

DRAFT 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: Oracle Canada ULC

Supplier Corporate Jurisdiction: 3250 Bloor Street West, East Tower, Suite 800, Toronto, ON, M8X 2X9
(the "**Supplier**"), as of

Date of Agreement: April 20, 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 as described in this agreement (Administrative Fee) and protected under FOIPPA.

long as the economic or legal substance of the matters contemplated hereby is not affected in any manner materially adverse to either Party.

11.9 Assignment

Except in the event of a merger, consolidation, acquisition, internal restructuring, divestiture or sale of all or substantially all of the assets of either Party, either Party may not assign this agreement without the other Party's prior written consent.

11.10 Time of Essence

Time shall be of the essence in this Agreement.

11.11 Further Assurances

Each Party will take all necessary actions, obtain all necessary consents, file all necessary registrations and execute and deliver all necessary documents reasonably required to give effect to this Agreement.

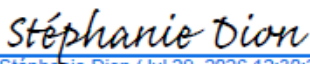
11.12 Counterparts

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.

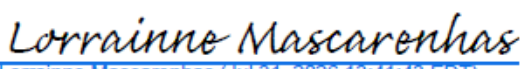
IN WITNESS WHEREOF the Parties have executed this Agreement as of the date first written above.

CANOE PROCUREMENT GROUP OF CANADA

By: 
Tyler Hannemann (Jul 30, 2026 11:05:25 MDT)
Name: Tyler Hannemann
Title: General Manager

By: 
Stéphanie Dion (Jul 29, 2026 12:30:20 EDT)
Name: Stéphanie Dion
Title: Manager of Procurement

Supplier Legal Name: Oracle Canada ULC

By: 
Lorraine Mascarenhas (Jul 31, 2026 13:41:43 EDT)
Name: Lorraine Mascarenhas
Title: Senior Manager, Customer Deal Desk

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

Opening Date: January 21, 2026 3:28 PM

Closing Date: March 20, 2026 3:00 PM

Vendor Details

Company Name: Oracle Canada ULC
Suite 800, East Tower 3250 Bloor Street West
Address: Toronto, ON M8X 2X9
Contact: Heather Berzins
Email: heather.berzins@oracle.com
Phone: 587-229-3100
Fax: 587-229-3100
HST#:

Submission Details

Created On: Thursday January 22, 2026 12:52:59
Submitted On: Friday March 20, 2026 14:54:49
Submitted By: Heather Berzins
Email: heather.berzins@oracle.com
Transaction #: 2d1863f1-4869-4eaa-9ab9-af25fa3fa1a3
Submitter's IP Address: 147.243.245.42

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):	Oracle Canada ULC
2	Proponent Address:	3250 Bloor Street West, East Tower, Suite 800, Toronto, ON, M8X 2X9
3	Proponent website address:	www.oracle.ca
4	Proponent's Authorized Representative (name, title, email address) (The representative must have authority to sign on behalf of the Proponent):	Mike Harrison, Area Vice President, mike.harrison@oracle.com
5	Proponent's primary contact for this proposal (name title address email address):	Heather Berzins, Account Manager, Canada Public Sector heather.berzins@oracle.com, (587) 229-3100
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	Clare Atkinson, Industry Account Executive Canadian Higher Education and Atlantic Canada Public Sector Clare.atkinson@oracle.com, (416) 574-4079
7	Proponent GST registration number:	10400 8685 RT0001
8	If the Proponent is representing a consortium, each member of that consortium.	N/A
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.	Oracle Corporation, founded in 1977 by Larry Ellison, Bob Miner, and Ed Oates, has evolved from a small startup into a global leader in database software, cloud-engineered systems, and enterprise software products. Over the decades, Oracle has consistently delivered innovations that have helped build entire industries. The company's core values form the foundation of its business philosophy and are essential to its operations: - Integrity: Demonstrating honesty and sound ethical behavior in all business transactions and personal dealings. - Mutual Respect: Consistently treating individuals with respect and dignity. - Teamwork: Collaborating effectively as a team for the collective interests of Oracle. - Communication: Sharing information effectively while balancing the need for confidentiality. - Innovation: Seeking innovative and creative approaches to problem-solving. - Customer Satisfaction: Prioritizing customer satisfaction as a top priority. - Quality: Incorporating excellence and quality into day-to-day work processes and seeking continuous improvement. - Fairness: Committing to dealing fairly with customers, suppliers, partners, and one another. - Compliance: Complying with all laws, regulations, and Oracle policies that govern the company's business and employees' actions. - Ethics: Observing established standards and acting ethically in business decisions. Oracle's longevity in the industry is marked by its continuous innovation and adaptation to technological advancements. The company has made significant investments in research and development, spending over US\$90 billion since FY2012, and has completed more than 150 acquisitions totaling over US\$110 billion. With a workforce of 162,000 employees, Oracle continues to deliver cutting-edge solutions, including the world's first autonomous database and a comprehensive suite of AI-powered cloud applications. This enduring commitment to its core values and business philosophy has solidified Oracle's position as a trusted partner for businesses worldwide.
10	Where is your headquarters located?	3250 Bloor Street West, East Tower, Suite 800, Toronto, ON, M8X 2X9
11	Do you have 250 or more full time employees in Canada?	Yes
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	To the best of our knowledge, at the time of bid submission, Oracle Canada ULC is not suspended or debarred from any 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
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1	Alberta	☒ Yes ☐ No	☒ Yes ☐ No	Our complete cloud suite of SaaS applications with embedded artificial intelligence bring consistent processes and a single source of truth across the most important business functions—from enterprise resource planning, supply chain management, and human capital management to customer experience. Oracle has been a leader in enterprise resource planning (ERP) solutions for over 25 years, continuously innovating to meet the evolving needs of organizations worldwide. (https://www.oracle.com/a/ocom/docs/ldc-ww-mfg-service-lifecycle-management-marketscape-oracle-distribution.pdf?utm_source=openai) In Canada, Oracle has a significant presence, with multiple cloud regions, including those in Toronto and Montreal, to support local customers. (https://www.oracle.com/ca-en/corporate/pressrelease/oracle-continues-invest-cloud-region-2020-03-30.html?utm_source=openai)
2	British-Columbia	☒ Yes ☐ No	☒ Yes ☐ No	Our complete cloud suite of SaaS applications with embedded artificial intelligence bring consistent processes and a single source of truth across the most important business functions—from enterprise resource planning, supply chain management, and human capital management to customer experience. Oracle has been a leader in enterprise resource planning (ERP) solutions for over 25 years, continuously innovating to meet the evolving needs of organizations worldwide. (https://www.oracle.com/a/ocom/docs/ldc-ww-mfg-service-lifecycle-management-marketscape-oracle-distribution.pdf?utm_source=openai) In Canada, Oracle has a significant presence, with multiple cloud regions, including those in Toronto and Montreal, to support local customers. (https://www.oracle.com/ca-en/corporate/pressrelease/oracle-continues-invest-cloud-region-2020-03-30.html?utm_source=openai)
3	New-Brunswick	☒ Yes ☐ No	☒ Yes ☐ No	Our complete cloud suite of SaaS applications with embedded artificial intelligence bring consistent processes and a single source of truth across the most important business functions—from enterprise resource planning, supply chain management, and human capital management to customer experience. Oracle has been a leader in enterprise resource planning (ERP) solutions for over 25 years, continuously innovating to meet the evolving needs of organizations worldwide. (https://www.oracle.com/a/ocom/docs/ldc-ww-mfg-service-lifecycle-management-marketscape-oracle-distribution.pdf?utm_source=openai) In Canada, Oracle has a significant presence, with multiple cloud regions, including those in Toronto and Montreal, to support local customers. (https://www.oracle.com/ca-en/corporate/pressrelease/oracle-continues-invest-cloud-region-2020-03-30.html?utm_source=openai)
4	Manitoba	☒ Yes ☐ No	☒ Yes ☐ No	Our complete cloud suite of SaaS applications with embedded artificial intelligence bring consistent processes and a single source of truth across the most important business functions—from enterprise resource planning, supply chain management, and human capital management to customer experience. Oracle has been a leader in enterprise resource planning (ERP) solutions for over 25 years, continuously innovating to meet the evolving needs of organizations worldwide. (https://www.oracle.com/a/ocom/docs/ldc-ww-mfg-service-lifecycle-management-marketscape-oracle-distribution.pdf?utm_source=openai) In Canada, Oracle has a significant presence, with multiple cloud regions, including those in Toronto and Montreal, to support local customers. (https://www.oracle.com/ca-en/corporate/pressrelease/oracle-continues-invest-cloud-region-2020-03-30.html?utm_source=openai)
5	Newfoundland and Labrador	☒ Yes ☐ No	☒ Yes ☐ No	Our complete cloud suite of SaaS applications with embedded artificial intelligence bring consistent processes and a single source of truth across the most important business functions—from enterprise resource planning, supply chain management, and human capital management to customer experience. Oracle has been a leader in enterprise resource planning (ERP) solutions for over 25 years, continuously innovating to meet the evolving needs of organizations worldwide. (https://www.oracle.com/a/ocom/docs/ldc-ww-mfg-service-lifecycle-management-marketscape-oracle-distribution.pdf?utm_source=openai) In Canada, Oracle has a significant presence, with multiple cloud regions, including those in Toronto and Montreal, to support local customers. (https://www.oracle.com/ca-en/corporate/pressrelease/oracle-continues-invest-cloud-region-2020-03-30.html?utm_source=openai)
6	Northwest Territories	☒ Yes ☐ No	☒ Yes ☐ No	Our complete cloud suite of SaaS applications with embedded artificial intelligence bring consistent processes and a single source of truth across the most important business functions—from enterprise resource planning, supply chain management, and human capital management to customer experience. Oracle has been a leader in enterprise resource planning (ERP) solutions for over 25 years, continuously innovating to meet the evolving needs of organizations worldwide. (https://www.oracle.com/a/ocom/docs/ldc-ww-mfg-service-lifecycle-management-marketscape-oracle-distribution.pdf?utm_source=openai) In Canada, Oracle has a significant presence, with multiple cloud regions, including those in Toronto and Montreal, to support local customers. (https://www.oracle.com/ca-en/corporate/pressrelease/oracle-continues-invest-cloud-region-2020-03-30.html?utm_source=openai)

