

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: Agilyx Solutions Limited

Supplier Corporate Jurisdiction: 303-3301 Douglas Street, Victoria, British Columbia, V8Z 3L2
(the "**Supplier**"), as of

Date of Agreement: May 1, 2026 regarding

RFP No. CAN-2026-002

RFP Title Implementation Services for 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.

CANOE PROCUREMENT GROUP OF CANADA

By:  _____
Tyler Hannemann (Jun 23, 2025 16:17:05 MDT)

Name: Tyler Hannemann

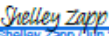
Title: General Manager

By:  _____
Stéphanie Dion

Name: Stéphanie Dion

Title: Manager of Procurement

Supplier Legal Name: Agilyx Solutions Limited

By:  _____
Shelley Zapp (Jun 23, 2025 20:28:12 PDT)

Name: Shelley Zapp

Title: President

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 Implementation Services for Public Sector Enterprise Resource Planning (ERP) Software to support the operational needs of municipalities, cities, 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 Implementation Services for ERP Software.

The Proponent will be required to provide professional services with the technical expertise and management required to modernize Canoe Member's digital infrastructure while updating business functions to improve data accuracy and operational efficiency.

Canoe has engaged with over 70 public agencies in preparation of this RFP in Q4 of 2025.

Many are users of legacy platforms which will no longer offer mainstream support within the next couple years.

Core Service Categories

- **Vendor selection support:** As required, assist Canoe Members in identifying the most suitable ERP software before the implementation begins. The proponent will act as an expert advisor to guide Members through a structured needs assessment process. This service includes gathering detailed business requirements from stakeholders, create the necessary technical specifications, coordinate software demonstrations and perform a fit gap analysis to identify system limitations, etc.
- **ERP solution roadmap:** create and maintain an ERP solution roadmap to align with Canoe Members' business objectives and needs including a strategic roadmap, stakeholder engagement, implementation timeline, milestones, etc.
- **Business process engineering:** evaluate existing operations to identify inefficiencies. They redesign workflows to align with industry best practices and the functional capabilities of the ERP platform.
- **Technical architecture and configuration:** design the system environment. This includes configuring software modules, developing integrations with external applications, and ensuring the platform meets Canadian cybersecurity and data residency standards as required by Canoe Members.
- **Data governance and migration:** execute a comprehensive data strategy including

extract, clean, and validate legacy data to ensure a seamless transition into the new database architecture without compromising data integrity.

- **Organizational change management:** deliver structured training programs and communication plans to minimize operational downtime and manage the transition for personnel. User adoption is critical for Canoe Members.
- **Quality assurance and deployment:** conduct end-to-end system testing and User Acceptance Testing (UAT) as well as manage the final deployment to the live environment and provide immediate technical stabilization.
- **Post-Deployment technical support:** provide ongoing technical maintenance and help desk services following the system launch. This includes incident management, software patching, and performance monitoring to ensure the system remains stable and secure.

Services offered:

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. These services are designed to support or Canoe Members with the implementation of their ERP solution.

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

It is expected that proponents have knowledge of all applicable industry standards, laws, and regulations and possess an ability to market and distribute the services to Members.

ERP Software solutions available to Canoe Members:

Canoe Members currently have access to Microsoft software solutions under its technology program. <https://canoeprocurement.ca/program/technology-program/>

Canoe currently has a request for proposal for ERP Software Solutions which is available at <https://canoe.bidsandtenders.ca/Module/Tenders/en/Tender/Detail/e0b77942-3a19-4910-8762-b7cb739d2264> where OEMs interested are listed.

Canoe expects to award contracts to multiple software OEMs as part of RFP CAN-2026-001 for the following types of ERP software solutions:

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.

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 category.

1. Utilization 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

- i. The Proponent must meet the following mandatory requirement(s). Proponents who do not meet the mandatory technical requirement(s) will be deemed non-compliant and their proposal will not be evaluated further.

ii.

Mandatory Requirements – All Proponents	Required Documentation
Information Security. The proponent must hold a valid ISO 27001 certification or equivalent international standard, or provide a current SOC 2 Type II or NIST 800-53 audit report or CyberSecure Canada Certification or Canadian Program for Cyber Security Certification (CPCSC) Level 1 or 2 certification.	Attach a copy of the certificate or the executive summary of the SOC 2 or NIST 800-53 report in the procurement portal.
Mandatory Requirement - Software Partnership	Required Documentation
Proponent who claim to be certified implementation partner or have certification for the ERP software(s) solutions they include in their proposal response must provide proof of certification from the software OEM(s) or provide evidence of an equivalent partnership status with a comparable cloud service provider or technology vendor.	Attach a formal letter or certificate from the software manufacturer or service provide confirming partner/certification status in the procurement portal.

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	Minimum points
Experience -Public sector experience and expertise with ERP implementation services	20	15
Program offering -ERP Software solution and selection process -Member access to program offering -Scalability and staffing -Technical Support	15	10
Risk identification and mitigation plan -Proactive risk mitigation and reduction of impact to budget, timelines, scope	15	11
Situational questions	15	11
Engagement, sales, marketing and internal training plan	10	7
Subtotal	75	54
Pricing Classification -Discounts offered	25	
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 25 points of the total score.

Instructions on How to Provide Pricing

- (a) Proponents should submit their pricing information electronically within the Procurement Portal.
- (b) Rates must be provided in Canadian funds, exclusive of all applicable duties and taxes.
- (c) 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. Partners: All proponents within 8 points of highest score.

Group 2. Non-partners: all proponents within 8 points of highest score.

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 8% difference of the highest score. On a 100-point scale, the margin is 8 points below the top score.

If fewer than four proponents fall within the initial 8% 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 8 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-2026-002 - Implementation Services for Enterprise Resource Planning (ERP) Software

Opening Date: February 11, 2026 5:15 PM

Closing Date: March 24, 2026 3:00 PM

Vendor Details

Company Name:	Agilyx North America
Does your company conduct business under any other name? If yes, please state:	Agilyx Group
Address:	#303-3301 Douglas Street Victoria, BC V8Z 3L

Corporate Profile

Line Item	Question	Response *
1	Proponent Legal Name (and applicable d/b/a if any):	Agilyx Solutions Limited
2	Proponent Address:	303-3301 Douglas Street, Victoria, British Columbia, V8Z 3L2
3	Proponent website address:	Agilyxgroup.com
4	Proponent's Authorized Representative (name, title, email address) (The representative must have authority to sign on behalf of the Proponent):	Allan McNeely Director of Business Development, North America allan.mcneely@agilyxgroup.com
5	Proponent's primary contact for this proposal (name title address email address):	Allan McNeely Director of Business Development, North America allan.mcneely@agilyxgroup.com
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	Not Applicable
7	Proponent GST registration number:	78125 5724
8	If the Proponent is representing a consortium, each member of that consortium.	Not Applicable
9	Provide a brief history of your company, including your company's core values, business philosophy, and longevity in the industry relating to this solicitation.	Agilyx is a global technology services and solutions provider specializing in enterprise software implementation, with a strong focus on the public sector. With 25 years of experience delivering ERP and municipal solutions, Agilyx has supported organizations across North America, Europe, Australia, New Zealand, Asia, and Africa. Our business is built on the principle of being "Change Ready"—enabling organizations to adapt quickly and cost-effectively to evolving operational, regulatory, and community needs. We combine deep domain expertise in municipal operations with modern cloud technologies to deliver solutions that are scalable, resilient, and aligned to public-sector best practices. Agilyx's core values underpin all engagements: • Customer-first mindset – focusing on long-term outcomes and measurable value • Collaboration and accountability – working as a single team with our clients • Innovation and continuous improvement – leveraging modern platforms and agile delivery approaches • Integrity and trust – maintaining transparency and high standards in all engagements Our philosophy emphasizes configuration over customization, enabling clients to adopt leading practices while retaining flexibility to evolve over time. This approach reduces implementation risk, accelerates time to value, and lowers total cost of ownership. Agilyx has leveraged our years of experience with enterprise Municipal financial system implementations to develop a disruptive new modern Property Tax and Utility Billing solution called MUNivers. Agilyx is the developer and system integrator of MUNivers, a modern municipal revenue management solution built on the Salesforce platform. This enables us to deliver a fully integrated, end-to-end solution without reliance on third-party implementation partners, ensuring accountability, consistency, and reduced project risk. With 25 years of experience serving the public sector, including more than 20 years delivering municipal financial system implementations, Agilyx brings deep domain expertise, proven methodologies, and a strong track record of successful project delivery.
10	Where is your headquarters located?	Suite 1701 Level 17 99 Mount Street, North Sydney, New South Wales 2060 Australia
11	Do you have 250 or more full time employees in Canada?	No
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	Not Applicable

