lasting value to the communities you serve.
5	Describe your experience with group purchasing, including a list of current cooperative purchasing contracts in North America.	Unit4 is a member of the Ontario Education Collaborative Marketplace (OECM), a cooperative purchasing organization focused on K-12 school divisions.

Engagement , Marketing and Training

Line Item	Question	Response *
1	Describe the engagement and marketing strategy your company will implement if successful in this solicitation. Your answer should be specific to the various types stakeholders involved.	Our engagement and marketing strategy focuses on clear communication, stakeholder alignment, and consistent visibility into progress and value. Executive leaders receive high-level updates on milestones and outcomes, while functional teams such as finance, HR, etc receive practical, role-specific guidance that supports adoption and day-to-day use. End users are supported with straightforward onboarding materials and ongoing updates that build confidence and encourage effective use. Throughout the engagement, stakeholders at Canoe are kept fully informed of all customer communications, including newsletters, product updates, and any ongoing outreach, ensuring transparency and message alignment across all stakeholders.
2	Collaboration between Canoe and the vendor is essential to the buy-in of group purchasing by vendors and their distribution network. What do you expect Canoe's role to be in demonstrating the value of the contract?	
3	Describe how you will train your sales force and distribution network on the value of utilizing the group purchasing such as the Canoe contract for public sector and non for profit clients. Include details on measure you will put in place, such as type and cadence of engagement etc.	We will implement a structured, role-based, and continuously reinforced training program that ensures our sales force and distribution network fully understand the value, mechanics, and positioning of the Canoe group purchasing contract. Through a defined cadence of enablement, quarterly program reviews, and measurable KPIs, we will drive consistent adoption of the contract, enhance compliant procurement pathways for public-sector and not-for-profit clients, and ensure our teams actively promote the program as a trusted, streamlined purchasing option.
4	Describe your methodology and approach to a successful start up / implementation plan and ongoing review and monitoring of the contract use and promotion. Include details on measure you will put in place.	Our approach combines a structured start-up plan, a proven public-sector ERP implementation methodology, and a governance-driven monitoring model rooted in quarterly program reviews.
5	How will you be monitoring the adoption and utilization of the Canoe contract by your sales and distribution network? Which key performance indicators will you be monitoring?	.
6	Describe your commitment to attending and/or sponsoring Canoe member engagement events (e.g., reverse trade shows, conventions, golf tournaments, educational offerings, retreats etc.)	Unit4 applies a consistent, data-driven evaluation framework to all marketing events. Each opportunity is assessed based on audience profile and attendance, event format, projected cost-benefit, and its strategic alignment with promoting our solutions. This disciplined approach is reflected in our regular participation in key industry events such as MISA, GFOA, and similar public-sector forums.
7	Provide details on industry and association partnerships your company has fostered over time which will be beneficial to promoting the Canoe contract in Canada.	