7	Nova-Scotia	☒ Yes ☐ No	☒ Yes ☐ No	Our complete cloud suite of SaaS applications with embedded artificial intelligence bring consistent processes and a single source of truth across the most important business functions—from enterprise resource planning, supply chain management, and human capital management to customer experience. Oracle has been a leader in enterprise resource planning (ERP) solutions for over 25 years, continuously innovating to meet the evolving needs of organizations worldwide. (https://www.oracle.com/a/ocom/docs/ldc-ww-mfg-service-lifecycle-management-marketscape-oracle-distribution.pdf?utm_source=openai) In Canada, Oracle has a significant presence, with multiple cloud regions, including those in Toronto and Montreal, to support local customers. (https://www.oracle.com/ca-en/corporate/pressrelease/oracle-continues-invest-cloud-region-2020-03-30.html?utm_source=openai)
8	Nunavut	☒ Yes ☐ No	☒ Yes ☐ No	Our complete cloud suite of SaaS applications with embedded artificial intelligence bring consistent processes and a single source of truth across the most important business functions—from enterprise resource planning, supply chain management, and human capital management to customer experience. Oracle has been a leader in enterprise resource planning (ERP) solutions for over 25 years, continuously innovating to meet the evolving needs of organizations worldwide. (https://www.oracle.com/a/ocom/docs/ldc-ww-mfg-service-lifecycle-management-marketscape-oracle-distribution.pdf?utm_source=openai) In Canada, Oracle has a significant presence, with multiple cloud regions, including those in Toronto and Montreal, to support local customers. (https://www.oracle.com/ca-en/corporate/pressrelease/oracle-continues-invest-cloud-region-2020-03-30.html?utm_source=openai)
9	Ontario	☒ Yes ☐ No	☒ Yes ☐ No	Our complete cloud suite of SaaS applications with embedded artificial intelligence bring consistent processes and a single source of truth across the most important business functions—from enterprise resource planning, supply chain management, and human capital management to customer experience. Oracle has been a leader in enterprise resource planning (ERP) solutions for over 25 years, continuously innovating to meet the evolving needs of organizations worldwide. (https://www.oracle.com/a/ocom/docs/ldc-ww-mfg-service-lifecycle-management-marketscape-oracle-distribution.pdf?utm_source=openai) In Canada, Oracle has a significant presence, with multiple cloud regions, including those in Toronto and Montreal, to support local customers. (https://www.oracle.com/ca-en/corporate/pressrelease/oracle-continues-invest-cloud-region-2020-03-30.html?utm_source=openai)
10	Prince Edward Island	☒ Yes ☐ No	☒ Yes ☐ No	Our complete cloud suite of SaaS applications with embedded artificial intelligence bring consistent processes and a single source of truth across the most important business functions—from enterprise resource planning, supply chain management, and human capital management to customer experience. Oracle has been a leader in enterprise resource planning (ERP) solutions for over 25 years, continuously innovating to meet the evolving needs of organizations worldwide. (https://www.oracle.com/a/ocom/docs/ldc-ww-mfg-service-lifecycle-management-marketscape-oracle-distribution.pdf?utm_source=openai) In Canada, Oracle has a significant presence, with multiple cloud regions, including those in Toronto and Montreal, to support local customers. (https://www.oracle.com/ca-en/corporate/pressrelease/oracle-continues-invest-cloud-region-2020-03-30.html?utm_source=openai)
11	Québec	☒ Yes ☐ No	☒ Yes ☐ No	Our complete cloud suite of SaaS applications with embedded artificial intelligence bring consistent processes and a single source of truth across the most important business functions—from enterprise resource planning, supply chain management, and human capital management to customer experience. Oracle has been a leader in enterprise resource planning (ERP) solutions for over 25 years, continuously innovating to meet the evolving needs of organizations worldwide. (https://www.oracle.com/a/ocom/docs/ldc-ww-mfg-service-lifecycle-management-marketscape-oracle-distribution.pdf?utm_source=openai) In Canada, Oracle has a significant presence, with multiple cloud regions, including those in Toronto and Montreal, to support local customers. (https://www.oracle.com/ca-en/corporate/pressrelease/oracle-continues-invest-cloud-region-2020-03-30.html?utm_source=openai)
12	Saskatchewan	☒ Yes ☐ No	☒ Yes ☐ No	Our complete cloud suite of SaaS applications with embedded artificial intelligence bring consistent processes and a single source of truth across the most important business functions—from enterprise resource planning, supply chain management, and human capital management to customer experience. Oracle has been a leader in enterprise resource planning (ERP) solutions for over 25 years, continuously innovating to meet the evolving needs of organizations worldwide. (https://www.oracle.com/a/ocom/docs/ldc-ww-mfg-service-lifecycle-management-marketscape-oracle-distribution.pdf?utm_source=openai) In Canada, Oracle has a significant presence, with multiple cloud regions, including those in Toronto and Montreal, to support local customers. (https://www.oracle.com/ca-en/corporate/pressrelease/oracle-continues-invest-cloud-region-2020-03-30.html?utm_source=openai)

13	Yukon	☒ Yes ☐ No	☒ Yes ☐ No	Our complete cloud suite of SaaS applications with embedded artificial intelligence bring consistent processes and a single source of truth across the most important business functions—from enterprise resource planning, supply chain management, and human capital management to customer experience. Oracle has been a leader in enterprise resource planning (ERP) solutions for over 25 years, continuously innovating to meet the evolving needs of organizations worldwide. (https://www.oracle.com/a/ocom/docs/idc-ww-mfg-service-lifecycle-management-marketscape-oracle-distribution.pdf?utm_source=openai) In Canada, Oracle has a significant presence, with multiple cloud regions, including those in Toronto and Montreal, to support local customers. (https://www.oracle.com/ca-en/corporate/pressrelease/oracle-continues-invest-cloud-region-2020-03-30.html?utm_source=openai)
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Type of solution and complexity of entity served

This will be used as a quick guide for Members.

Question	Response *	Comments
Deployment model	Other (please add comment)	Oracle Fusion Cloud platform is a modern Software as a Service (SaaS) Cloud solution built on a "security-first" architecture that balances cloud cost-efficiency with the strict data isolation required by the public sector. Unlike legacy multi-tenant systems where customers share the same database tables, Oracle utilizes a secure Database architecture that isolates each customers data utilizing Oracles market leading multi-tenant database security features, such as encryption, data masking and database vault. In this model, while application code and physical infrastructure are shared to deliver seamless quarterly updates, each municipality's data resides in its own Pluggable Database (PDB). This provides a dedicated layer of isolation at the database level, striving to ensure that your sensitive financial and constituent data is never co-mingled with another organization's making oracle SaaS the most secure and performing solution in the market.
Solution Category (Full Suite ERP, Best of Breed Solution, Specialty Municipal solution)	Best of Breed	Oracle delivers a best-of-breed cloud strategy that combines the power of a unified cloud platform with the specialized operational depth required by modern municipalities. Our platform provides a single, cohesive data model for core administrative functions—including finance, human resources (HR), payroll, and procurement—while recognizing that utility-specific workflows often require specialized precision. To address this, Oracle leverages open, well-documented APIs to seamlessly integrate with industry-leading utility providers directly into our Oracle Fusion Cloud environment. This approach supports that while utility billing and meter-to-cash functions utilize specialized expertise, Oracle remains the primary, secure system of record for all administrative data. By bridging the gap between a full-suite foundation and targeted functional excellence, we provide a tailored solution that aligns perfectly with a municipality's unique operational and regulatory needs without sacrificing the integrity of a unified financial platform.
Complexity of entity served (Small-mid, mid-market, large complex)	Other (please add comment)	Oracle Fusion Cloud ERP is designed to serve organizations of varying sizes and complexities, from small/mid-market companies to large, complex enterprises. Its scalable architecture and modular design allow it to adapt to the specific needs of different organizations. Oracle fusion customers span organizations with as few as 10 users, up to large multinational multi-entty corporations and thousands of users.
Implementation model (Vendor-Led, Partner-Led, etc)	Other (please add comment)	Oracle offers flexible implementation models for Oracle Fusion Cloud to accommodate the diverse needs of public sector organizations. While Oracle provides in-house implementation services, we also collaborate extensively with a network of certified partners who bring specialized expertise in deploying our software solutions within public sector entities. These partners possess deep knowledge of public sector requirements and have a proven track record of successful implementations across various modules, including (but not limited to) Enterprise Resource Planning (ERP), Human Capital Management (HCM), Payroll, Procurement, Budgeting, and Reporting. Oracle layers our own free customer success services into partner-led implementations to support that your implementation is as successful as possible. As an Oracle fusion SaaS customer, you have an Oracle Account Manager who is your Oracle facing applications representative (territory based). In addition to your account manager and at the start of your implementation an Oracle Customer Success Manager (CSM) will be assigned to your account to work alongside your implementation partner. The CSM is a critical client-facing role within Oracle, responsible for ensuring customer satisfaction, value realization, and successful adoption of Oracle solutions. Both your account manager and your CSM are roles that are non-billable to you as an Oracle customer. Your Oracle Account Manager and Oracle customer success manager provide essential services as part of your implementation. Additionally, Oracle also provides premium support services for every SaaS customer. For more information the services you will receive as an Oracle customer additional support material can be provided. Regardless of the system integrator chosen to implement Oracle software, we enable public sector entities to receive a tailored implementation strategy aligned with their unique operational and regulatory needs.

Program offering

Describe your program offering.