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

Building Ontario Businesses Initiative Act (BOBIA) - 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	Building Ontario Businesses Initiative Act	Answer *
1	Is your business a supplier, manufacturer or distributor of any business structure that conducts its activities on a permanent basis in Ontario, as defined by the Building Ontario Businesses Initiative Act? Does your business either, i. has its headquarters or main office in Ontario, or ii. has at least 250 full-time employees in Ontario at the time of the applicable procurement process.	☐ 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 services in this area? *	List locations serving this province
1	Alberta	☒ Yes ☐ No	Victoria, British Columbia
2	British-Columbia	☒ Yes ☐ No	Victoria, British Columbia
3	New-Brunswick	☒ Yes ☐ No	Victoria, British Columbia
4	Manitoba	☒ Yes ☐ No	Victoria, British Columbia
5	Newfoundland and Labrador	☒ Yes ☐ No	Victoria, British Columbia
6	Northwest Territories	☒ Yes ☐ No	Victoria, British Columbia
7	Nova-Scotia	☒ Yes ☐ No	Victoria, British Columbia
8	Nunavut	☒ Yes ☐ No	Victoria, British Columbia
9	Ontario	☒ Yes ☐ No	Victoria, British Columbia
10	Prince Edward Island	☒ Yes ☐ No	Victoria, British Columbia
11	Québec	☒ Yes ☐ No	Victoria, British Columbia
12	Saskatchewan	☒ Yes ☐ No	Victoria, British Columbia
13	Yukon	☒ Yes ☐ No	Victoria, British Columbia

Experience - Public Sector

Describe your experience with implementing ERP softwares with public sector clients

Question	Response *
Describe your experience providing ERP implementation services for public sector entities.	Agilyx has 25 years of experience delivering ERP implementation services to public sector organizations globally, including municipalities, regional governments, utilities, and service-based agencies. Our experience spans complex, multi-functional ERP programs covering financials, budgeting, procurement, human capital management, payroll, and revenue management. We have successfully delivered ERP implementations across Canada, North America, Europe, Australia, New Zealand, South Africa and Asia, enabling us to combine global best practices with deep understanding of local public sector requirements. Our Canadian experience includes municipal clients operating in highly regulated environments with complex business rules, integration needs, and stakeholder governance structures. Through our long-standing partnership with Unit4, we implement a modern, cloud-based ERP platform purpose-built for public sector organizations. This enables our clients to achieve improved transparency, operational efficiency, and long-term system agility. Agilyx represents one of Unit4's largest and most accomplished partners. Agilyx is proud to be an Unit4 Elite Partner and has recently been awarded by Unit4 its Implementation Partner for Year 2025. Agilyx also implements its own MUNivers solution tailored specifically for the Canadian municipal market segment. Agilyx has successfully implemented the MUNivers Property Tax and Utility Billing Solution in two Alberta municipalities. With a proven track record of delivering projects on time and within budget, Agilyx minimizes implementation risk while ensuring alignment with public sector governance, compliance, and service delivery objectives.
Describe the services you offer public sector clients for ERP implementation.	Our primary discipline is the delivery and implementation of cloud-based enterprise solutions, with a strong focus on municipal finance, payroll, human capital management, revenue management, property taxation management, and utilities billing management systems. This includes software consulting, systems integration, implementation services, and ongoing customer support. Our secondary disciplines include custom software development, system integration (including APIs and web services), and the development of tailored extensions like web applications. Agilyx has leveraged our years of experience with enterprise Municipal financial system implementations to develop a disruptive new modern Property Tax and Utility Billing solution called MUNivers. Agilyx is the developer and system integrator of MUNivers, a modern municipal revenue management solution built on the Salesforce platform. This enables us to deliver a fully integrated, end-to-end solution without reliance on third-party implementation partners, ensuring accountability, consistency, and reduced project risk. With 25 years of experience serving the public sector, including more than 20 years delivering municipal financial system implementations, Agilyx brings deep domain expertise, proven methodologies, and a strong track record of successful project delivery.
Detail your experience managing multi-jurisdictional or group purchasing contracts.	Agilyx brings 25 years of proven experience delivering ERP solutions for multi-entitiy organizations across the Non-Profit and Municipal sectors. Our team has deep expertise supporting clients whose operations span multiple jurisdictions, each with unique financial, regulatory, and governance requirements. Over two decades, we have repeatedly demonstrated our ability to successfully implement and support ERP environments that include: • Multiple legal entities operating within and across countries • Intercompany transactions requiring structured controls, auditability, and transparent reconciliation • Complex multi country financial frameworks, including multi-currency, multi GAAP, and consolidated reporting • Diverse tax and compliance structures, including nuanced rules for municipalities and charitable or grant funded organizations • Varied labour, payroll, and statutory obligations tied to provincial, state, and national legislation • Robust financial reporting requirements, including fund accounting, program level accountability, and public sector transparency Our long-standing work with Non Profit and Municipal clients means Agilyx understands how multi-jurisdictional operations function in practice—whether that involves cross border compliance, regional tax structures, or complex organizational hierarchies. This experience ensures we can design ERP configurations that accommodate operational complexity while providing leadership with clear, unified visibility across all entities. As our experience relates to Group Purchasing, Agilyx has experience working with public sector Customers across Canada in structured procurement environments and is well aligned to the principles and operating models of group purchasing procurement frameworks. While Agilyx has not historically operated under a formal group purchasing contract for implementation services, our commercial model, delivery approach, and contracting framework have been intentionally designed to support cooperative procurement requirements. This includes standardized pricing methodologies, consistent rate cards, repeatable implementation approaches, and scalable delivery models across both Unit4 ERP and MUNivers implementations. Agilyx has supported multiple public sector Customers with similar requirements, where consistency, transparency, and fairness in pricing and service delivery are critical. Our approach enables multiple organizations to engage under comparable terms while maintaining flexibility to address organization-specific scope and complexity. In addition, Agilyx has experience supporting within one organization multi-entitiy and shared services implementations, where multiple internal organizations collaborate on a common platform or coordinated deployment. These engagements require similar disciplines to group purchasing environments, including alignment of governance, coordinated planning, standardized delivery, and equitable cost allocation. Agilyx is fully prepared to operate within the Canoe Procurement Group framework and recognizes the importance of: Providing consistent and transparent pricing across all Members Supporting streamlined and efficient procurement processes Enabling repeatable and scalable implementation delivery Coordinating engagement across multiple Members with similar timelines Maintaining high standards of accountability and service delivery Participation in cooperative purchasing programs such as Canoe is a strategic priority for Agilyx. We view this model as an important enabler for helping local governments accelerate their ERP and MUNivers modernization initiatives, particularly in advance of legacy system sunset timelines. Through this approach, Agilyx is well positioned to support Canoe Members with consistent, scalable, and efficient implementation experience, aligned to the expectations of a group purchasing environment.
List the current third-party certifications your firm has related to ERP implementations.	Received from Unit4 partner certification as an Elite ERP Services Partner for 2026 and Elite Commercial Partner for 2026.
List anything else you would like to include as part of your offering.	Agilyx Customer Success Program (CSP) The Agilyx Customer Success program focusses on supporting customers daily in creating and enhancing the user experience for end users. Once your application is live, it is the first step in your operational and sustainment journey. The system will be optimized and grow as new innovations are released and as your organization changes. Our customers have found the investment small compared to the improvements in efficiencies for their end users. The program is designed to augment the application support provided by Unit4 and MUNivers under the respective license and maintenance agreement. It specifically targets supporting your front-line users in using the application daily. The Agilyx Customer Success Program will empower you to be successful using the cornerstones below: • Maximizing the effectiveness of your application. • Supporting you in achieving your organization's goals as quickly as possible. • Responding in a timely manner to questions and issues. • Assisting you in leveraging and enhancing significant software investment. • Supporting you in creating a roadmap for continuous improvement at regular intervals. Supporting the functional needs of your end users particularly in the first months after go live is pivotal in positive user adoption. Pricing for this program can be provided upon request. For more details, please refer to attachment "Agilyx Customer Success Program Brochure 2026".