Sales and distribution network

Question	Response *
Describe your company's capability to meet the CANOE Member needs across Canada or for each geographical area the Proponent wishes to do business in. Your response should address at least the following areas. a. Sales force. b. Reseller network or distribution methods if any. Please include details, such as the locations of your network of sales.	Unit4 has the national (and global) footprint, sales capacity, and partner infrastructure necessary to fully serve Canoe Members across all regions of Canada. This includes: • A Canadian public-sector sales organization headquartered in Vancouver, BC, led by Greg Beaumont and supported by regionally based sales executives. • Full national coverage with active presence in municipal associations and events across Canada. • A proven reseller and implementation partner network, including Agilyx, Levio, , and SystemsAccountants, with decades of Canadian experience. • Partner-led delivery scale, with the majority of ERPx implementations partner-delivered, ensuring strong reach into all municipal markets.
Describe your how you manage government sales. Include details on the sales and training structure and how you specifically address sales and marketing with public sector clients in a group procurement context.	Unit4 manages government sales through a specialized Canadian public-sector sales organization supported by global public-sector leadership, structured training, and targeted enablement resources. Our approach combines dedicated regional account coverage, public-sector-specific sales methodologies, consortium-aligned marketing, and a strong partner delivery ecosystem. With specialized sales playbooks, enablement tools, and targeted public-sector demand-generation programs, Unit4 is equipped to support Canoe Members across Canada with consistent, informed, and scalable engagement.
Describe in details the process and procedure of your customer service program, if applicable. Include your response-time capabilities and commitments, as well as any incentives that help your providers meet your service goals or promises.	Customer Service and Support Customer Support Portal (Community4U) Unit4 manages customer service and support through the Community4U customer portal, which consolidates call logging, support, a social knowledge base, product enhancement voting, known issues, SLA reporting, customer updates, and product documentation, with 24/7/365 access. Support Case Management Support cases are routed to the appropriate resolution groups, and Unit4 Customer Support manages progress toward resolution in the form Unit4 deems most appropriate. Customers can use Community4U to view case status at any time, monitor incident progress, and review whether the Initial Response Time Objective has been met. Service Transparency Unit4 publishes operational SaaS information in Community4U, including service availability, scheduled maintenance, feature release information, deployment schedules, incident overviews, and site recovery status when the disaster plan is initiated. Escalation & Complaints Process Escalations follow Unit4's Support Escalation Process. Complaints are owned by the Escalation Coordinator, while the Unit4 Account Representative verifies and assigns the complaint and serves as the single point of contact. Incident Prioritization & Response Targets Incidents are classified by business impact. SaaS customers receive 24/7 1-hour response for Priority 1 system availability incidents when required information and contacts are provided. Monitoring & Issue Resolution Unit4 SaaS includes continuous 24x7x365 monitoring to detect and resolve infrastructure and application issues, including solution health, availability, response times, and priority-one alerts handled around the clock. Service Availability (ERPx) Unit4's standard SaaS Service Level Agreement sets a Service Availability KPI of 99.8% for ERPx. Service Credits (SLA) Service incentives/credits apply where agreed Service Availability deviations occur: According to Unit4 SaaS SLA terms, service credits are issued as follows: • 10% of the monthly service charge for the first consecutive month below availability target • 20% for the second consecutive month • 30% for the third consecutive month • 40% for the fourth and subsequent consecutive months No Additional Charge for Standard SLA or Monitoring The SLA, monitoring, service reporting, and operational transparency are included as part of the SaaS subscription. Customer Rights for Credits Customers may request service credits within three months of becoming eligible, and the credits are deducted from the next invoice.

Member access to program offering

Line Item	Question	Response
1	List the necessary steps for a Canoe member to set up an account and access your program offering for the first time should you be awarded a contract.	
2	Describe how members can access information, pricing, discounts, services, get a quote and place an order.	*
3	In a case where your company has an existing public sector customer who desires to be onboarded onto the Canoe offering, how would you address this situation?	

Implementation Network

This section focuses on implementation partner information for Members. Implementation services are not included in this RFP. Do not include your marketing or promotional material.