Question	Reponse *
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.	Our complete cloud suite of SaaS applications with embedded artificial intelligence bring consistent processes and a single source of truth across the most important business functions—from enterprise resource planning, supply chain management, and human capital management to customer experience. Oracle Fusion Cloud Applications have everything you need to optimize your business, make faster and better decisions, and outpace change. Best-of-breed apps for your entire business—in any industry, next-generation cloud infrastructure designed for SaaS applications, all on a standards-based applications platform to easily extend, personalize and integrate applications. Oracle Fusion Cloud Applications is a comprehensive suite designed to streamline and integrate core business functions for municipalities and public-sector entities. Its modular architecture allows organizations to adopt specific functionalities as needed, ensuring flexibility and scalability. Core Functional Areas: Financial Management - Oracle Fusion Cloud Financials provides a complete view of financial positions and results, enabling organizations to respond quickly to changing environments. Budgeting and Planning: Oracle Fusion Cloud Enterprise Performance Management (EPM) offers tools for budgeting, forecasting, and performance management, ensuring efficient resource allocation and transparent fund tracking. Procurement: Oracle Fusion Cloud Procurement streamlines procurement processes with workflows for purchase requisitions, orders, and source-to-settle processes, providing full visibility into spending. Commitment Control: The system includes commitment control features that help manage encumbrances and obligations, ensuring that expenditures do not exceed allocated budgets. Reporting and Analytics: With built-in AI and machine learning, Oracle Fusion Cloud ERP supports automation and predictive analytics, providing real-time insights into financial transactions and operations. Asset and Inventory Management: Oracle Fusion Cloud Supply Chain & Manufacturing (SCM) includes tools for managing public assets and inventory, ensuring proper tracking, maintenance, and utilization of resources. Human Resources (HR): Oracle Fusion Cloud Human Capital Management (HCM) streamlines recruitment, onboarding, and certification tracking, improving efficiency and accountability in managing government employees. Workflow and Approvals: The platform automates workflows, document management, and interdepartmental processes, improving efficiency and ensuring compliance with public-sector regulations. Support for Public-Sector Business Processes: Oracle Fusion Cloud Applications are designed to meet the unique needs of municipalities and public-sector entities by enhancing compliance, transparency, efficiency, and scalability. The suite ensures adherence to public-sector regulations, including fund accounting standards and reporting requirements, by standardizing finance processes in the cloud. This standardization increases efficiency, reduces costs, and enhances decision-making. Ensuring Compliance: The system is designed to comply with public-sector regulations, including fund accounting standards and reporting requirements, ensuring adherence to strict governance and audit preparation. Enhancing Transparency: Real-time visibility into financial transactions and operations improves accountability to citizens and stakeholders, fostering public trust. Increasing Efficiency: Automation of manual processes reduces administrative burdens, allowing staff to focus on high-value tasks and improving overall operational efficiency. Supporting Scalability: The cloud-based nature of Oracle Fusion Cloud Applications allows public-sector organizations to scale smoothly and adapt to change and growth, ensuring long-term sustainability. By integrating these core functional areas, Oracle Fusion Cloud Applications provide a unified platform that supports the complex and diverse business processes of municipalities and broader public-sector entities, facilitating efficient and transparent operations.

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.	Oracle has been a leader in enterprise resource planning (ERP) solutions for over 25 years, continuously innovating to meet the evolving needs of organizations worldwide. (https://www.oracle.com/a/ocom/docs/idx-ww-mfg-service-lifecycle-management-marketscape-oracle-distribution.pdf?utm_source=openai) In Canada, Oracle has a significant presence, with multiple cloud regions, including those in Toronto and Montreal, to support local customers. (https://www.oracle.com/ca-en/corporate/pressrelease/oracle-continues-invest-cloud-region-2020-03-30.html?utm_source=openai) Oracle's ERP solutions are widely adopted by public-sector clients. For example, the Government of New Brunswick implemented Oracle Cloud ERP and HCM to modernize processes and improve information quality and access. (https://www.oracle.com/customers/government-of-new-brunswick/?utm_source=openai) Additionally, the Region of Peel in Ontario enhanced its water billing services using Oracle Cloud technology. (https://www.oracle.com/news/announcement/peel-region-innovates-in-delivery-of-water-billing-services-with-oracle-cloud-technology-2024-11-19/?utm_source=openai) These examples demonstrate Oracle's commitment to supporting public-sector organizations in Canada with mature and reliable ERP solutions.
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.	Oracle Fusion Cloud Applications are continually evolving to meet the dynamic needs of our customers. We are committed to integrating advanced AI capabilities across the Fusion Applications Suite. Recent updates have introduced AI agents in areas such as ERP, HCM, SCM, and CX, with plans to expand these features further. Our roadmap includes the introduction of new modules and the enhancement of existing ones. Oracle Fusion Cloud Applications follow a quarterly update schedule. We are committed to providing timely end-of-life notices for any features or modules that will be deprecated. These notices will be communicated well in advance to allow for a smooth transition. We communicate changes through multiple channels: Oracle Cloud Customer Connect: This platform provides access to product roadmaps, release notes, and forums for discussion. Release Readiness Documentation: Detailed information about new features, enhancement, and fixes is available to help customers prepare for updates. Direct Notifications: Customers receive email notifications about upcoming maintenance and updates, including any changes to maintenance start times. By adhering to this structured roadmap and communication strategy, Oracle ensures that clients are well-informed and prepared for upcoming changes, enabling them to leverage the full potential of Oracle Fusion Cloud Applications
Include the third party certifications you have related to ERP systems cloud storage such as ISO, ANSI, CSA, SOC etc.	Please refer to the following certification and attestation link: https://www.oracle.com/ca-en/corporate/cloud-compliance/
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.	Oracle Fusion Application Cloud is hosted on Oracle Cloud Infrastructure (OCI), with customer data stored, processed, and backed up in regional data centers—primary and disaster recovery locations can be set within Canada (Toronto and Montreal) to meet residency requirements. Oracle holds key security certifications such as ISO 27001, SOC 1/2/3, and aligns with global and Canadian privacy laws. Data is encrypted at rest and in transit, access is strictly controlled by role-based access and multi-factor authentication, and incident-response protocols include 24/7 monitoring, rapid customer notification, and formal escalation processes tailored for public-sector compliance.
Describe your upgrade process, including frequency, required customer involvement, backward-compatibility, test environments, and support for customizations or third-party components during upgrades	Oracle Fusion Application Cloud upgrades occur quarterly, with advance notice and automatic deployment by Oracle. All new features are delivered disabled to allow customers time to review. Customers mainly participate by testing their business processes, customizations, and integrations in provided test environments, which are updated ahead of production. Upgrades are designed for backward compatibility with supported configurations and Oracle-standard extensions. Customizations and third-party integrations built using Oracle's recommended tools are generally preserved, but customers are encouraged to validate and adjust as needed during each upgrade cycle. Updates begin at 11:00 pm data center time and are completed within 2 hours.
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.	Oracle Fusion Application Cloud offers configuration tools and low-code/no-code capabilities such as Application Composer, Visual Builder, Page Composer, and a built-in workflow engine (Business User views and Admin BPM Workflow). Business users can create dashboards, modify fields and business rules, design approval workflows, customize user interfaces, and manage reporting—most without vendor or partner intervention. These tools empower users to adapt processes and experiences quickly while maintaining upgrade compatibility and security.
Describe if and how your solution supports multi-entity, multi-department, or shared-services environments, including controls, reporting, and segregation of duties.	Oracle Fusion Application Cloud natively supports multi-entity, multi-department, and shared-services environments through its robust enterprise structure design. It enables organizations to manage multiple business units, legal entities, and departments within a single instance, with configurable controls for data access, centralized and distributed processing, advanced segregation of duties, and consolidated or entity-specific reporting. Role-based security and workflow approvals ensure proper oversight and compliance across organizational boundaries.
Describe your reporting and analytics capabilities, including built-in reports, self-service tools, data export methods, and support for external BI platforms.	Oracle Fusion Application Cloud delivers comprehensive reporting and analytics features, including a wide library of built-in, real-time reports and dashboards across all modules. Self-service tools like Oracle Transactional Business Intelligence (OTBI) and BI Publisher allow users to create, customize, and share ad hoc reports and visualizations without IT involvement. Data can be exported in multiple formats (Excel, PDF, CSV) and accessed via REST APIs. The platform also supports integration with external BI tools—including Oracle Analytics Cloud, Microsoft Power BI, and others—providing flexibility for advanced analytics and enterprise data strategies.
Describe how your solution supports public-sector financial controls, including approval workflows, delegation of authority, commitment control, audit trails, and compliance reporting.	Oracle Fusion Application Cloud supports public-sector financial controls with configurable approval workflows, granular delegation of authority, commitment control (funds reservation and spending limits), comprehensive audit trails for all transactions, and built-in compliance reporting. These features help ensure transparency, accountability, and adherence to public-sector regulations and policies.
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?	Canoe can request/select their hosting region (including test, staging, and analytics environments) to meet data residency needs, such as choosing Canadian data centers. Customers should specify strict residency or failover requirements during contracting to ensure alignment with Oracle's available options.
Describe how your solution meets accessibility requirements, keyboard navigation, screen-reader compatibility, and mobile usability for public-sector staff.	Oracle Fusion Application Cloud is designed to meet global accessibility standards—including WCAG 2.1 and Section 508—with full keyboard navigation, screen-reader compatibility, high-contrast modes, and resizable text. The UI supports assistive technologies (like JAWS and NVDA) and delivers a consistent experience across web and mobile, enabling public-sector staff of all abilities to use the application effectively. Oracle regularly tests and updates accessibility features to ensure ongoing compliance and ease of use.
List and describe all agreements that govern the use, support, hosting, and management of your ERP solution.	The use, support, hosting, and management of Oracle Fusion Application Cloud (ERP) are governed by the following key agreements: Oracle Cloud Services Agreement (OCSA): Outlines the general terms for cloud service use, including customer responsibilities, service scope, and data security. Order Documents (Ordering Documents/Schedule): Specify the Oracle Fusion services purchased, regions, service levels, and any customer-specific terms. Oracle Cloud Hosting and Delivery Policies: Describe hosting practices, data residency, support procedures, and service continuity/availability details. Oracle Cloud Security Practices and Privacy Policy: Covers Oracle's measures for protecting customer data and compliance with applicable privacy laws. Oracle Technical Support Policies: Detail the support services, response times, and procedures for service requests and issue escalation.
List anything else you would like to include as part of your offering.	The Oracle Cloud application uses a unified data model, which is a superset of entities and attributes from previous Oracle legacy applications. Customers can extend this data model while maintaining consistent semantics. The underlying architecture to support this unified data model is built on the Oracle Relational Database, which is considered to be the most secure and widely used database in the world. Logical data striping offers flexible enterprise structures for global organizations. Reference data sets enable business units to share reference data. Reference data is managed by sets. Transactional data is managed or striped by business units. You can assign sets of codes to each business unit. There is no need to duplicate reference data for each business unit. Oracle Cloud Applications use trees, a hierarchy model that offers flexible hierarchies for crossing line of business processes. It also defines line of business processes more efficiently. The tree structure is in the data model and is used directly in the Java business logic and exposed through Oracle Business Intelligence. FlexFields enable you to add custom attributes and define custom key structures in the Oracle Cloud Applications. A unified metadata dictionary, and a metadata store, accessible to all the tools, provides consistency for all the components in the technology stack and enables you to preserve changes across upgrades. Oracle provides a suite of Integration tools that include the HCM Data Loader and Spreadsheet Loaders that will allow you to import historical information into the application with effective dating. Full validation and edit checking ensures that only valid transactional data is being imported into the application. Data is entered into the application once and is shared across all modules in the unified data model. Oracle publishes the Data Models for the Oracle Cloud HCM applications on the https://support.oracle.com website. Logical and Relational diagrams for the applications are available upon request. • Customer Relationship Management (CRM) to support customer and constituent engagement across sales, marketing, and customer service. • Oracle Field Service to optimize field workforce scheduling, dispatch, route planning, mobile work execution, and real-time visibility into field operations. • Oracle Analytics to provide embedded analytics, enterprise reporting, dashboards, AI-assisted insights, and data visualization across Oracle Cloud Applications. • Enterprise Asset Management (EAM) to manage the lifecycle, maintenance, and performance of physical assets, supporting infrastructure-intensive public sector organizations. • Oracle Enterprise Performance Management (EPM) for budgeting, forecasting, financial planning, and performance management. • Oracle Integration to securely connect Oracle Cloud Applications with third-party applications and existing enterprise systems using modern APIs and integration services. • Oracle Customer Success Services to provide resources, best practices, and guidance that help organizations maximize the value of their Oracle Cloud Applications investment and support ongoing adoption and optimization. • Oracle Guided Learning (OGL) to provide in-application guidance, contextual help, digital adoption, and personalized learning experiences that help accelerate user adoption and support organizational change management. • Oracle AI capabilities and AI Agents to extend business processes with embedded generative AI, intelligent automation, conversational experiences, and AI-powered assistance across Oracle Fusion Cloud Applications. Together, these capabilities provide a scalable platform that can grow with an organization's needs, enabling municipalities and other public sector organizations to adopt additional functionality over time while maintaining a consistent user experience, a common security model, a shared data model, embedded AI capabilities, and integrated business processes.