ERP Software Public Sector Implementation Expertise

Provide the requested information from implementations done with your public sector clients only.

Canoe will not evaluate the quantity of software solutions a Vendor can implement. Canoe will evaluate the Vendor's demonstrated experience with completed implementations.

Name of ERP Software *	Partner status? *	Total number of completed implementations *	Total number of implementations in progress *	Name and size of public sector client for the latest 3 completed implementations *
Unit4 ERP and Agilyx Group MUNivers	Yes No	Unit4 ERP – partner status - YES and Agilyx Group MUNivers – partner status – OEM/ISV	Unit4 ERP - 9 and Agilyx Group MUNivers - 3	Alberta, Municipality– population ~20,500 - Unit 4 & MUNivers British Columbia Municipality– population ~112,500 – Unit 4 Alberta Municipality– population ~18,000 - MUNivers

Program offering

Describe your program offering.

Question	Response *
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Provide a high level profile of your company.	Agilyx has been in business for 25 years and continues to grow globally both in employee headcount and revenues. Agilyx Group is a global change-ready technology services company dedicated to delivering high-quality Unit4 and MUNIvers software implementations and services to public sector, higher education, commercial and not-for-profit organizations worldwide. Agilyx represents one of Unit4's largest and most accomplished partners and has delivered sophisticated, integrated multi-tenant and private cloud solutions to high-profile public sector organizations in Canada, Australia, New Zealand, United States and the United Kingdom. Agilyx is proud to be an Unit4 Elite Partner and has recently been awarded by Unit4 as its Implementation Partner of the Year for 2025. Agilyx has approximately 90 global employees and its operations include Professional Services, Software Sales, Consulting, Application Development (MUNIvers, IRIS, Agilyx Integration Machine, integration, web services, custom extensions, mobile apps), Managed Services in addition to a full range of 24x7 support services that provide customers with complete low risk ERP implementations and project successes.
Describe the ERP implementation services you offer public sector clients.	Agilyx delivers comprehensive ERP implementation services designed specifically for public sector organizations, aligning with Canoe's requirement for scalable, high-quality, and value-driven implementation services. With over 20 years of experience implementing ERP solutions for municipalities, government agencies, and broader public sector organizations, Agilyx brings deep domain expertise in complex, regulated environments. Our proven track record includes delivering large-scale ERP programs on time and within budget, reducing implementation risk while ensuring alignment with public sector governance, compliance, and service delivery requirements. Comprehensive Program Offering Agilyx provides an end-to-end implementation program that aligns directly with Canoe's core service categories, including: • ERP Roadmap Development: Strategic planning, stakeholder alignment, and phased implementation timelines • Business Process Engineering: Optimization of workflows to align with industry best practices • Technical Architecture & Configuration: Secure, cloud-based configuration, integration, and compliance with Canadian data standards • Data Governance & Migration: Data cleansing, validation, and migration ensuring integrity and continuity • Change Management & Training: Structured adoption programs to support users and minimize disruption • Testing, Deployment & Stabilization: End-to-end QA, UAT, and controlled go-live execution • Post-Implementation Support: Ongoing technical support, maintenance, and continuous improvement This integrated approach provides Canoe Members with a single point of accountability, scalable delivery teams, and consistent service quality across jurisdictions. Risk Identification & Mitigation Agilyx employs a proactive risk management framework embedded throughout the implementation lifecycle. Key risks—such as data migration complexity, stakeholder resistance, and integration challenges—are mitigated through: • Proven implementation methodologies and governance controls • Early-stage stakeholder engagement and structured change management • Phased delivery with rigorous testing and validation checkpoints This approach minimizes impacts to budget, timeline, and scope, ensuring predictable and successful outcomes. Member Access, Value & Service Delivery Agilyx enables easy and flexible access to services for Canoe Members through: • Clearly defined service models and scalable resource capacity • Responsive support teams and knowledgeable points of contact • User-friendly engagement processes and rapid onboarding Our solutions are designed to improve operational efficiency, data accuracy, and service delivery outcomes, while supporting local economies and compliance requirements. We are committed to delivering high-quality services at competitive rates, ensuring strong overall value for Canoe Members.
Describe your standard implementation methodology, include typical key milestones.	Agilyx is responding to this RFP with its standard 'Agilyx Blueprint Implementation Methodology'. Agilyx follows the PMBOK Project Management methodology and has taken key pieces from both the Waterfall and Agile approach to formulate the Agilyx Blueprint Implementation Methodology. This methodology is comprised of a set of pre-defined solutions, which are presented to the customer in workshops during the Design Stage. The ultimate goal of our methodology is two-fold: • Go-live faster with the understanding that the solution selections are presented to the Customer and agreed to very early in the project; and • Enable post-implementation agility for the new platform, including interoperability with both legacy systems and emergent technology that is introduced to the organization. The Agilyx Blueprint Implementation Methodology delivers swift, high-quality results through a structured, best-practice framework that empowers users and supports lasting agility. Built on a proven, stage-gated process, this approach ensures successful and sustainable software adoption for every client. The process is divided into key stages shown below. Plan Stage. During the Plan Stage, the project begins with the Customer and Agilyx Project Managers establishing project delivery foundations, followed by a Meet and Greet to introduce project teams and review the Agilyx Blueprint Implementation Methodology. A joint Project Planning session prepares for the upcoming project, creating a detailed Project Charter to ensure alignment. The Customer gathers relevant materials for Agilyx, including process documentation and legacy data. Post-approval, a kick-off meeting brings stakeholders together to build trust, clarify objectives, approaches, roles, and timelines. Design Stage. During the Design Stage, the Agilyx Blueprint Implementation Methodology is meticulously applied for ERPx ensuring a prescriptive approach for faster deployment and reduced resource strain. Solution Validation Workshops are conducted by the Agilyx Lead Implementation Consultant, who works with the Customer's Subject Matter Experts to explain the solution, address questions, and document configuration choices. Adjustments are made based on Customer feedback, culminating in the Blueprint