Question	Answer *
Do you have a partner network? Enter "yes" or "no", if "no", explain how clients implement your software. If "yes" move on to question 2.	Yes. However, Unit4 proposes to implement the solution using its own Professional Services division, all support responsibilities are handled by Unit4 including configuration, data migration, integrations, testing, training, and post-go-live support.
Describe your implementation partner network, including tiers, mandatory certifications, areas of specialization, and any restrictions or required approvals that limit our choice of partner for specific modules or deployments.	Unit4 has a partner ecosystem that has expertise in implementing Unit4 ERP solution. The core areas of specialization they are able to offer includes functional consulting expertise in Finance, HR and Payroll workstreams; Testing and training capabilities. The implementation partners have certification requirements to ensure that they have the expertise to ensure successful implementation of Unit4 solution. Unit4 offers cloud operations collaboration that allows the partner to work with Unit4 cloud team to ensure that the Unit4 ERP solution in SaaS is managed effectively by Unit4 core cloud team to ensure successful delivery.
Describe your partner certification process.	Unit4 has regular partner enablement programs as well as certification programs to ensure that all Unit4 certified partner consultants continue to have required expertise in Unit4's latest solutions. Unit4's core partner management team ensures that they continue to be governed by the partner guidelines and policies. Unit4 certified partners have access to Unit4 product and support organization to ensure that quality issues are proactively mitigated.
Describe how you monitor performance of your implementation network, performance review and circumstances under which the partnership status would be revoked.	As Unit4 proposes to implement the solution using its own Professional Services division, all support responsibilities are handled by Unit4 including configuration, data migration, integrations, testing, training, and post-go-live support.
How do you support the implementation of your software through your implementation network?	Unit4 provides customers with full flexibility in choosing how their ERPx solution is implemented. Clients may select from any authorized and certified Unit4 implementation partner, or they may choose to work directly with Unit4 Professional Services. Unit4 does not impose mandatory partner requirements for specific modules, industries, or deployment scenarios. Instead, we maintain a global ecosystem of certified partners - such as Agilyx Group - who are trained on our methodology, platform capabilities, and implementation standards. Customers are free to evaluate and select the partner that best aligns with their internal capacity, project approach, and regional preferences. Unit4 will also advise customers with recommended partners if requested to do so. This model ensures: • Customer choice with no mandated or restricted partners • Access to certified skills through our vetted partner network • Optional delivery through Unit4 Services for organizations preferring a direct vendor-led implementation • Consistent quality through our standardized implementation framework and governance Regardless of whether a customer selects an authorized partner or Unit4 Services, all implementations follow Unit4's best-practice deployment methodology to ensure project consistency, solution quality, and long-term success.
Do you offer the same level of support to all your implementation partners?	Unit4 provides customers with full flexibility in choosing how their ERPx solution is implemented. Clients may select from any authorized and certified Unit4 implementation partner, or they may choose to work directly with Unit4 Professional Services. Unit4 does not impose mandatory partner requirements for specific modules, industries, or deployment scenarios. Instead, we maintain a global ecosystem of certified partners - such as Agilyx Group - who are trained on our methodology, platform capabilities, and implementation standards. Customers are free to evaluate and select the partner that best aligns with their internal capacity, project approach, and regional preferences. Unit4 will also advise customers with recommended partners if requested to do so. This model ensures: • Customer choice with no mandated or restricted partners • Access to certified skills through our vetted partner network • Optional delivery through Unit4 Services for organizations preferring a direct vendor-led implementation • Consistent quality through our standardized implementation framework and governance Regardless of whether a customer selects an authorized partner or Unit4 Services, all implementations follow Unit4's best-practice deployment methodology to ensure project consistency, solution quality, and long-term success.

Environmental and social governance ESG

Question	Response *
Describe your corporate ESG initiatives.	Environmental Responsibility Principles: Unit4 strives to reduce its environmental impact and promote sustainable practices within its operations and supply chain. Commitments: • Climate Action: In 2026, develop and execute a greenhouse gas (GHG) reduction plan working toward SBTi targets, with annual reviews and clear emission. • Nature Positive Initiatives: Continued partnership with Treedom for tree-planting and nature-positive initiatives Alignment: Annual Sustainability Report (CSRD-aligned) will be published starting 2028, covering 2027 data. Goal: Unit4 actively measures and reports its Scope 1, Scope 2, and relevant Scope 3 GHG emissions annually. Our latest report is available on Unit4's corporate website: https://www.unit4.com/about-us/social-responsibility and included with the RFP response. Third-Party Validation: Unit4's sustainability efforts have been externally recognized, including receiving an EcoVadis Committed rating. We are proud members of the UN Global Compact. Unit4 provides communication on progress to the organization: https://unglobalcompact.org/what-is-gc/participants/147784-Unit4 Sustainability Reporting: Unit4 is committed to transparency in our sustainability efforts. We have published our 2024 ESG Report and GHG Emissions Report, which provide detailed insights into our progress and commitments. Our latest report is available on Unit4's corporate website: https://www.unit4.com/about-us/social-responsibility and included with the RFP response. Additional Reference Attachments: Unit4 ESG Policy.pdf Unit4 2024 GHG emissions report.pdf Unit4 2024 ESG Report.pdf