Core ERP Capability Coverage

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

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
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Finance	☒ Yes ☐ No	Oracle Financials Cloud	☒ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	Oracle Fusion Cloud Financials is a highly configurable, standards-based SaaS solution; however, customers may need configuration and/or extensions for public-sector-specific requirements that are not delivered out of the box.	Debt and investment management, utility billing, and property tax billing.	"Oracle Financials Cloud documentation: https://docs.oracle.com/en/cloud/saas/financials/26a/index.html "
Procurement	☒ Yes ☐ No	Oracle Fusion Procurement Cloud	☒ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	While standard integrations exist for common ERP/Procurement scenarios, "one-off" legacy systems, proprietary marketplaces, or niche risk/content providers typically require an integration build using APIs/middleware rather than purely configuration.	Use cases: 1- Enrich supplier profiles with external sanctions screening, adverse media, ESG scoring, financial risk ratings, or certificate validation. External data sources and screening engines are usually outside Oracle SaaS; integration is required to pull results into supplier records and to trigger workflows. 2- Supplier Punchout functionality for Purchase Requisitions. These enhancements ensure seamless connectivity and user experience when accessing external supplier catalogs and processing transactions. Integration is required to accommodate supplier-specific catalogs.	"Oracle Fusion Cloud Procurement documentation: https://docs.oracle.com/en/cloud/saas/procurement/26a/index.html Oracle Fusion Cloud What's New documentation (quarterly): https://docs.oracle.com/en/cloud/saas/readiness/scm/26a/proc26a/index.html Oracle Integration & API documentation (REST/SOAP, OIC adapters): https://docs.oracle.com/en/cloud/saas/procurement/26a/fapra/index.html "
Human Resources / Payroll (if applicable to your suite)	☒ Yes ☐ No	Oracle Fusion Human Capital Management	☒ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	N/A	Third party applications are not required but are sometimes needed to address specific operational requirements. Common third-party applications include Benefits Administration platforms, tax filing and compliance services, and Pension Plan management. Oracle Fusion HCM offers robust integration capabilities to connect with third-party providers, ensuring accurate processing and compliance with local regulations.	https://docs.oracle.com/en/cloud/saas/human-resources/index.html
Budgeting and Planning	☒ Yes ☐ No	Oracle Cloud Enterprise Performance Management	☒ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	N/A	N/A	https://docs.oracle.com/en/cloud/saas/epm-cloud/index.html

Inventory / Asset Management	☒ Yes ☐ No	Oracle Fusion Supply Chain Management	☒ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	As a SaaS solution, it favors configuration and extensibility over deep custom code, which may be limiting for highly specialized warehousing/automation needs or bespoke asset management processes. While Fusion Inventory and Fusion Asset Management (Maintenance + Financial Assets) provide standard integration patterns for common ERP/SCM scenarios, "one-off" legacy WMS/3PL, GIS, SCADA platforms, proprietary warehouse automation (conveyors/robotics), niche IoT/condition-monitoring tools, or specialized compliance/serialization providers typically require an integration build using supported APIs and middleware rather than purely configuration (assumption: the customer has non-Oracle systems that must remain in scope). Organizations with complex legacy integrations Very advanced, niche industry scenarios may be better served by complementing Fusion with specialized best-of-breed solutions.	Use case: Condition-based maintenance using external IoT/telematics signals to trigger maintenance work (alerts → work orders → execution) and feed outcomes back to the monitoring platform. External IoT platforms and OEM telematics are usually outside Oracle SaaS; integration is required to create/update maintenance work orders and maintain an auditable event-to-work history (assumption: near-real-time sensor events and automated work initiation are required)	Oracle Fusion Cloud SCM documentation (Inventory & Maintenance): https://docs.oracle.com/en/cloud/saas/supply-chain-management/26a/index.html Oracle Fusion Cloud Financials documentation (Assets): https://docs.oracle.com/en/cloud/saas/financials/26a/index.html Oracle Fusion Cloud What's New / Release Readiness (quarterly updates): https://docs.oracle.com/en/cloud/saas/readiness/index.html Oracle Fusion Cloud REST API documentation (for supported integrations): https://docs.oracle.com/en/cloud/saas/applications-common/rest-api/
Reporting / Analytics	☒ Yes ☐ No	The primary reporting and analytics tools in Oracle Fusion Application Cloud are Oracle Transactional Business Intelligence (OTBI) and Oracle BI Publisher. Additionally, customers may use Oracle Analytics Cloud for more advanced analytics.	☒ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	None	Customers utilize native reporting tools for answers to business questions and data analysis.	Cloud ERP documentation: https://docs.oracle.com/en/cloud/saas/analytics/26r1/index.html
Integration and Data Architecture	☒ Yes ☐ No	Oracle Integration Cloud (OIC): A comprehensive integration platform used to connect Oracle Fusion Application Cloud with external and on-premises systems. It supports prebuilt adapters, process automation, data synchronization, event-driven integrations, and secure API management. Oracle Fusion Cloud Data Model: A standardized, unified data architecture organizing business objects and transactions across all modules, enabling consistent access for reporting, analytics, and integration through web services (REST/SOAP) and data export tools. Together, these provide secure, scalable, and adaptable integration and data management for enterprise and public-sector environments.	☒ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	None	Oracle provides delivered integration tools as well as the OIC platform tool for customers to integrate with other cloud or on Prem solutions. The solution provides automation, monitoring and drag-and-drop design.	OIC documentation: https://docs.oracle.com/en/cloud/paas/application-integration/

Platform Tools (workflow, low-code, roles/permissions, extensibility)	☒ Yes ☐ No	Oracle BPM Workflow: Built-in workflow engine for automating and managing approvals, notifications, and business processes across modules with configurable rules and real-time tracking. Application Composer & Page Composer: Low-code/no-code tools allowing business users to extend objects, fields, pages, and business logic without programming, supporting upgrade-safe customizations. Oracle Visual Builder: A visual, low-code platform to build, extend, and deploy new applications or interfaces on Oracle Cloud, supporting rapid development and integration. Role-Based Access Control (RBAC): Granular, configurable security framework for defining user roles, permissions, and data access policies to enforce segregation of duties and secure operations.	☒ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	None	Oracle delivers an embedded workflow engine to enhance or replace delivered business process and approvals.	Workflow documentation: https://docs.oracle.com/en/cloud/saas/applications-common/26a/oacpr/overview-of-notifications-and-approval-workflows.html
	☒ Yes ☐ No	-	☒ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	-	-	-

Extensibility, integration and interoperability

Integration and Extensibility Overview

Area	Native Integration Features *	Limits or Constraints *	Need for Customization or Middleware *
API	Oracle Fusion Application Cloud provides comprehensive APIs, including REST and SOAP web services, enabling secure integration with external and internal systems. These APIs cover core business objects and transactions across modules such as ERP, HCM, and SCM, supporting data access, automation, and extensibility—while enforcing Oracle's robust security, authentication, and authorization controls.	APIs are typical CRUD (Create, Read, Update, Delete) APIs and are available to use across the suite. However, while there are hundreds of APIs, not every field is associated with an API.	N/A
Events/webhooks	Oracle Fusion Cloud supports event-driven integrations through features like Business Events and webhooks. Business Events can trigger real-time notifications or external integrations (using Oracle Integration Cloud, Oracle SOA, or REST callbacks) when key transactions or data changes occur, enabling automated workflows and system integrations. Webhook functionality is available for certain events, but may require Oracle Integration Cloud or similar middleware for configuration and management.	Not all actions/entities publish events: Coverage varies by module/object and by what the application team has instrumented. Some transactions may have partial or no event support.	N/A
Reporting Data Models	Oracle Fusion Application Cloud provides robust reporting data models via Oracle Transactional Business Intelligence (OTBI), BI Publisher, and subject areas. OTBI offers real-time, ad hoc analytics using prebuilt business data models, while BI Publisher supports custom, pixel-perfect reports leveraging data models that can join multiple sources. These tools enable users to create and share interactive dashboards and detailed reports across all Fusion modules.	*Subject-area coverage is finite: You can only report on what's exposed in delivered OTBI subject areas. Some attributes/objects (or fewer features) may not be available without additional modeling (often via BI Publisher/data extracts/FAW). Performance and query governance limits: Large datasets, many prompts, heavy calculated measures, and wide analyses can time out or be throttled. Queries may be subject to concurrency controls and execution time limits. *Export limits: Very large exports to Excel/CSV can hit row/size limits or be impractical; bursting/distribution needs may require the delivered, BI Publisher, or an extract."	N/A
Workflow Engine	Oracle Fusion Application Cloud includes a built-in workflow engine called Oracle BPM Workflow. It automates business processes such as approvals and notifications across modules, supports configurable and rule-based routing, integrates with security and roles, and enables end-users to manage workflow tasks through web interfaces or mobile apps. Custom workflows can be designed using embedded tools without code or via Oracle Process Cloud for more complex scenarios.	Configuration is bounded by what's exposed in the UI: You can tailor routing, rules, and participants, but you generally can't implement fully arbitrary logic beyond supported rule constructs and available attributes.	N/A