Validation Document (BVD). Business processes are further defined, identified gaps are addressed, and actions are agreed upon at the Gateway Review. Build Stage. The next stage will be to configure the solution, configure reports, cleanse data to be migrated, load small datasets into the system and build the required integrations. The responsibility for undertaking these activities is split between the Agilyx and Customer team members. The unique aspect of our methodology is that we begin knowledge transfer early in the Build Stage. The Customer will engage with Agilyx in reviewing the build at scheduled touch points within the Build schedule. The configuration is Unit Tested at this stage. Our Implementation Consultants ensure the quality of the implementation. Iterative Showcases. As the implementation journey progresses, the showcase stage emerges as a pivotal activity, specifically incorporated into our methodology. This is the beginning of the knowledge transfer and training process. Through interactive showcases of processes being configured, the Customer is given the opportunity to start to learn the application and validate the build. Test Stage. Following the Build Stage and the Build Gateway Review, the Test Stage begins. This is a pivotal time in the project when the ownership of the activities and application begins to tip more towards the Customer, facilitating another step in the path to the Customer eventually self-sustaining ERPx after Go-Live. The Customer will provide a Test Lead to lead the testing activities through to completion of the project. Validation and quality assurance take center stage in the Testing stage. Rigorous testing protocols, including performance testing and user acceptance testing are employed to identify and rectify any issues. This meticulous testing process guarantees that ERPx meets the highest standards before moving forward. Tester Training Plan. The Agilyx Blueprint Methodology emphasizes a seamless integration of training and testing through its Functional Area Coaching & Testing (FACT) approach, ensuring thorough knowledge transfer to the Customer's Super Users, Testers, and End Users. This process-driven strategy involves detailed, pre-defined training topics linked to the Blueprint Validation Documents (BVDs), aligning training with actual business processes and data. The Customer Test Lead collaborates on creating a comprehensive training schedule, while tools like Scribe and Jira are used for recording sessions, managing test scenarios, and ensuring efficient issue resolution. This method fosters effective planning, timely resource allocation, and a successful ERP implementation. Data Migration. A key activity at the start of the Test Stage is to load a complete dataset into the test environment followed by the detailed data validation by Customer Subject Matter Experts. The Customer, with Agilyx support, will continue to transform and load data in preparation for deployment. Deploy Stage. The next stage of ERPx implementation is Deployment. Prior to the Deploy Stage beginning, a go-no-go meeting is conducted by the Project Steering Committee. This is the decision point where the Customer will analyze whether the organization is ready to go live. This crucial stage involves the orchestrated implementation, activation, and release, officially transitioning the applications into the Production environment. The methodology's structured approach ensures a smooth, efficient, and optimized deployment for sustained success. Having completed Testing, the planning for the Go-Live cutover will be put into place. Post Go-Live Support. Following the successful deployment, a dedicated Post Go-Live stage begins. This step involves continuous monitoring, support, and feedback mechanisms to address any issues that may arise after ERPx is live and operational. Agilyx will continue to support the users for 4 weeks after go-live. Project Close. Once all the workstreams have been deployed successfully, as indicated by Acceptance by the Customer (of all deliverables in each workstream), and the Post Go-Live support period is completed, the Project will be formally closed. After the close, the project team is formally released from the project. Any project documentation set (documentation, agreements, templates, scripts, and procedures) is transferred to the Customer. The Project Close stage is managed by the Customer and Agilyx Project Managers.
Explain how you adapt your methodology for different member size and complexity of projects.	Agilyx applies a single, proven Blueprint Implementation Methodology that is inherently flexible and scalable, enabling us to tailor delivery based on the size, complexity, and maturity of each Canoe Member organization. Scalable Phased Approach Our methodology supports both phased and full-scope implementations, allowing projects to be structured based on organizational readiness and complexity. For example, larger or more complex Members may adopt a multi-phase rollout (e.g., Finance followed by HR/Payroll), while smaller organizations may deploy in a single phase to accelerate time-to-value. Right-Sized Governance and Resourcing We adjust governance structures, team composition, and delivery cadence to match project scale: • Smaller Members: streamlined governance, fewer workshops, and accelerated decision cycles • Larger/Complex Members: formal steering committees, detailed RACI models, and expanded stakeholder engagement This ensures appropriate oversight without overburdening client resources while maintaining clear accountability across all roles. Configurable Design & Predefined Solutions Our prescriptive, best-practice design approach uses predefined configurations and standardized templates, which can be selectively applied depending on complexity: • Lower-complexity projects leverage out-of-the-box configurations for faster delivery • Higher-complexity projects incorporate additional workshops, integrations, and validation cycles This approach reduces implementation timelines while still accommodating unique business requirements. Flexible Data Migration & Integration Strategy Data migration and integration activities are tailored based on: • Volume and quality of legacy data • Number of systems and integrations required • Level of transformation complexity We scale effort from lightweight migrations for smaller Members to iterative, multi-cycle migration and validation processes for large or data-intensive environments. Adaptive Change Management & Training Our "People Readiness" approach is adjusted to organizational size and change impact: • Targeted, role-based training for smaller teams • Comprehensive change management programs, stakeholder engagement, and structured training frameworks (e.g., FACT methodology) for larger organizations This ensures effective user adoption regardless of organizational scale. Risk-Based Delivery Controls Risk management, testing, and deployment rigor are scaled according to project complexity. Larger programs include enhanced governance, formal risk registers, and multi-stage validation, while smaller implementations follow a leaner but controlled process to maintain efficiency without compromising quality. Agilyx's methodology is standardized for consistency yet adaptable for scale, enabling us to deliver ERP implementations efficiently across a diverse range of Canoe Members—from small municipalities to large, complex public sector organizations—while maintaining quality, predictability, and value.