Addenda, Terms and Conditions

PART D -TERMS AND CONDITIONS OF THE SOLICITATION PROCESS

Proponents should structure their proposals in accordance with the instructions in the Procurement Portal.

A proponent who submits conditions, options, variations, or contingent statements, either as part of its proposal or after receiving notice of selection, may be disqualified.

1.1.1 Ability to Provide Deliverables

The Proponent has carefully examined the Solicitation documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the Solicitation for the rates set out in its proposal.

1.1.1.2 Non-Binding Pricing

The Proponent has submitted its pricing in accordance with the instructions in the Solicitation. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

1.1.2 Proposals in English

All proposals are to be in English only.

1.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed format, and the content of websites or other external documents referred to in the proponent's proposal, but not attached, will not be considered to form part of its proposal.

1.1.4 Past Performance

In the evaluation process, Canoe may consider the proponent's past performance or conduct on previous contracts with Canoe or other institutions.

1.1.5 Information in SOLICITATION Only an Estimate

Canoe and its advisers make no representation, warranty, or guarantee as to the accuracy of the information contained in this Solicitation or issued by way of addenda. Any quantities shown or data contained in this Solicitation or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this Solicitation.

1.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

1.1.7 Proposal to be Retained by Canoe

Canoe will not return the proposal or any accompanying documentation submitted by a proponent.

1.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

Canoe makes no guarantee of the value or volume of work to be assigned to the selected proponent. The agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. Canoe may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

1.1.9 Trade Agreements

Proponents should note that (based on the Members looking to purchase under this Solicitation) this procurement process is subject to the requirements of:

- Comprehensive Economic and Trade Agreement between Canada and the European Union, Chapter 19 (Government Procurement)
- Canadian Free Trade Agreement, Chapter 5 (Government Procurement)
- New West Partnership Trade Agreement, Article 14 (Procurement) and Part V, Section C (Exceptions: Government Procurement)
- Trade and Cooperation Agreement Between Ontario and Quebec, Chapter 9
- Atlantic Procurement Agreement
- Ontario Broader Public Sector (BPS) Procurement Directive

1.2 Communication after Issuance of Solicitation

1.2.1 Proponents to Review Solicitation

Proponents should promptly examine all of the documents comprising this Solicitation and may direct questions or seek additional information in writing through the Procurement Portal on or before the Deadline for Questions. No such communications are to be sent or initiated through any other means. Canoe is under no obligation to provide additional information, and Canoe is not responsible for any information provided by or obtained from any source other than the Solicitation Contact or the Procurement Portal. It is the responsibility of the proponent to seek clarification on any matter it considers to be unclear. Canoe is not responsible for any misunderstanding on the part of the proponent concerning this SOLICITATION or its process.

1.2.2 All New Information to Proponents by Way of Addenda

This Solicitation may be amended only by addendum in accordance with this section. If Canoe, for any reason, determines that it is necessary to provide additional information relating to this Solicitation, such information will be communicated to all proponents by addendum posted in the Procurement Portal. Each addendum forms an integral part of this Solicitation and may contain important information, including significant changes to this Solicitation. Proponents are responsible for obtaining all addenda issued by Canoe.

1.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If Canoe determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, Canoe may extend the Submission Deadline for a reasonable period of time.

1.2.4 Verify, Clarify, and Supplement

When evaluating proposals, Canoe may request further information from the proponent or third parties in order to verify, clarify, or supplement the information provided in the proponent's proposal. Canoe may revisit, re-evaluate, and rescore the proponent's response or ranking on the basis of any such information.