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.	Oracle Fusion Application Cloud offers 24/7 customer support for technical issues through multiple channels, including Oracle Support Portal (My Oracle Support), phone, and web. Service-level commitments (SLAs) specify response and resolution targets based on the severity of the issue (e.g., Severity 1—critical production issue—typically receives a response within one hour). Issues can be escalated through Oracle's support management chain. Canoe Members benefit from the same robust SLAs, dedicated account management, and escalation processes as all Oracle Cloud customers; enhanced or tailored support options may be available by contract.
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.	Oracle Fusion Application Cloud uses a tiered technical support model: Vendor-Provided Support (Oracle): Oracle directly handles cloud service availability, infrastructure, application defects, security, patches, upgrades, and standard configurations. Customers interact with Oracle Support (My Oracle Support portal, phone, or web) for these issues. Partner-Provided Support: Oracle-certified partners may provide support for implementation, customizations, configurations, user training, and ongoing managed services. Partners handle issues related to bespoke solutions or integrations that they develop or manage. Issue Responsibility: Oracle handles incidents involving: Out-of-the-box application errors or service outages Security events or performance problems within Oracle's managed cloud Standard system maintenance, patching, and platform upgrades Partners handle: Customization errors, user training, bespoke integrations, and local business process support Summary: Oracle provides core technical and application support. Partners augment with services for customized solutions or ongoing managed support, but all critical platform and SaaS issues are handled directly by Oracle.
Describe how support responsibilities are divided between your company and implementation partners, including issue triage, root-cause analysis, and platform-level defects	In Oracle Fusion Application Cloud, support responsibilities are divided as follows: Oracle: Handles platform-level defects, core application errors, infrastructure issues, security incidents, upgrades, and patches. Oracle is responsible for root-cause analysis and resolution of any issue related to the underlying SaaS application or cloud platform. Implementation Partners: Manage support for customizations, integrations, configurations, user training, and business process extensions. They perform initial issue triage for issues related to their work and escalate unresolved problems to Oracle if a platform defect is suspected. Issue Triage: Partners typically triage issues related to custom work first; Oracle handles triage for standard features and service availability. Root-Cause Analysis: Oracle investigates platform/application defects. Partners analyze and resolve issues originating from custom development or integration work. Escalation: If a problem is traced to Oracle's platform or a standard feature, the partner escalates it to Oracle for further investigation and resolution.
Describe how technical support interacts with your update and release process, including communication of upcoming releases, support for regression issues, and schedule stability	Oracle Fusion Application Cloud technical support closely coordinates with the update and release process by proactively communicating upcoming releases, new features, and potential impacts via release notes, readiness documents, and advance notifications. Support assists customers with regression testing in sandbox environments before production updates and provides swift resolution for any regression issues discovered. Update schedules are standardized and published in advance, ensuring stability and helping customers plan for changes with minimal disruption.

Suitability and Member profile

Question	Reponse *
Beyond the financial cost, what is the specific Full-Time Equivalent (FTE) commitment required from the client's internal team during a standard implementation to ensure success, and what specific technical skill sets must those internal staff possess	Implementing Oracle Fusion ERP and HCM requires dedicated internal roles: Project Manager: Oversees project execution. Functional Leads: Experts in finance and HR processes. Technical Leads: Handle system integration and data migration. Change Management Specialists: Facilitate user adoption. Essential skills include Oracle Fusion knowledge, SQL proficiency, integration expertise, reporting tools familiarity, data migration tools proficiency, and understanding of security and compliance.
Describe a specific client profile (size, complexity, or industry vertical) where your solution is NOT the best fit, and explain why a competing product might serve that specific profile better.	N/A
Describe a specific client profile (size, complexity, or industry vertical) where your solution is the best fit, and explain why a competing product might serve that specific profile better.	Oracle Fusion Cloud ERP and HCM are ideal for large enterprises with complex global operations, mid-sized companies seeking streamlined processes, industry-specific organizations, businesses undergoing digital transformation, and those prioritizing data security and compliance. These solutions offer scalability, flexibility, and robust features to meet diverse organizational needs.
Identify functional gaps that your past public-sector clients (within the last three years) have raised during implementation.	Taxation and Utilities but we do have partners that provide solutions in these areas to existing clients today.
Describe compatibility with commonly used public-sector systems (procurement portals, AP automation tools, asset systems, financial reporting tools).	Oracle Fusion Cloud Applications provide Canadian public sector organizations with one of the most complete and integrated suites to manage core operations and deliver modern, citizen-centric services. Built on a unified data model with a consistent user experience, the suite helps governments streamline end-to-end processes, strengthen stewardship and accountability, and accelerate measurable outcomes, while reducing reliance on disconnected point solutions. Supplier Portal, Bill Management Portal, AP automation (i.e. Intelligent Document Recognition), Assets (including Maintenance), financial reporting and analytics all come delivered with Oracle Fusion. Where we see integration points are with external procurement portals such as Merx, Bidding, Bids & Tenders, and SEAO and if customers have recently implemented CityWorks we see integration points into Procurement, Inventory, Projects and Assets. We also work with niche 3rd-party partners such as Ravic who have built specific municipal solutions on the Oracle platform to accommodate requirements for Property Tax, Utility Billing, CashClerk (cashiering), and Debentures.
Identify typical integration points where members often require customization.	Oracle Fusion Applications doesn't require members to create integration points within the system as Oracle has built the application from the ground up with a unified data model and built-in out of the box integration points across business processes. Should members have external applications that they want to integrate with outside of Oracle Fusion then they can easily integrate using Oracle Integration Cloud (OIC). OIC is Oracle's cloud-native Integration Platform that enables members to connect applications, automate business processes, and exchange data securely across cloud and on-premises environments. OIC is designed to reduce integration complexity and delivery timelines through low-code development, prebuilt connectivity, centralized governance, and enterprise-grade security.
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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.

Dimension	Strengths of your Solution *	Limitations of your solution *	Typical competitor approaches *	Members types best served *
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Finance	1) End-to-end financial management on a unified platform Integrated capabilities spanning General Ledger, Accounts Payable, Accounts Receivable, Cash Management, Fixed Assets, Expenses, intercompany processing, and financial reporting foundations. Consistent user experience and common data model reduce reconciliation effort and improve data quality across finance operations. 2) Strong controls, approvals, and audit readiness Configurable workflow approvals, role-based access controls, and policy-driven process design support strong governance. Transaction traceability from subledger to GL and reporting helps improve auditability and compliance posture. 3) Multi-entity, multi-fund, and complex organizational support Designed to support organizations with multiple legal entities, operating units, and reporting requirements. Supports centralized/shared services models and standardized processes across departments or agencies. 4) Operational efficiency and close acceleration Automation and guided processes help reduce manual effort in AP, reconciliation, and period close activities. Standardized processes and embedded validations help increase consistency and reduce exceptions. 5) Visibility and analytics Embedded reporting and extensible analytics options enable faster access to financial insights for operational leaders and finance teams. Works well as a foundation for broader performance management when paired with Oracle EPM and/or Fusion Data Intelligence (FDI), where applicable. 6) Cloud delivery and continuous innovation Regular updates help keep controls, usability, and capabilities current—reducing the long-term burden of major upgrades typical of legacy on-premises systems.	1) Process standardization is required to maximize value Like most modern cloud ERP solutions, organizations achieve the best outcomes when adopting standard processes; heavy customization is generally discouraged in favor of configuration and extensions. 2) Integration planning is still essential in heterogeneous environments If the organization relies on multiple third-party operational systems (e.g., permitting, work management, billing, grants application systems), integration design and data governance remain critical to success. 3) Change management and training are key for adoption Moving from legacy processes/spreadsheets to an integrated cloud platform requires planned change management, role redesign, and end-user enablement. 4) Public sector-specific statutory/regulatory requirements Some public sector accounting, reporting, or jurisdiction-specific needs may require configuration, complementary Oracle capabilities, or integration with existing specialized systems. These should be validated during solution design workshops and fit-gap activities.	When public sector or regulated organizations evaluate financial management platforms, competitor approaches typically fall into one of the following patterns: 1) "Financials-first" point solutions with bolt-on modules Strength: quick deployment for narrow finance scope. Trade-off: often increased integration overhead, inconsistent data, and higher long-term operating complexity when expanded across procurement, HR, projects, or analytics. 2) Legacy/on-prem ERP modernization Strength: familiarity and existing customization retained. Trade-off: higher upgrade and infrastructure burden, slower innovation cycles, and extended timelines to modernize controls, UX, and analytics. 3) Industry-specific suites with limited breadth Strength: packaged workflows for niche processes. Trade-off: may lack depth across enterprise financials or require additional tools for planning, procurement, HR, and enterprise analytics—creating "multiple systems of record." Oracle Fusion Cloud Financials is positioned to avoid these trade-offs by providing robust enterprise financial capabilities on a unified cloud platform, with strong integration options and consistent governance.	Oracle Fusion Cloud Financials is particularly well-suited for: Canadian and global public sector organizations, including: - Municipal, provincial, and federal agencies - Broader Public Sector (BPS) such as education, agencies/boards, and shared service organizations - Entities requiring transparent financial controls, delegated authority workflows, and strong audit support Regulated and compliance-driven industries, including: - Utilities and energy - Healthcare and life sciences (especially complex, multi-entity organizations) - Financial services and insurance (subject to governance and control frameworks) - Telecommunications and transportation - Publicly accountable enterprises with stringent reporting requirements
Procurement	Oracle Fusion Procurement Cloud delivers an integrated, end-to-end Source-to-Pay capability on a single cloud platform (sourcing, supplier management, purchasing, receiving, invoicing, payments and analytics) with a common data model and embedded controls. It offers modern user experience, configurable workflows, and frequent innovation through regular cloud updates, supporting built-in best practice processes and improved spend visibility. Native integration across Oracle Fusion ERP modules helps reduce data silos and enables faster cycle times and stronger compliance.	As a true SaaS solution, it prioritizes configuration and extensibility over deep custom code, which may be limiting for highly unique procurement processes or heavy bespoke UI requirements. Organizations with extensive legacy integrations or complex data harmonization needs may require additional integration and change management effort. Some very niche industry or may require validation and potential complementary solutions.	Many competing ERP/procurement offerings rely on more modular or bolt-on architectures (separate sourcing, P2P, CLM, supplier risk tools) that can increase integration, data and reporting complexity. Others emphasize heavy customization or on-prem/hybrid deployments, which can extend implementation timelines and slow adoption of innovation. Best-of-breed procurement suites may excel in a specific function but often require middleware and governance to maintain end-to-end process integrity and consistent master data.	Oracle Fusion is suited for small-to-large organizations seeking standardized procurement processes, strong spend visibility, and tight integration with human resources, finance, projects, and supply chain on a unified cloud ERP. Ideal for Members prioritizing governance, auditability, and scalability across multiple business units with consistent policies and controls. Also a strong fit for Member organizations aiming to modernize procurement with configurable workflows and continuous cloud innovation rather than maintaining heavily customized legacy systems.
Reporting	Oracle Fusion Application Cloud stands out from other major ERP products by offering a unified, natively cloud-based suite with embedded advanced analytics (OTBI, BI Publisher), real-time reporting, and strong integration across finance, HR, procurement, and supply chain—all built on Oracle Cloud Infrastructure. It is a strong fit for organizations seeking scalability, advanced security, continuous quarterly updates, and built-in global compliance.	Subject-area coverage is finite: You can only report on what's exposed in delivered OTBI subject areas. Some attributes/objects (or newer features) may not be available without additional modeling (often via BI Publisher/data extracts/FAW).	Competitors are limited by their architecture in that their reporting capabilities are a small subset of the capability Oracle provides due to lack of integration and unified data model.	All Organizations benefit from easy to use embedded analysis reporting and analytics to support business decisions and data analysis.