Describe your approach to data migration for legacy systems.	The approach to data migration from legacy systems involves a systematic and thorough process to ensure completeness and accuracy. It begins with developing a comprehensive Data Migration Plan. This plan outlines the specific steps and milestones for extracting data from current sources, such as legacy systems, hardcopies, or document images. Key activities include: - Data Extraction: Initial data extraction from legacy systems. - Data Transformation: Converting the extracted data into a format compatible with the new system, which includes standardizing dates, addresses, field values, and eliminating duplicates. - Data Cleansing: Correcting errors and inconsistencies to ensure the data is accurate and reliable. This involves verifying the data against defined criteria and making necessary adjustments. - Data Load and Validation: Iteratively loading small datasets for testing purposes, followed by full datasets for comprehensive validation. - Mock Go-live: Conducting a rehearsal of the final data load and validation process to identify and resolve any issues before the actual migration. Ensuring data integrity and accuracy during the migration process involves multiple steps and the use of dedicated tools. The primary tool utilized is GCON4 (Connect, a Software-as-a-Service (SaaS) solution designed for rapid and secure data migration to Unit4 ERPx. MUNivers Migrate Flow is an advanced data migration solution designed specifically for municipalities transitioning from legacy property tax and utility billing systems to MUNivers' modern civic platform. It streamlines the entire migration process, ensuring accuracy, security, and minimal disruption to operations
Describe your project management office structure and the tools you use to track progress and share updates with clients.	Agilyx operates a structured and scalable Project Management Office (PMO) aligned with PMBOK principles and embedded within our Blueprint Implementation Methodology. Our PMO ensures strong governance, transparency, and consistent delivery across all ERP implementations. PMO Structure & Governance Our PMO is built on clearly defined roles, accountability, and decision-making frameworks: - Project Steering Committee: Provides executive oversight, strategic direction, and key decision-making authority - Agilyx Project Manager (PM): Accountable for overall project delivery, schedule, risk management, and coordination of all activities - Client Project Manager: Manages internal resources and ensures alignment with organizational priorities - Functional Consultants & SMEs: Responsible for delivery, configuration, and knowledge transfer activities This structure is supported by a formal RACI model, ensuring clarity of responsibilities and efficient collaboration across all stakeholders. Governance is established early during the Plan Stage, including a Project Charter, communication plan, risk register, and detailed project schedule, all approved through defined gateway reviews. Progress Tracking & Performance Management Tools Agilyx uses a combination of industry-standard tools and structured artefacts to monitor progress and maintain control: - Project Schedule & Milestones: Managed through detailed project plans aligned to each implementation stage (Plan, Design, Build, Test, Deploy) - RIDAC Logs (Risks, Issues, Decisions, Actions, Changes): Used to actively track and manage project risks and issues - Risk Register: Continuously updated and reviewed in weekly and steering committee meetings - Jira: Used for tracking testing progress, issue resolution, enhancements, and reporting dashboards during Build and Test phases These tools provide real-time visibility into project health, ensuring proactive management of timelines, scope, and quality. Client Communication & Reporting We maintain consistent and transparent communication through: - Weekly status meetings with detailed progress updates - Steering committee reviews at key milestones and gateway approvals - Standard reporting dashboards (including Jira-based reporting during testing) - Defined communication plans outlining cadence, stakeholders, and escalation paths All updates are aligned to agreed governance structures, ensuring stakeholders remain informed and engaged throughout the project lifecycle. Stage-Gate Control & Continuous Visibility Each phase of the methodology concludes with a Gateway Review and formal sign-off, ensuring deliverables meet agreed criteria before progressing. This stage-gate approach provides clear checkpoints, accountability, and quality assurance across the implementation. Agilyx's PMO combines structured governance, proven project controls, and modern tracking tools to deliver full transparency, proactive risk management, and consistent communication—ensuring successful ERP implementations for Canoe Members of all sizes and complexities.
Describe how you handle dispute resolution during an active implementation.	Agilyx manages dispute resolution through a structured governance framework embedded within our Blueprint Implementation Methodology, ensuring issues are addressed quickly, transparently, and with minimal impact to project timelines, scope, and budget. Structured Governance & Escalation Path Dispute resolution is governed through clearly defined roles and escalation pathways: - Operational Level: Issues are first addressed collaboratively between Agilyx consultants and client SMEs - Project Management Level: Unresolved matters are escalated to the Agilyx Project Manager and Client Project Manager for review and resolution - Executive Level: If required, escalation proceeds to the Project Steering Committee, which provides final decision-making authority This tiered approach ensures that disputes are resolved at the lowest appropriate level while maintaining executive oversight when needed. Formal Issue & Risk Management Processes All disputes are formally logged and tracked through structured project controls: - RIDAC Log (Risks, Issues, Decisions, Actions, Changes): Captures and tracks all issues and decisions - Risk Register: Identifies potential conflicts early and defines mitigation strategies - Regular Reviews: Issues are reviewed in weekly status meetings and steering committee sessions This ensures full visibility, accountability, and traceability of all disputes and their resolution. Defined Decision-Making & Governance Controls Disputes are resolved using agreed governance artefacts established during the Plan Stage, including: - Project Charter (roles, responsibilities, and decision authority) - Communication and escalation protocols - Agreed scope, timelines, and success criteria These frameworks provide an objective basis for resolving disagreements and maintaining alignment. Collaborative, Workshop-Driven Resolution During Design and Build stages, Agilyx uses structured workshops and validation sessions to proactively resolve differences: - Configuration and process decisions are validated with stakeholders early - Trade-offs are documented and agreed through Blueprint Validation Documents (BVDs) - Continuous engagement reduces the likelihood of late-stage disputes Proactive Prevention Through Change Management Our "People Readiness" approach ensures early stakeholder engagement, clear communication, and alignment on expectations—reducing resistance and preventing disputes before they arise. Agilyx resolves disputes through structured governance, formal tracking mechanisms, and collaborative decision-making, ensuring rapid resolution, minimal disruption, and continued alignment throughout the ERP implementation lifecycle.
Detail your quality assurance and testing protocols before system go live.	Agilyx applies a comprehensive, multi-stage quality assurance (QA) and testing framework embedded within our Blueprint Implementation Methodology to ensure system integrity, performance, and readiness prior to go-live. Structured, Multi-Stage Testing Approach Testing is executed through a defined progression of validation stages: - Unit Testing (Build Stage): Configuration, reports, and integrations are internally validated by Agilyx consultants to ensure functional accuracy - Integrated System Testing (IST): End-to-end business processes are tested across all modules to confirm system interoperability and data flow - User Acceptance Testing (UAT): Client end-users validate real-world scenarios to confirm the system meets operational requirements Each stage includes formal issue identification, remediation, and re-testing cycles to ensure completeness and quality. FACT Methodology (Training + Testing Integration) Agilyx leverages its Functional Area Coaching & Testing (FACT) approach, which integrates training and testing to improve both system validation and user readiness: - Process-driven training aligned to approved solution designs - Real data and business scenarios used during testing - Early knowledge transfer to enable confident user validation and sign-off This approach enhances both quality assurance and user adoption outcomes. Comprehensive Test Management & Tools Testing activities are centrally managed using structured tools and artefacts: - Jira: Used to manage test scenarios, execution tracking, defect logging, and resolution workflows - Test Scripts & Plans: Developed collaboratively with client SMEs and aligned to business processes - Progress Dashboards: Provide real-time visibility into testing status and issue resolution These tools ensure transparency, accountability, and efficient defect management throughout testing. Data Validation & Migration Testing A rigorous data migration validation process is integrated into testing: - Iterative small dataset testing during Build - Full dataset loads during IST and UAT - Data validation and reconciliation by client SMEs This ensures data accuracy, completeness, and readiness for production use. Stage-Gate Quality Controls Each testing phase concludes with a formal Gateway Review and sign-off, confirming that all entry and exit criteria have been met before progressing. This stage-gate approach enforces quality standards and ensures readiness at each step. Go-Live Readiness Assessment Prior to deployment, Agilyx conducts a structured Go/No-Go decision process, including: - Validation of testing completion and defect resolution - Confirmation of user readiness and training completion - Review of deployment and cutover plans Only upon successful completion of these criteria does the project proceed to go-live. Agilyx's QA and testing protocols combine multi-stage validation, integrated training, robust tools, and formal governance controls to ensure a fully tested, high-quality ERP solution—minimizing risk and ensuring a smooth and successful go-live.