1.2.5 Restricted Communications

Proponents that fail to comply with the requirement to direct all communications to the Solicitation Contact may be disqualified from the Solicitation process. Without limiting the generality of this provision, Proponents may not communicate with or attempt to communicate with the following (unless instructed to by the Solicitation Contact):

1. any RMA director, officer, employee or agent (other than the Solicitation Contact);
2. any member of the Evaluation Team;
3. any expert or advisor assisting the Evaluation Team; or
4. any other elected official of any level of government, including any advisor to any elected official.

1.2.6 Authorized Communications, Amendments, Waivers

Proponents are advised that from the date of issue of the Solicitation through any award notification:

1. only the Solicitation Contact is authorized by CANOE to amend or waive the requirements of the Solicitation pursuant to the provisions of this Solicitation; and
2. under no circumstances shall a Proponent rely upon any information or instruction from any commissioner, officer, employee, agent of CANOE or RMA unless the information or instruction is provided in writing by the Solicitation Contact.

1.3 Notification and Debriefing

1.3.1 Notification to Other Proponents

Once an agreement is executed by Canoe and a proponent, the other proponents may be notified directly in writing and will be notified by public posting of the outcome of the procurement process.

1.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the Solicitation Contact and must be made within sixty (60) days of such notification. The Solicitation Contact will contact the proponent's representative to schedule the debriefing. Debriefings may occur in person at Canoe's location or by way of conference call or other remote meeting format as prescribed by Canoe.

1.3.3 Procurement Protest Procedure

Any proponent with concerns about the Solicitation process is required to attend a debriefing prior to proceeding with a protest.

If, after attending a debriefing, the proponent wishes to challenge the Solicitation process, it should provide written notice to the Solicitation Contact in accordance with the procurement protest procedures below:

A bid dispute must be submitted within 5 Business Days of the circumstances giving rise to the dispute. To submit a bid dispute, proponents must deliver a written submission containing:

1. The name, address, and telephone number of the Proponent;
2. An indication that the bid dispute is authorized by an authorized signing officer or representative of the Proponent;
3. The Solicitation number;
4. Identification of the statute or procedure that is alleged to have been violated;
5. A precise statement of the relevant facts;
6. Identification of the issues to be resolved;
7. The Proponent's argument and supporting documentation; and
8. The Proponent's proposed resolution. All documentation must be addressed to:

Attention: General Manager, Canoe Procurement Group of Canada
Canoe Procurement Group of Canada
2510 Sparrow Drive, Nisku, Alberta T9E 8N5

EMAIL: proposals@canoeprocurement.ca

Once a bid dispute has been received, the General Manager, Canoe Procurement Group of Canada will initiate a review of the matter. The General Manager will complete that review and provide a response to the proponent as soon as reasonably possible, but generally within 10 Business Days.

That response shall be the final response from CANOE regarding the bid dispute.

Filing a bid dispute does not affect a Proponent's ability to participate in ongoing or future procurement opportunities with CANOE.

1.4 Conflict of Interest and Prohibited Conduct

1.4.1 Conflict of Interest

For the purposes of this Solicitation, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

1. in relation to the Solicitation process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including, but not limited to:
2. having or having access to confidential information of Canoe in the preparation of its proposal that is not available to other proponents;
3. having been involved in the development of the Solicitation, including having provided advice or assistance in the development of the Solicitation;
4. receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the Solicitation;
5. communicating with any person with a view to influencing preferred treatment in the Solicitation process (including, but not limited to, the lobbying of decision-makers involved in the Solicitation process); or
6. engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive Solicitation process or render that process non-competitive or unfair; or
7. in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships, or financial interests:
8. could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or
9. could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.