Extensibility	Oracle Fusion Application Cloud offers robust extensibility through no-code/low-code tools (Application Composer, Visual Builder), configurable workflows, and extensive APIs, allowing organizations to tailor processes, reports, and interfaces without compromising upgrades. Unlike some major ERPs, Oracle emphasizes secure, upgrade-safe extensions rather than deep source-code customization. This makes it an excellent fit for organizations prioritizing agility, cloud innovation, and rapid adaptation—but it may be less ideal for those needing highly specialized, deeply customized solutions or legacy process replication.	SaaS guardrails (no deep “core code” changes): You can’t modify seeded application code or database objects directly. Extensibility is limited to supported mechanisms (e.g., sandbox changes, page composer where available, flexfields, approvals config, OIC/VBCS extensions). What you can extend varies by product area: Some modules expose richer hooks (events, REST APIs, descriptive flexfields, approvals) than others. If the object/process isn’t exposed, customization options may be limited.	Competitors are limited by their architecture in that their extensibility capabilities are a small subset of the capability Oracle provides.	All Organizations benefit from the ability to customize the solution to meet their business needs and organizational culture in a manner that survives updates.
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Experience

Describe your experience.

Line Item	Question	Response *
1	Provide a high level description of the services you are offering in your proposal.	Oracle Fusion Cloud SaaS platform offers a unified, security-first platform designed to modernize Canadian municipal operations. By integrating core financials (ERP), procurement, project management, and human capital management (HCM) on a single data model, it eliminates data silos and automates manual processes, ensuring full compliance with Public Sector Accounting Board (PSAB) standards and enhancing fiscal transparency. This proposal focuses on foundational software components, including General Ledger, Accounts Payable, Accounts Receivable, Purchasing, Purchase Orders, Inventory, Project Financial Management, Fixed Assets, Payroll, and Core Human Resources. Oracle's open architecture and robust APIs facilitate seamless integration with specialized systems, creating a high-performance system of record. While implementation services are not included in this proposal, Oracle offers flexibility for future deployment through in-house services or an extensive network of expert partners. This multi-tenant SaaS solution delivers continuous innovation and robust data isolation, while remaining fully compatible with additional enterprise modules to accommodate evolving operational needs.
2	What is your Canadian public sector market share for the solutions you are proposing?	As a publicly traded corporation, Oracle does not disclose specific confidential data regarding market share percentages, exact number of clients, or regional installed base counts. However, Oracle maintains a significant footprint across the Canadian public sector, serving all tiers of government. Our presence in Canada is supported by robust infrastructure and a dedicated local ecosystem, ensuring our solutions are optimized for the specific regulatory and operational requirements of Canadian municipalities.
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.	Platform Maturity and Years in Market Oracle Fusion Cloud is a comprehensive, mature, and market-leading SaaS solution that has been commercially available for over a decade. Unlike legacy systems that have been adapted for cloud deployment or merely hosted in the cloud, Oracle Fusion Cloud has been designed natively for the cloud; it integrates enterprise resource planning (ERP) and human capital management (HCM) functionalities into a unified, multi-tenant platform. This native cloud architecture enables continuous innovation through regular updates, ensuring users always have access to the latest features without disruptive upgrades. Oracle's commitment to excellence is consistently recognized by top industry analysts: • Oracle has once again been named a Leader in both the 2025 Gartner® Magic Quadrant for Cloud ERP for Service-Centric Enterprises and the 2025 Gartner® Magic Quadrant for Cloud ERP for Product-Centric Enterprises—positions it has held since the inception of each report. In each report, Oracle is recognized as a Leader for its “Ability to Execute” and “Completeness of Vision” for Oracle Fusion Cloud Enterprise Resource Planning (ERP). https://www.oracle.com/news/announcement/oracle-recognized-as-a-leader-two-gartner-mq-reports-2025-11-05/ • Oracle has been named a Leader in the 2025 Gartner® Magic Quadrant™ for Financial Planning Software for Oracle Fusion Cloud Enterprise Performance Management (EPM), part of Oracle Fusion Cloud Enterprise Resource Planning (ERP). Oracle was recognized based on its Ability to Execute and Completeness of Vision. https://www.oracle.com/news/announcement/oracle-recognized-as-a-leader-2025-gartner-mq-financial-planning-software-2026-02-19/ • Oracle has been named a Leader in the 2025 Gartner® Magic Quadrant™ for Cloud HCM Suites for 1,000+ Employee Enterprises for Oracle Fusion Cloud Human Capital Management (HCM). Oracle has been named a Leader for the 10th consecutive year and has placed furthest to the right for Completeness of Vision for the eighth consecutive year in the overall report. https://www.oracle.com/news/announcement/oracle-named-leader-in-gartner-magic-quadrant-for-cloud-hcm-suites-for-tenth-year-2025-09-16/ • Oracle has been named a Leader in the 2026 Gartner® Magic Quadrant™ for Source-to-Pay Suites for Oracle Fusion Cloud Procurement. Oracle was recognized based on its Ability to Execute and Completeness of Vision. https://www.oracle.com/news/announcement/oracle-named-leader-in-gartner-magic-quadrant-for-source-to-pay-suites-2026-02-02/ Canadian Market Presence As a publicly traded corporation, Oracle does not disclose specific confidential data regarding market share percentages, exact number of clients, or regional installed base counts. However, Oracle maintains a significant footprint across the Canadian public sector, serving all tiers of government. Our presence in Canada is supported by robust infrastructure and a dedicated local ecosystem, ensuring our solutions are optimized for the specific regulatory and operational requirements of Canadian municipalities. Notably, Oracle has established two Cloud regions in Canada—one in Toronto and another in Montreal—providing public sector clients with access to a comprehensive suite of cloud services that ensure data residency and compliance with local regulations. Public Sector Experience Oracle has a longstanding commitment to the public sector, offering specialized solutions and deep domain expertise across various governmental and educational domains. Our comprehensive suite of cloud-based applications is designed to meet the unique needs of diverse public sector organizations, including: • Municipal and Local Governments: Enhancing fiscal transparency, automating procurement processes, streamlining human resources management—including recruitment, payroll, and talent development—and improving citizen engagement through efficient service delivery. • Provincial and Federal Agencies: Managing complex fund accounting, ensuring compliance with mandated reporting, optimizing workforce management, and streamlining operations to better serve constituents. • Healthcare and Social Services: Improving administrative workflows, case management, patient services, and human capital management to deliver better health outcomes and social support. • Higher Education Institutions: Facilitating institutional planning, research grant administration, student services, and faculty management to foster academic excellence and innovation. • And Many Other Public Sector Areas: Providing tailored solutions to meet the unique challenges of various public sector entities, ensuring operational efficiency and compliance with regulatory standards. Our solutions are trusted by numerous public sector entities to drive digital transformation, enhance operational efficiency, and ensure compliance with regulatory standards. By leveraging Oracle's technology, these organizations can better serve their communities and achieve their missions effectively. Representative Sample of Canadian Public Sector Presence Oracle has a significant presence in the Canadian public sector, providing cloud solutions to various governmental and educational institutions. Although Oracle does not share specific client examples without prior approval, the following is a small sample of some of the public sector groups that work with Oracle software services, as available as case studies on our website: • Government of New Brunswick: Implemented Oracle Cloud ERP and HCM to modernize processes and improve information quality and access. • University of Windsor: Utilized Oracle Fusion Cloud ERP and HCM to refine collaboration between finance and HR organizations, enhancing workforce planning and related initiatives. These examples demonstrate Oracle's commitment to supporting Canadian public sector organizations in their digital transformation efforts.
4	What do you consider to be the top three market differentiators of your services relative to this solicitation?	Oracle Fusion Cloud ERP distinguishes itself in the market through the following key differentiators: 1. Comprehensive and Integrated Suite: Oracle Fusion Cloud ERP offers a unified platform that seamlessly integrates core business functions, including financial management, procurement, and enterprise performance management (EPM). This holistic architecture eliminates data silos, ensuring a single source of truth across the organization and significantly enhancing operational transparency. 2. Embedded AI and Machine Learning: Oracle embeds advanced AI directly into its ERP applications to enable intelligent process automation and real-time predictive analytics. These capabilities transform reactive municipal operations into proactive strategies, allowing leaders to make data-driven decisions swiftly while improving overall organizational performance. 3. Continuous Innovation and Automatic Updates: As a native cloud solution, Oracle Fusion Cloud ERP delivers regular, automatic quarterly updates that introduce new features and enhancements without disrupting day-to-day operations. This ensures that municipalities always have access to the latest security standards and functional best practices without the need for traditional, costly upgrade projects. These differentiators underscore Oracle's commitment to providing a robust, intelligent, and continuously evolving ERP solution that empowers organizations to drive digital transformation and achieve sustained success.
5	Describe your experience with group purchasing, including a list of current cooperative purchasing contracts in North America.	Oracle has worked with all levels of private and public organizations in Canada to provide cost effective purchasing options as part of various types of single, group and cooperative purchasing contacts. Oracle works with most of the well-known group procurement entities in Canada and is vendor of record for many provincial ERP procurement contracts.