Describe your strategy for organizational change management and user adoption. Also describe how you measure user adoption.	Agilix delivers a structured Organizational Change Management (OCM) program—"People Readiness"—designed to maximize user adoption, minimize disruption, and ensure successful ERP outcomes. Our approach is embedded within the implementation lifecycle and tailored to each Member's size, complexity, and internal capability. Structured OCM Framework Our OCM strategy follows a three-phase model aligned to the project lifecycle: 1. Analysis & Impact • Stakeholder analysis and engagement planning • Organizational change risk and readiness assessment • Business impact assessment and identification of adoption risks 2. Planning & Communication • Development of communications, training, and sponsor plans • Change champion and leadership engagement • Structured communication cadence aligned with project governance 3. Adoption & Project Success • Role-based training and onboarding programs • Transition planning and knowledge transfer • Lessons learned and continuous improvement planning This phased approach ensures that change is proactively managed from early planning through to post-go-live sustainment. Flexible Delivery Model Agilix offers three levels of OCM support to align with Member capability: • Basic: Templates and enablement for Members with internal OCM teams • Advisory: Co-delivery model with shared responsibility • Managed: Full-service OCM delivery led by Agilix This flexibility ensures all Members—regardless of internal maturity—receive the appropriate level of support. Driving User Adoption Our strategy focuses on early and continuous engagement to reduce resistance and build confidence: • Early risk and readiness assessments to identify adoption barriers • Integration of training with testing (FACT methodology) to reinforce learning • Active stakeholder engagement and communication throughout the project This approach ensures users are prepared, supported, and confident in adopting the new system, leading to improved outcomes and faster realization of benefits. Measuring User Adoption Agilix uses both qualitative and quantitative measures to track adoption and readiness: • ADKAR Surveys: Assess awareness, desire, knowledge, ability, and reinforcement across user groups • Training Participation & Completion Rates: Track readiness and engagement levels • Testing Participation & UAT Sign-Off: Validate user confidence and system usability • Post-Go-Live Support Metrics: Monitor issue volumes, resolution times, and user dependency • Stakeholder Feedback & Lessons Learned: Continuous feedback loops to improve adoption These metrics are reviewed regularly and used to adjust communication, training, and support strategies to ensure sustained adoption. Agilix's OCM approach combines structured methodology, flexible delivery models, and measurable adoption metrics to ensure that Canoe Members achieve high user adoption, reduced risk, and full realization of ERP benefits.
List the training delivery methods you offer, as well as the customized training tools for Members.	Agilix delivers a comprehensive and flexible training program designed to support diverse learning styles, organizational sizes, and user roles. Training is embedded throughout the implementation lifecycle to ensure effective knowledge transfer and strong user adoption. Training Delivery Methods We provide multiple delivery methods tailored to Member needs: • Instructor-Led Training (ILT): Interactive sessions delivered onsite or virtually, focused on role-based business processes and system functionality • Functional Area Coaching & Testing (FACT): A structured approach that integrates training with real business process testing, enabling users to learn while validating system functionality • Hands-On Workshops & Configuration Walkthroughs: Practical sessions during Design and Build stages where users engage directly with the configured system • Train-the-Trainer Model: Enables Member super users to deliver internal training and sustain knowledge post-implementation • eLearning Modules: Self-paced foundational learning to introduce system concepts and functionality • Just-in-Time Training: Delivered close to go-live using real data and scenarios to reinforce readiness • Post-Go-Live Support & Coaching: Ongoing guidance for end users and super users during stabilization These methods ensure training is continuous, role-specific, and aligned to project phases. Customized Training Tools for Members Agilix provides a suite of tailored tools and materials to support effective learning and long-term sustainability: • Process-Based Training Materials: Customized guides aligned to approved business processes and configurations (BVD-aligned) • Test Scripts Converted to Training Assets: Testing scenarios are reused as training materials to reinforce real-world usage • Recorded Training Sessions & Transcripts: Sessions are recorded and made available for ongoing reference • User Manuals & Work Instructions: Developed collaboratively with Members to reflect organization-specific processes • Training Plans & Schedules: Structured, role-based training plans aligned with project timelines • AI-Enabled Documentation Tools (Customer tool that may be used e.g., Scribe): Used to capture processes and quickly generate user-friendly guides • Templates (OCM-aligned): Including training plans, communication plans, and transition plans to support adoption These tools ensure that training is not only effective during implementation but also sustainable for future onboarding and continuous improvement. Agilix combines multi-modal training delivery with tailored, reusable tools to ensure that Canoe Members achieve high levels of user readiness, adoption, and long-term self-sufficiency.
Explain how you assess user readiness before the system goes live.	Agilix applies a structured and measurable approach to user readiness assessment as part of our "People Readiness" Organizational Change Management framework, ensuring that all users are prepared, confident, and capable of operating the system before go-live. Early Readiness Assessment User readiness begins in the early stages of the project through: • Organizational Change Risk and Readiness Assessments to evaluate the organization's ability to adopt the new system • Stakeholder and impact analysis to identify affected user groups and potential adoption risks This early assessment allows us to proactively address gaps in knowledge, engagement, or capacity. Continuous Readiness Validation Throughout the Project Readiness is continuously monitored and validated across implementation stages: • Training participation and completion tracking to ensure users receive required knowledge • FACT methodology (training integrated with testing) to confirm users can execute real business processes • Active involvement of SMEs and super users during Design, Build, and Test phases This ensures readiness is not a one-time check, but an ongoing process. Testing as a Readiness Gate User readiness is formally validated during testing phases: • Integrated System Testing (IST): Confirms users understand end-to-end processes • User Acceptance Testing (UAT): Validates that end users can perform day-to-day tasks confidently using real scenarios Successful completion and sign-off of UAT is a key indicator of operational readiness. Adoption Metrics and Surveys We use structured tools to quantify readiness: • ADKAR surveys to assess awareness, desire, knowledge, ability, and reinforcement • User feedback and engagement metrics to identify gaps or resistance • Issue trends during testing to highlight areas requiring additional support These insights allow targeted interventions prior to go-live. Go-Live Readiness Assessment & Decision Prior to deployment, Agilix conducts a formal Go/No-Go readiness review, which includes: • Confirmation of training completion and user competency • Validation of testing outcomes and issue resolution • Review of support structures (super users, help desk readiness) This structured checkpoint ensures that both the system and users are fully prepared before transitioning to production. Agilix ensures user readiness through early assessment, continuous validation, structured testing, and measurable adoption metrics, culminating in a formal go-live readiness review—ensuring Canoe Members are fully prepared for a successful transition.

Explain how you ensure resource continuity throughout the duration of a project.	Agilyx ensures resource continuity through a structured, multi-layered approach focused on stability, knowledge retention, and team resilience. • Dedicated Resource Assignment: Key resources are assigned for the full duration of the project lifecycle, ensuring consistency and deep familiarity with the Member's environment. Changes are made only under exceptional circumstances and always in consultation with the Member. • Proactive Resource Planning & Backup Coverage: Each role is supported by identified backup personnel with comparable skills, ensuring continuity in the event of unforeseen changes. Regular capacity and risk reviews enable early identification of potential gaps. • Knowledge Management & Documentation: All project artefacts, configurations, and decisions are maintained in centralized, version-controlled repositories using standardized templates. Continuous documentation ensures knowledge is preserved and easily transferable. • Cross-Training & Redundancy: Role shadowing, rotational exposure, and skill matrix tracking reduce dependency on individual resources and ensure coverage across critical functions. • Scalable Delivery Model: Resources are scaled based on project phase and workload, maintaining efficiency while ensuring appropriate expertise is available at all times. This approach ensures continuity, minimizes disruption, and maintains project momentum—even in dynamic delivery environments.
Describe your process for replacing a team member if a member requests a change.	Agilyx follows a transparent and structured process to ensure seamless resource replacement with minimal impact to the project. • Client-Aligned Change Process: Any proposed resource change is discussed and agreed with the Member's Project Manager. Changes are formally communicated in writing, including the qualifications and experience of the replacement resource. • Qualified Resource Substitution: Replacement personnel are selected based on equivalent or greater expertise, ensuring no degradation in service quality or delivery capability. • Structured Knowledge Transfer: A formal handover process is conducted, including: - o Documented handover checklists - o Knowledge transfer sessions between outgoing and incoming resources - o Review of project status, risks, and deliverables This ensures continuity of knowledge and minimizes onboarding time. • Governance-Based Introduction & Integration: New team members are introduced through established governance structures and supported by project leadership to ensure rapid integration and alignment. • Ongoing Oversight & Support: Project leadership monitors the transition closely, addressing any gaps through mentoring, training, and additional support as required. Agilyx ensures that any resource transition is controlled, transparent, and low-risk, maintaining delivery continuity and client confidence.
Detail your experience managing multi-jurisdictional or group purchasing contracts.	Agilyx brings 25 years of proven experience delivering ERP solutions for multi-entity organizations across the Non-Profit and Municipal sectors. Our team has deep expertise supporting clients whose operations span multiple jurisdictions, each with unique financial, regulatory, and governance requirements. Over two decades, we have repeatedly demonstrated our ability to successfully implement and support ERP environments that include: • Multiple legal entities operating within and across countries • Intercompany transactions requiring structured controls, auditability, and transparent reconciliation • Complex multi country financial frameworks, including multi-currency, multi GAAP, and consolidated reporting • Diverse tax and compliance structures, including nuanced rules for municipalities and charitable or grant funded organizations • Varied labour, payroll, and statutory obligations tied to provincial, state, and national legislation • Robust financial reporting requirements, including fund accounting, program level accountability, and public sector transparency Our long-standing work with Non-Profit and Municipal clients means Agilyx understands how multi-jurisdictional operations function in practice—whether that involves cross border compliance, regional tax structures, or complex organizational hierarchies. This experience ensures we can design ERP configurations that accommodate operational complexity while providing leadership with clear, unified visibility across all entities.
List anything else you would like to include as part of your offering which is complementary to the main offering of ERP Implementation Services?	Please see our brochures affixed referencing our Organizational Change Management services (OCM) as well as our post go-live professional services Customer Success Program (CSP) .