1.4.2 Disqualification for Conflict of Interest

Canoe may disqualify a proponent for any conduct, situation, or circumstances, determined by Canoe, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

An existing supplier of Canoe may be precluded from participating in the Solicitation process in instances where Canoe has determined that the supplier has a competitive advantage that cannot be adequately addressed to mitigate against unfair advantage. This may include, without limitation, situations in which an existing supplier is in a position to create unnecessary barriers to competition through the manner in which it performs its existing contracts, or situations where the incumbent fails to provide the information within its control or otherwise engages in conduct obstructive to a fair competitive process.

1.4.3 Disqualification for Prohibited Conduct

Canoe may disqualify a proponent, rescind an invitation to negotiate, or terminate a contract subsequently entered into if Canoe determines that the proponent has engaged in any conduct prohibited by this Solicitation.

1.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Procurement Portal.

1.4.5 Proponent Not to Communicate with Media

Proponents must not, at any time directly or indirectly, communicate with the media in relation to this Solicitation or any agreement entered into pursuant to this Solicitation without first obtaining the written permission of the Solicitation Contact.

1.4.6 No Publicity or Promotion

CANOE does not wish any Proponent, including the Ranking Proponent, to make any public announcement or distribute any literature regarding this Solicitation or otherwise promote itself in connection with this Solicitation or any arrangement entered into under this Solicitation without the prior written approval of CANOE.

If a Proponent, including the Ranking Proponent, makes a public statement either in the media or otherwise that is contrary to CANOE's wishes noted above, then:

1. CANOE may disqualify that Proponent; and
2. although CANOE intends to treat all Proposals as confidential, CANOE may disclose any information about a Proponent's Proposal to provide accurate information and/or to rectify any false impression which may have been created.

1.4.7 No Lobbying

Proponents must not, in relation to this Solicitation or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the selected proponent(s).

1.4.8 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials, or other representatives of Canoe; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this SOLICITATION.

1.4.9 Supplier Suspension

Canoe may suspend a supplier from participating in its procurement processes for prescribed time periods based on past performance or based on inappropriate conduct, including, but not limited to, the following:

1. illegal or unethical conduct as described above;
2. the refusal of the supplier to honor its submitted pricing or other commitments;
3. engaging in litigious conduct, bringing frivolous or vexatious claims in connection with Canoe's procurement processes or contracts, or engaging in conduct obstructive to a fair competitive process; or

- any conduct, situation, or circumstance determined by Canoe, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

In advance of a decision to suspend a supplier, Canoe will notify the supplier of the grounds for the suspension and the supplier will have an opportunity to respond within a timeframe stated in the notice. Any response received from the supplier within that timeframe will be considered by Canoe in making its final decision.

1.5 Confidential Information

1.5.1 Confidential Information of Canoe

All information provided by or obtained from Canoe in any form in connection with this Solicitation either before or after the issuance of this Solicitation:

- is the sole property of Canoe and must be treated as confidential;
- is not to be used for any purpose other than replying to this SOLICITATION and the performance of any subsequent contract for the Deliverables;
- must not be disclosed without prior written authorization from Canoe; and
- must be returned by the proponent to Canoe immediately upon the request of Canoe.

1.5.2 Confidential Information of Proponent

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by Canoe. The confidentiality of such information will be maintained by Canoe, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by Canoe to advise or assist with the Solicitation process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this Solicitation, questions are to be submitted to the SOLICITATION Contact.

1.6 Procurement Process Non-Binding

1.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty, and without limitation:

- this Solicitation will not give rise to any Contract-A-based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
- neither the proponent nor Canoe will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract, or failure to honour a proposal submitted in response to this Solicitation.

1.6.2 No Contract until Execution of Written Agreement

This Solicitation process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and Canoe by this Solicitation process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

1.6.3 Non-Binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of Canoe to enter into an agreement for the Deliverables.

1.6.4 Cancellation

Canoe may cancel or amend the Solicitation process without liability at any time.