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.	Oracle is committed to supporting the effective implementation of the Canoe contract through a structured enablement program designed to educate our public sector sales teams on the strategic value of group purchasing. This program awareness training emphasizes how the Canoe framework streamlines the procurement lifecycle, reducing administrative burdens for both clients and account teams. The program begins with a comprehensive launch session covering the contract's specific terms, eligible entities, and expected standardized ordering processes. Following this, we will conduct regular check-ins, providing our public sector sales representatives opportunities to discuss active opportunities. Our team will be aware of the cost-avoidance and efficiency benefits to municipal and non-profit stakeholders. To measure the program's effectiveness, Oracle monitors industry participation trends, including the volume and geographic distribution of contracts processed through the agreement. Key performance indicators such as the number of active opportunities, conversion rates, and the average Annual Recurring Revenue (ARR) per Canoe agreement engagement are tracked to assess program adoption across the Canadian sales team. This approach ensures alignment with the evolving procurement needs of the public sector, allowing for continuous refinement of the enablement strategy.
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?	We view canoe as a vital partner in demonstrating the value of the contract. Oracle will work closely with canoe to understand opportunities to co-host events, dependent on public sector regulations and guidelines. We can develop joint marketing strategies and engage in outreach activities to effectively communicate the benefits of the contract to potential clients.
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.	Oracle will provide comprehensive training to our Canadian sales team and Canoe's selected distribution network of Oracle implementations, on the advantages of utilizing the Canoe contract for public sector and non-profit clients. This includes a partnership kick-off internally with the Oracle Canada ULC public sector sales team for awareness, and ongoing support to team members to ensure our teams are well-equipped to utilize/promote the contract effectively.
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.	Oracle is committed to equipping our sales force and network with a comprehensive understanding of the value offered by group purchasing agreements like the Canoe contract for public sector and non-profit clients. Our training strategy includes initial sessions to familiarize teams with the contract's benefits, focusing on cost savings, streamlined procurement processes, and compliance advantages. We will keep our teams updated on any changes or enhancements to the Canoe contract, ensuring they can effectively communicate its value to clients. We will ensure that active communication cadences are set with the Canadian public sector sales team, to ensure that our team is fully equipped to utilize the Canoe agreement program. Additionally, we will ensure to connect with our distribution network of Canoe selected system integrators to utilize the Canoe procurement strategy.
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?	Oracle will monitor the adoption and effectiveness of the Canoe agreement by tracking the volume and geographic distribution of contracts to ensure the program remains a high-value procurement vehicle across all regions. By observing participation trends—such as the number of opportunities, conversion rates, and the average Annual Recurring Revenue (ARR) per contract—Oracle gains insights into which ERP modules and services are most in demand. This observational approach allows for a better understanding of how the public sector utilizes the agreement, ensuring that outreach and support strategies remain aligned with the evolving digital transformation goals of the membership.
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.)	Oracle is committed to actively participating in Canoe member engagement events, such as trade shows, conventions, and educational offerings, in accordance with Oracle's public sector guidelines. Our involvement in these events underscores our dedication to supporting Canoe and its members.
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.	Oracle has cultivated strong relationships with various industry associations and partners across Canada, enhancing our customer-facing approach and ensuring our offerings remain top of mind for clients. Our active participation in industry events, conferences, and collaborations with partners, demonstrate our commitment to engaging with stakeholders. These initiatives provide platforms to showcase our solutions, fostering direct engagement and providing opportunity to engage clients to utilize the Canoe offering.

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.	Oracle is dedicated to meeting the needs of Canoe Members across Canada through our robust and dedicated sales force. Our team comprises experienced Account Executives who specialize in business transformation and software solutions, focusing on customer satisfaction and supporting clients in their digital transformation and organizational management initiatives. These professionals are strategically located across the country, with dedicated team members in the west handling organizations in that region, including the northern territories, and a substantial group in the east focusing on central Canada and the east coast. Allowing us to reach our customers coast to coast. While our Canadian sales network operates primarily in a remote capacity, our team members are fully equipped to travel onsite to client locations as needed. Additionally, we have a talented team of Solution Engineers (SEs) and Account Technicians (ATs) who provide technical support to our customers, addressing inquiries, assisting with procurement questions, and delivering product demonstrations. The Oracle Partner Network in Canada consists of Systems Integrators who implement Oracle products. Although they will not be utilizing the Canoe contract directly we intend on educating them on the availability and its ability to accelerate and simplify their sales process.
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.	The Oracle Canada Public Sector sales team is dedicated to effectively managing government sales through a specialized team that understands the unique requirements of public sector clients. Our sales professionals are strategically located across Canada, enabling us to provide localized support and build strong relationships with government entities. To ensure our sales team is well-equipped, we implement comprehensive training programs to our sales teams that cover the intricacies of public sector procurement processes, government mandates, and compliance standards. This training includes initial onboarding sessions and continuous learning opportunities to keep our team updated on any changes or enhancements to procurement frameworks, and ensure our sales team remains compliant. Our team is experienced in public sector and aware of the specific benefits of group purchasing agreements like the Canoe contract. In our sales and marketing approach, we are equipped to discuss and emphasize the advantages of group procurement, such as cost savings, streamlined procurement processes, and compliance benefits. We are prepared to educate public sector clients on how leveraging the Canoe contract can meet their procurement needs efficiently. By aligning our sales strategies with the specific requirements of government clients, Oracle aims to foster strong partnerships and deliver value through effective group purchasing solutions.
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.	Oracle SaaS service program and Service Level objectives are listed in the Oracle SaaS Support services document available at the following link: https://www.oracle.com/ca-en/a/ocom/docs/oracle-saas-platinum-support-datasheet.pdf .

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.	To access Oracle's offerings under the Canoe contract, a member should engage with their designated Oracle Account Executive/local account team, specifying their intent to utilize the Canoe contracting agreement. The Account Executive will guide the member through the contracting process, ensuring all terms and conditions are clearly understood and agreed upon. Oracle will create an account record for the member (if one does not already exist) to establish them in our system and collaborate to assess their specific needs and requirements. With the needs assessment completed, Oracle will work directly with the member to facilitate the procurement process, leveraging the Canoe agreement to streamline the acquisition of our offering with Canoe. From there we would collaborate through the completion of the contracting process, and the member would need to contract for a system integrator for the software. Throughout this process, Oracle's team remains committed to providing personalized support, ensuring a smooth and efficient experience for Canoe members. Names of local account team members will be provided to Canoe.
2	Describe how members can access information, pricing, discounts, services, get a quote and place an order.	To access Oracle's offerings under the Canoe contract, a member should engage with their designated Oracle Account Executive/local account team, specifying their intent to utilize the Canoe contracting agreement. The Account Executive will guide the member through the contracting process, ensuring all terms and conditions are clearly understood and agreed upon. Oracle will collaborate with the member to assess their specific needs and requirements. With the needs assessment completed, Oracle will work directly with the member to facilitate the procurement process, leveraging the Canoe agreement to streamline the acquisition of our offering with Canoe, using the pricing from the Canoe agreement as the minimum discounting that the member will receive, depending on overall scope of contract, and size of organization. Oracle will provide a quote following this needs and scope assessment, and the member will receive their organization tailored quote. Once the quote and bill of materials is agreed on, the customer can sign off on an oracle Cloud Service Agreement (as attached with our proposal), and an Order Document.
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?	At the end of the existing contract for a Canoe member that requests to be onboarded to the Canoe offering, a client would have the option to move to the Canoe offering, provided that the desired products, and scope of products and services are within the scope of the Canoe offering and agreement.