ERP software solution selection support process

Question	Answer *
Describe your process for conducting a business needs assessment for a public sector member.	Service not provided
Explain how you develop technical specifications for ERP software.	Service not provided
Describe your methodology for conducting a fit gap analysis between member needs and software capabilities.	Service not provided
Detail your approach to calculating the total cost of ownership for software solutions.	Service not provided
How do you confirm your firm's neutrality regarding partnerships or financial incentives you may receive from software OEMs?	Service not provided
	Service not provided
	Service not provided

Member access to program offering

Question	Response
List the steps required for Canoe Members who want to engage with your firm to discuss their ERP implementation needs. Begin from initial contact to providing a price proposal and quotation.	Canoe Members can engage with Agilyx through a structured and streamlined process designed to ensure clarity of requirements, alignment of expectations, and development of an accurate and transparent price proposal. The typical steps are as follows: Initial Contact and Introduction The Canoe Member initiates contact with Agilyx through the Canoe program or direct outreach. An introductory discussion is scheduled to understand the organization's high-level objectives, current environment, and interest in our ERP and/or MUNivers implementation solutions. Preliminary Discovery Discussion Agilyx conducts an initial discovery session to gather key information regarding business requirements, organizational structure, number of users, or if MUNivers, the number of property tax and utility billing accounts, citizen experience requirements, entities, current systems, and desired outcomes. This step helps determine overall scope and suitability. Information Gathering and Documentation Review The Customer provides any available documentation, such as business requirements, prior assessments, system inventories, or RFP materials. Agilyx reviews these materials to refine understanding of scope and complexity. Solution Alignment and High-Level Scope Definition Agilyx works with the Customer to align on the proposed solution scope, including modules, functional areas, integrations, and implementation approach. This may include high-level demonstrations or solution walkthroughs, if required. Preliminary Estimate and Approach Confirmation Based on the information gathered, Agilyx develops a high-level implementation approach, timeline, and indicative effort estimate. Assumptions, dependencies, and key considerations are documented and reviewed with the Customer. Refined Scoping and Validation (if required) For more complex engagements, additional workshops or validation sessions may be conducted to further define requirements, confirm scope, and reduce uncertainty prior to final pricing. Preparation of Price Proposal and Quotation Agilyx prepares a formal price proposal based on the agreed scope, delivery approach, and resource plan. This includes a breakdown of services, roles, timelines, and associated costs, aligned to the agreed pricing model (e.g., Time and Materials, Fixed Price, or phased approach). Review and Finalization The proposal is reviewed collaboratively with the Customer to ensure alignment on scope, assumptions, and pricing. Any adjustments are incorporated prior to final submission. This structured approach ensures that Canoe Members receive a clear, accurate, and transparent proposal aligned to their specific ERP and/or MUNivers implementation needs, while leveraging the efficiencies of the Canoe procurement framework.

List all the information you require at minimum from Canoe members in order to provide a project plan and subsequent price proposal to Members.	To develop an accurate project plan and corresponding price proposal, Agilyx requires a defined minimum set of information from Canoe Members. This information enables appropriate scoping, effort estimation, and alignment of the implementation approach. The minimum information required includes: a) Organizational Overview High-level information about the organization, including number of employees, departments, entities, and overall structure. b) Current System Environment Details of existing systems in use (e.g., finance, HR, payroll, property tax, utility billing), including any known limitations or challenges. c) Scope of Implementation Identification of the desired solution scope, including modules, functional areas, and business processes to be implemented (e.g., Finance, HR, Payroll, Property Tax, Utility Billing). d) User and Access Profile Estimated number of users by role (e.g., core transactional users, managers, self-service users), including any security or segregation of duties considerations. e) Entities and Organizational Complexity Number of legal entities, business units, or service areas to be supported, including any shared services arrangements. f) Integration Requirements Overview of required integrations with other systems (e.g., GIS, asset management, payment systems, third-party applications), including known interfaces. g) Data Migration Requirements High-level understanding of data to be migrated, including source systems, data volumes, and data quality considerations. h) Reporting and Regulatory Requirements Key reporting needs, including financial reporting, operational reporting, and any regulatory or compliance requirements. i) Project Timeline and Constraints Desired timeline for implementation, key milestones, and any external constraints (e.g., fiscal year-end, regulatory deadlines). j) Customer Resource Availability Availability of Customer project team members, including subject matter experts and decision-makers, to support the implementation. k) Additional Assumptions or Requirements Any specific preferences, constraints, or strategic objectives that may influence the implementation approach or solution design. This information allows Agilyx to develop a realistic project plan, identify key dependencies and risks, and prepare a transparent and accurate price proposal aligned to the Customer's specific needs.
List the information which would be helpful but not mandatory for your firm to provide a project plan and price proposal to Members.	In addition to the minimum required information, there are several types of information that, while not mandatory, can significantly enhance the accuracy of the project plan and price proposal. Providing this information allows Agilyx to better assess complexity, reduce assumptions, and refine estimates. Helpful but non-mandatory information includes: a) Detailed Business Requirements Documented functional and technical requirements, including prior RFP responses, business cases, or internal requirements documentation. b) Current Process Documentation Process maps, workflows, or standard operating procedures for key functions such as finance, HR, payroll, property tax, and utility billing. c) Data Quality and Data Models Information on data structures, data volumes, data quality issues, and any existing data standards or governance practices. d) Integration Specifications Detailed interface documentation, API specifications, data exchange formats, and frequency of integrations with external systems. h) Reporting Samples and Outputs Examples of current reports, dashboards, and regulatory filings to better understand reporting complexity and requirements. i) Organizational Change Considerations Information related to change management, training needs, stakeholder engagement, and organizational readiness for transformation. j) Technical Environment Details Information on infrastructure, security requirements, identity management, and any technical constraints or standards. k) Historical Project Information Lessons learned, challenges, or outcomes from prior system implementations or transformation initiatives. l) Procurement and Approval Processes Details on internal approval processes, governance structures, and decision-making timelines that may impact project scheduling. m) Preferred Implementation Approach Any preferences regarding phased delivery, timelines, resource models, or specific implementation strategies. Providing this additional information is not required to initiate engagement; however, it enables Agilyx to further refine scope, improve estimate accuracy, and reduce delivery risk.