1.6.5 Competition Act

Under Canadian law, a Proponent's Proposal must be prepared without conspiracy, collusion, or fraud. For more information on this topic, visit the Competition Bureau website at <http://www.cb-bc.gc.ca/eic/site/cb-bc.nsf/eng/01240.html>, and in particular, part VI of the *Competition Act*, R.S.C. 1985, c. C-34.

1.7 Rights of Canoe Procurement Group of Canada – General

In addition to any other express rights or any other rights which may be implied in the circumstances, CANOE reserves the right to (in its sole discretion):

- make public the names of any or all Proponents;
- request written clarification or the submission of supplementary written information from any Proponent and to incorporate such clarification or supplementary written information into the Proponent's Proposal;
- waive formalities and accept Proposals that substantially comply with the requirements of this Solicitation;
- contact or not contact any or all references provided by the Proponent;
- verify with any Proponent or with a third party any information, or check references other than those provided by Proponents, as set out in a Proposal;
- disqualify any Proponent whose Proposal contains misrepresentations or any other inaccurate or misleading information, or any Proponent whose reasonable failure to cooperate with CANOE impedes the evaluation process, or whose Proposal is determined to be non-compliant with the requirements of the Solicitation;
- disqualify any Proponent that has a Conflict of Interest or Unfair Advantage, or where reasonable evidence of any Unfair Advantage or Conflict of Interest is brought to the attention of CANOE, and CANOE determines that no reasonable mitigation is possible, or that the Proponent has not taken sufficient steps to promptly address such matters to the satisfaction of CANOE;
- disqualify any Proponent that is bankrupt or insolvent, or where bankruptcy or insolvency are a reasonable prospect;
- disqualify any Proponent that has engaged in significant or persistent deficiencies in performance of any substantive requirement or obligation under a prior contract or contracts;
- disqualify any Proponent if the Proponent, or any officers, directors or other key personnel of the Proponent:
 - are subject to final judgments in respect of serious crimes or other serious offences; or
 - have engaged in professional misconduct or acts or omissions that adversely reflect on the commercial integrity of the Proponent – including where there is any evidence that the Proponent or any of its employees or agents colluded with any other Proponent, its employees or agents in the preparation of its Proposal, or have made false declarations to CANOE;
- disqualify any Proponent if the Proponent has failed to pay taxes;
- make changes, including substantial changes, to this Solicitation provided that those changes are issued by way of addenda in the manner set out in this Solicitation;
- accept or reject a Proposal if only one Proposal is submitted;
- accept any Proposal in whole or in part;
- reject a subcontractor proposed by a Proponent within a consortium;
- reject a Proposal:
 - if CANOE or RMA has initiated a dispute, claim or litigation with that Proponent;
 - if that Proponent has initiated or is involved in a dispute, claim or litigation against CANOE or RMA that CANOE or RMA considers to be frivolous, vexatious, without merit and/or unreasonable;
 - if the Proponent has failed to satisfy an outstanding debt to CANOE or RMA;
 - if the Proponent has a history of illegitimate, frivolous, unreasonable or invalid claims;
 - if the Proponent provides incomplete, unrepresentative or unsatisfactory references; or
 - if CANOE determines that it would not be in the public interest to accept the Proposal;
 - select a Proponent other than the Proponent whose Proposal reflects the lowest cost to CANOE; or
 - cancel this Solicitation process at any stage (without providing reasons), and thereafter issue a new request for proposals, request for qualifications, engage in limited tendering, or take no further action in respect of the matters contemplated by this Solicitation.

By submitting a Proposal, the proponent authorizes the collection by CANOE of the information identified in this Solicitation which CANOE may request from any third party.

1.7.1 No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this Solicitation.

1.7.2 Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by Canoe to the advisers retained by Canoe to advise or assist with the Solicitation process, including with respect to the evaluation of this proposal.