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 *
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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
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.	Oracle's implementation partner network is structured through the Oracle PartnerNetwork (OPN), a comprehensive program designed to recognize and support partners based on their expertise and commitment to Oracle solutions. Partner Ecosystem and Specialization The OPN is organized into specific Tracks, with the Cloud Service Track serving as the primary path for our Fusion Cloud and ERP implementation partners. Within this track, partners can achieve Expertise, a formal recognition of their proficiency in specific product areas or industries. • Areas of Specialization: Partners can specialize in various ERP-related domains, including Financials, Procurement, Project Management, Enterprise Performance Management (EPM), and HCM (Human Capital Management) • Regional Focus: Specializations are attained within a declared regional market. Companies with multiple entities in the same region can pool resources to meet requirements; however, the Expertise is specifically recognized for that geography. 'North America' is an example of a regional market. Partner Tiers and Specializations The OPN program is organized into "Tracks" rather than traditional hierarchical tiers, allowing partners to align with their specific business model: • Cloud Build: For partners developing software or services built on or integrated with Oracle Cloud. • Cloud Sell: For partners reselling Oracle Cloud products. • Cloud Service: The primary implementation track for partners who specialize in assessment, implementation, migration, and ongoing management. • Industry Healthcare: A specialized track for healthcare-focused solutions. • License & Hardware: For partners working with on-premises software and hardware. Mandatory Certifications and Areas of Specialization To achieve and maintain specialized status, partners must meet specific criteria, including: • Certified Professionals: Partners must maintain a minimum number of certified individuals in relevant Oracle products and solutions. • Customer Success: Demonstrated success through customer references or case studies is required to validate the partner's expertise. Specializations are available in various Oracle product areas, including: • Cloud Solutions: Platform as a Service, Oracle Database, Oracle Application Development Cloud Platform, Oracle Mobile Cloud Service, Oracle Big Data, Oracle Business Intelligence Foundation Suite. • Applications: Oracle Hyperion Planning, Oracle Essbase, and other enterprise applications. Restrictions and Required Approvals Engaging an Oracle partner involves certain conditions and potential constraints defined by the OPN program, such as: • OPN Membership: Any firm acting as an implementation partner must be an active member of the Oracle PartnerNetwork with a signed agreement and paid membership fees. • Specialization Requirements: For certain engagements, especially in the public sector, partners may need to meet additional criteria, such as executing a Public Sector Schedule or Addendum to their distribution agreements and passing Oracle's Public Sector Due Diligence screening process. • Geographic Limitations: Specializations are attained within a declared regional market. Companies with multiple entities in the same region can pool resources to meet requirements; however, the specialization is specifically recognized for that geography. By adhering to these structured requirements, Oracle's PartnerNetwork program maintains a roster of partners well-equipped to deliver high-quality implementations, thereby enhancing customer satisfaction and success.
Describe your partner certification process.	Certification and Qualification Requirements: To achieve and maintain a "Service Expertise" in Oracle Cloud ERP, partners must meet several mandatory qualifiers: • Certified Professionals: Partners must maintain a minimum number of certified individuals, including: - Implementation Specialists: At least two individuals who have passed the latest professional exams for the specific cloud service (e.g., Oracle Cloud ERP 2025 Implementation Professional). - Cloud Solutions Architects: At least one certified architect. - Project Managers: At least one individual with a recognized certification, such as a Oracle Cloud Project Management Professional, PMP, or Certified Scrum Master. • Customer Success: Mandatory proof of success is required, typically validated through two successful project go-lives within the past 18 months. These must be verified via customer success surveys or published case studies. • Support Readiness: Partners must have at least one individual certified as an Oracle Cloud Support Specialist to enable them to provide adequate post-implementation assistance Selection Constraints and Dependencies: Engaging an Oracle partner means that you are engaging with an organization that has met specific conditions and potential constraints defined by the OPN program, such as: • OPN Membership Mandatory: Any firm acting as an implementation partner must be an active member of the Oracle PartnerNetwork with a signed agreement and paid membership fees. • Track Enrollment: Customer can (using Oracle Partner Finder) search for Partners enrolled in Cloud Service Track and that have attained 100% of the ERP Service Track expertise certification. • Public Sector Requirements: For public sector engagements, partners interested in distributing or selling services must be enrolled in Cloud Sell Track, certify to acquire the required Oracle product knowledge expertise, and execute a Canada Public Sector Schedule or Addendum to their distribution agreements. In addition, to qualify for Public Sector Addenda, Partners must successfully pass Oracle's Public Sector Due Diligence screening process. • Partner Finder Dependency: Oracle recommends customers use the Oracle Partner Finder tool (Oracle.com/partner/find-partner/) to validate a partner's current Expertise status. This helps Customers find partners that are compliant with Oracle's certification standards. By adhering to these structured requirements, Oracle's Partner Network program maintains a roster of partners who are well-equipped to deliver high-quality ERP implementations (also HCM, SCM, EPM, and CX), thereby enhancing customer satisfaction and success.
Describe how you monitor performance of your implementation network, performance review and circumstances under which the partnership status would be revoked.	Oracle monitors the performance of its implementation partners through the Oracle PartnerNetwork (OPN) program, which establishes specific requirements and expectations for partners. Partners are expected to adhere to the terms outlined in the OPN Agreement and associated policies. Oracle evaluates partners based on their adherence to the OPN Agreement and policies. This includes compliance with membership requirements, ethical standards, and other obligations. Regular reviews support that partners maintain the standards set by Oracle. The partnership status is not merely a one-time achievement but an ongoing commitment to quality; status or specific Expertise is expired if a partner fails to keep their certifications current, loses their required number of specialists, or fails to provide verified customer success stories. Additionally, to support these partners during the delivery lifecycle, at the start of your implementation an Oracle Customer Success Manager (CSM) will be assigned to your account to work alongside your implementation partner, and provide essential support services that are crucial for successful implementation. Circumstances for Partnership Revocation Partnership status may not be renewed under several circumstances, including: • Non-Compliance with OPN Agreement: Failure to adhere to the terms and conditions outlined in the OPN Agreement can result in termination. This includes breaches related to payment obligations, confidentiality, and other contractual terms. • Violation of Ethical Standards: Partners are required to comply with Oracle's Partner Code of Conduct and Business Ethics. Any violation of this code constitutes just cause for immediate termination without liability to the partner. • Legal and Compliance Issues: If a partner or its principals have been convicted or settled government resolutions related to violations such as money laundering, fraud, embezzlement, or anti-bribery laws within the last five years, Oracle may terminate the partnership. By enforcing these standards, Oracle promotes that its partner network maintains high performance and ethical conduct, thereby safeguarding the quality and integrity of its implementation network.

How do you support the implementation of your software through your implementation network?	In an Oracle Cloud (SaaS) deployment, responsibilities are shared between Oracle and your implementation partner. Oracle manages the cloud infrastructure, ensuring platform availability and performance, while the implementation partner implements the software to align with your business processes. This collaboration covers key areas such as configuration, data migration, integrations, testing, training, and post-go-live support, ensuring a seamless transition to Oracle Cloud Applications. Cloud Infrastructure: - Oracle's Role: Oracle provides and maintains the cloud infrastructure, ensuring the platform's availability, performance, and security. - Implementation Partner's Role: Implementation partners manage and deliver the professional services required to tailor the software to your organization's specific needs. Configuration and Setup: - Oracle's Role: Oracle provisions the environment and keeps the underlying platform operational and optimized. - Implementation Partner's Role: Partners are responsible for business process design and functional configuration, such as setting up ledgers, business units, and workflows. Data Migration: - Oracle's Role: Oracle provides standardized data loading tools, like File-Based Data Import (FBDI), and hosts the reliable, available, high-performing, scalable & secure cloud database ready to receive data. - Implementation Partner's Role: Partners, working closely with the Customer (who know their data & data governance best) assist the extraction, cleansing, and mapping of data from legacy systems into Oracle Cloud. Integrations: - Oracle's Role: Oracle offers integration platforms, such as Oracle Integration Cloud, and secure APIs to facilitate connections between Oracle Cloud and third-party systems. - Implementation Partner's Role: Partners design and build these integrations to enable seamless data flow and system interoperability. Testing: - Oracle's Role: Oracle tests the core software code and infrastructure during regular update cycles to maintain platform stability. - Implementation Partner's Role: Partners lead testing cycles, including User Acceptance Testing (UAT) and System Integration Testing (SIT), to validate that the system meets business requirements. Training: - Oracle's Role: Oracle provides standardized digital learning paths and certification programs for end-users and administrators through platforms like Oracle University. Oracle University also offers 'Oracle Guided Learning', an in-application that provides step-by-step guidance to users of the Oracle Clouds Apps, such as Oracle ERP and Oracle EPM. Oracle also offers Oracle Customer Success Navigator (which comes included in Oracle SaaS subscriptions) which helps users ramp up on and optimize their use of their Oracle Cloud applications. - Implementation Partner's Role: Partners typically deliver functional training tailored to your organization's specific configurations. Partners also measure user adoption to detect where more training (or perhaps a different approach) is required. Post-Go-Live Support: - Oracle's Role: Oracle offers ongoing technical support through Oracle Support Services, addressing infrastructure issues, software bugs, and platform updates. Oracle Cloud Success Navigator also provides helpful support, learning, and crowd-sourced solutions, as does Oracle Cloud Customer Connect (Oracle's online Customer User Community). - Implementation Partner's Role: Partners usually provide "Hypercare" or first-level functional support immediately following Go-Live, to address any immediate concerns and guide a smooth transition. This collaborative approach enables a successful deployment, with both Oracle and implementation partners contributing their expertise to meet your organization's specific needs.
Do you offer the same level of support to all your implementation partners?	Oracle offers a comprehensive support framework for implementation partners through the Oracle PartnerNetwork (OPN), ensuring that all partners have access to essential resources necessary for customer success. The Cloud Service Track is specifically designed for partners who implement, deploy, and manage Oracle Cloud Services. Members in this track gain access to a robust set of enablers, including technical resources, skills transfer sessions, and best-practice documentation. While these foundational resources are available to all partners, those who achieve specific Expertise designations by meeting rigorous competency criteria—such as maintaining a certified workforce and demonstrating a track record of successful deployments—unlock additional go-to-market benefits and advanced technical assistance. This structure allows Oracle to maintain a high baseline of support for every partner while providing pathways for those who wish to deepen their technical alignment and collaborative engagement with Oracle's global support and engineering teams. Additionally, all OPN members are provided with equal access to Oracle products, pricing, and technical support, ensuring a consistent and equitable partnership experience across the network.

Environmental and social governance ESG

Question	Response *
Describe your corporate ESG initiatives.	At Oracle, we're committed to building a more sustainable future and empowering our employees to do the same. Our planet initiatives include Sustainability, Oracle Giving and Oracle Volunteering. Sustainable practices that lighten our environmental footprint, preserve natural resources, reduce emissions, promote a circular economy, and build a cleaner and more efficient cloud infrastructure are core to how we operate globally. Oracle has set targets to achieve net-zero emissions by 2060 and to halve our Scope 1, Scope 2, and Scope 3 greenhouse gas emissions by 2030 relative to a 2020 baseline. To achieve and maintain net zero, Oracle plans to use high-quality carbon offsets for no more than 10% of total base year emissions that cannot be eliminated directly. These targets have been approved by the Exponential Roadmap Initiative, partner of the UN Climate Change High-level Champions Race to Zero campaign. Our customers are leveraging Oracle technologies, such as artificial intelligence (AI) and blockchain, to reduce their environmental impact and achieve their sustainability goals. From promoting ethical supply chain transparency for minerals sourcing to using machine learning to realize larger crop yields, our customers are using our solutions to accelerate meaningful change across industries. As a strong proponent of the circular economy, we offer several take back programs for all hardware customers to prevent significant electronic waste at the end of a product's life. We harvest, test, and provide spare parts to Oracle Service to support customers and extend the useful life of each product. We aim to keep Oracle products active for as long as possible by retaining control of the lifecycle of the equipment designed and used in our own data centers. This includes not only the design and manufacture of the products but also improving their lifespan with state-of-the-art energy management and cooling technologies and remanufactured spares when possible. We know that our purchasing decisions can have a significant social and environmental impact. Our Sustainable Procurement Statement affirms our ambition to incorporate sustainability into our procurement processes. When it comes to environmental governance, we're proactive, transparent, and data-driven. Our chief sustainability officer oversees our sustainability strategy and sets the strategic direction for the company to enable thousands of customers to become more sustainable using Oracle solutions. Through Oracle Giving, we know that caring for our planet is key to creating a healthy present and future for all. Through our philanthropy, we protect the land and water on which all life depends. We fund wildlife conservation, help advance ocean protection and research, invest in a zero-waste future, and sponsor environmental science education for young people. With Oracle Volunteering we know Earth is our home, and we all play a part in caring for it. Oracle Volunteers work year-round to restore native habitats, plant trees, sow seeds, remove plastic and debris from beaches and waterways, maintain trails and preserves, and advance eco-friendly educational projects. Oracle Volunteers lead by example and inspire others to take action for our planet.

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.ns/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.

- Mike Harrison, Area Vice President, Oracle ULC

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.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
Addendum 03 - CAN-2026-001 Tue March 3 2026 11:04 AM	☒	5
Addendum 02 - CAN-2026-001 Sun February 8 2026 12:43 PM	☒	4
Addendum 01 - CAN-2026-001 Tue January 27 2026 07:48 AM	☒	2

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