1.8 Governing Law and Interpretation

These Terms and Conditions of the Solicitation Process (PART D):

- 1. are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- 2. are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
- 3. are to be governed by and construed in accordance with the laws of the province of Alberta and the federal laws of Canada applicable therein.

End of PART D



I have the authority to bind the Proponent.

- Greg Beaumont, Director Sales Canada , Unit4 Business Software Corporation

Conflict of Interest

The proponent must declare all potential Conflicts of Interest or unfair advantages as described in this Solicitation. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; AND (b) were employees of Canoe within twelve (12) months prior to the Submission Deadline.

By Selecting "NO" in the box below, the Proponent declares that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the Solicitation.

☒ Yes ☐ No

The Proponent is deemed to have read and taken into account all addenda issued by Canoe.

Please check the box in the column "I have reviewed this addendum" below to acknowledge each of the addenda.

Schedule “B1”

PRICING

Schedule “C”

MARKETING AND PROMOTION OF AGREEMENT

Once the Agreement is awarded, the Supplier will meet with Canoe to discuss an effective launch strategy, and shall provide:

- Supplier’s contact information;
- Customer engagement strategy;
- Access to knowledge sharing materials (e.g., webinars);
- Escalation process;
- Marketing materials, and,
- Other relevant materials.

To support Members, Canoe and the Supplier will work together to encourage the use of the Agreement resulting from this RFP.

The Supplier will actively promote the Agreement to Members by:

- Educating and creating awareness within their dealer and distribution networks about group purchasing, Canoe Procurement Group and the use of Canoe contract by Members;
- Conducting sales and marketing activities directly to onboard Members;
- Providing excellent and responsive Members support;
- Identifying Members savings; and
- Identifying improvement opportunities (e.g., planning priorities, multi-year projects).

Canoe will promote the use of the Agreement with Members by:

- Using online communication tools to inform and educate;
- Holding information sessions and webinars, as required;
- Attending, when appropriate, Members and Supplier events;
- Facilitating Member engagement, where appropriate;
- Providing effective business relationship management;
- Managing and monitoring Supplier performance;
- Facilitating issue resolution; and
- Marketing Supplier promotions.

Schedule "D"

SAMPLE SALES REPORT



Supplier Name: OFFICE SUPPLY COMPANY
 Canoe Contract Number: CAN-2024-III
 Month: June
 Year: 2024

CANOE SUPPLIER ADMIN FEE TEMPLATE
 Monthly Submission of Data Required

Member Number	Member Name	Province	Branch (if applicable)	Date of Purchase	Transaction Date	Accounting Date	PQ #	Invoice #	Item Description	Category (Parts / Labour / Service)	Item cost	Miscellaneous	Freight	Subtotal	PST	GST/HST	Total Invoice	Amount eligible for Admin Fee	Admin Fee Rate	Admin Fee to Canoe
AB1603	SAMPLE ONLY County of your County	AB	ED	3/5/2024	3/5/2024	3/5/2024	555662	9955623	Pens	Parts	5.32	-	-	5.32	-	0.27	5.59	5.32	5.00%	0.27
AMM5002	SAMPLE ONLY RM of your town	MB	WN	2/1/2024	2/25/2024	3/1/2024	TR33556	9955624	Trays	Parts	552.30	0.20	0.50	553.00	33.18	27.65	613.83	552.30	5.00%	27.62
SAR1222	SAMPLE ONLY Town of At Home	SK	RG	12/23/2023	1/31/2024	3/1/2024	202403jj	9955625	Whiteboard	Parts	1,555.20	-	20.30	1,575.50	110.29	78.78	1,764.56	1,555.20	5.00%	77.76
TOTALS											2,112.82	0.20	20.80	2,133.82	143.47	106.69	2,383.98	2,112.82	5.00%	105.64

Schedule “E”**LICENSING TERMS AND CONDITIONS**

The Supplier’s standard Licensing Terms and Conditions are published at, and incorporated into this Agreement by reference from, the following location: <https://www.unit4.com/legal-agreements-compliance>