Scalability and staffing

Question	Answer *
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Explain how you will manage multiple, simultaneous implementation projects for different members who may have similar competing timelines. With legacy software sunseting by 2029, there will be increased demand and a bottle neck effect for demand for ERP Implementation services.	Agilyx is experienced in managing multiple, concurrent ERP and MUNivers system implementations across the public sector and has established delivery practices designed to scale effectively in periods of increased demand. To manage multiple simultaneous projects with potentially competing timelines, Agilyx employs the following approach: a) Capacity Planning and Resource Scaling Agilyx has been growing steadily based on increased market demand over the past two years. Agilyx maintains a structured resource planning model that forecasts demand across active and upcoming projects. Resource capacity is actively managed across functional roles (e.g., finance, HR, technical, data, integration), allowing for proactive allocation and scaling of delivery teams. Additional capacity is being introduced through recruitment, partner alignment, and cross-trained internal resources as demand increases. b) Dedicated Project Teams Each implementation is assigned a dedicated core project team, including project management and key functional leads. This ensures continuity, accountability, and focus, while reducing dependency conflicts across projects. c) Standardized Implementation Methodology Agilyx utilizes its efficient and repeatable, Blueprint-based implementation methodology supported by templates, accelerators, and proven delivery artefacts. This standardization reduces delivery time, increases predictability, and allows multiple projects to progress in parallel without compromising quality. d) Phased and Staggered Project Starts Where multiple Canoe Members are initiating projects within similar timeframes, Agilyx works collaboratively to sequence project start dates and key phases. This staggered approach helps balance resource demand while still meeting critical timelines, such as legacy system sunset deadlines. e) Portfolio-Level Governance and Oversight Agilyx manages projects not only at the individual level but also across a broader delivery portfolio. This includes centralized oversight of timelines, resource allocation, risks, and dependencies to ensure optimal prioritization and coordination across all active engagements. f) Prioritization and Early Engagement Agilyx encourages early engagement and planning with Canoe Members to secure delivery windows in advance. This allows for better alignment of schedules and reduces the risk of bottlenecks as demand increases toward 2029. g) Use of Delivery Accelerators and Pre-Configured Models By leveraging pre-configured solution models and implementation accelerators, Agilyx reduces the effort required for design and build phases, enabling faster delivery across multiple concurrent projects. h) Flexible Resourcing Model Agilyx employs a flexible resourcing approach that allows specialists to support multiple projects where appropriate, while maintaining dedicated ownership for critical workstreams. This combined approach ensures that Agilyx can effectively manage increased demand and concurrent implementations while maintaining delivery quality, meeting timelines, and supporting Canoe Members through the anticipated surge in ERP and Revenue Management modernization initiatives leading up to 2029 and beyond.
Detail how you ensure consistent pricing and service levels across all participating members.	Agilyx ensures consistent pricing and service levels across all Canoe Members through a standardized, transparent delivery and commercial framework applied uniformly across all engagements. a) Consistent Pricing Framework Agilyx utilizes a standardized pricing methodology based on defined rate cards by role, scope-based estimation practices, and clearly documented assumptions. Pricing is derived from objective factors such as scope, complexity, and delivery effort, ensuring that all Members are treated equitably regardless of size or location. b) Pre-Negotiated Canoe Terms The Canoe agreement establishes consistent commercial terms, conditions, and pricing structures that apply to all participating Members. This eliminates variability that can arise from individual negotiations and ensures fairness across the program. c) Standardized Scoping and Estimation Approach All projects follow a consistent process for discovery, scoping, and estimation. This includes use of structured templates, defined work breakdown structures, and validated assumptions, ensuring that pricing is developed using the same methodology for every Member. d) Uniform Implementation Methodology Agilyx applies its Blueprint-based implementation methodology across all Unit4 ERP and MUNivers projects. This ensures a consistent delivery approach, including governance, design, configuration, testing, and go-live processes. e) Defined Service Levels and Delivery Standards Service levels, deliverables, and quality expectations are standardized across all engagements. This includes consistent project governance structures, reporting practices, escalation processes, and delivery checkpoints. f) Experienced and Cross-Trained Delivery Teams Agilyx utilizes experienced resources who are trained on standardized tools, templates, and delivery practices. This ensures that service quality remains consistent regardless of which team is assigned to a project. g) Quality Assurance and Oversight Projects are subject to internal quality assurance reviews and oversight to ensure adherence to delivery standards, consistency in approach, and alignment with agreed scope and outcomes. h) Centralized Governance and Portfolio Management Agilyx will maintain oversight across all active Canoe Member projects to monitor consistency in pricing application, resource utilization, and service delivery, enabling proactive management of any variances. This structured approach ensures that all Canoe Members receive consistent, transparent pricing and a uniform, high-quality implementation experience across both Unit4 ERP and MUNivers engagements.
Explain your staffing model and structure.	Agilyx delivers both Unit4 ERPx and MUNivers solutions through a structured, scalable, and role-based staffing model designed to support single-entity implementations as well as multi-organization cooperative purchasing environments such as Canoe. Our staffing model is built on three integrated layers to ensure accountability, quality, and flexibility. At the executive level, an Executive Sponsor provides strategic oversight, escalation support, and ensures alignment with Customer objectives. At the program level, a Program Director or Engagement Lead is accountable for overall delivery, including risk management, governance, and stakeholder coordination. At the delivery level, a multidisciplinary team of functional and technical specialists executes the implementation, including solution design, configuration, integration, testing, training, and support. For both Unit4 and MUNivers engagements, Agilyx deploys a consistent set of key roles. These include program and project management resources responsible for governance and execution, solution and technical architects responsible for overall system design and integration, and functional leads aligned to core business domains such as finance (Unit4) and property tax and utility billing (MUNivers). Business analysts support requirements validation and workshop facilitation, while technical specialists manage integrations, data migration, and platform configuration. Quality assurance and testing leads coordinate system and user acceptance testing, and training resources support knowledge transfer and end-user enablement. Following go-live, a Customer Success Manager and application support team provide ongoing support and continuous improvement services. To support cooperative purchasing models, Agilyx utilizes a hub-and-spoke staffing structure. A centralized core team maintains deep expertise in Unit4 and MUNivers, along with standardized delivery assets, governance practices, and implementation accelerators. This ensures consistency and quality across all Customers. Dedicated Customer-facing resources are assigned to each implementation to provide localized engagement and configuration support. In addition, specialized resources such as integration experts, data migration specialists, and QA personnel are deployed as part of a shared services pool across multiple Customers, enabling cost efficiency and optimized utilization. Agilyx employs a blended resourcing model consisting of experienced permanent staff, supported by a flexible pool of subject matter experts that can be engaged as required based on project phase and complexity. Resource levels are scaled dynamically, with higher levels of effort during design, build, and testing phases, and a reduced footprint during stabilization and steady-state operations. All resources operate within the Agilyx Implementation Blueprint Methodology, which is used consistently across both Unit4 and MUNivers projects. This methodology defines roles, deliverables, and phase-based activities, and includes structured validation checkpoints such as Blueprint validation and Customer sign-off. This ensures transparency, repeatability, and alignment with leading practices. Agilyx emphasizes continuity and knowledge transfer throughout the engagement. Core team members remain involved from project initiation through post-go-live support, ensuring consistency and minimizing transition risk. Knowledge transfer is embedded across all phases to enable Customer self-sufficiency and long-term success. In summary, Agilyx's staffing model combines strong governance, deep product expertise across Unit4 and MUNivers, and a scalable delivery structure that supports both individual Customers and cooperative purchasing environments. This approach enables consistent delivery quality, efficient use of resources, and successful outcomes across a wide range of public sector implementations.

List the main categories of personnel for implementation project team and the certification required for each one. (technical leads, project managers etc.)	The main job categories and certifications of personnel for implementation include: • Project Manager - PMP - 5+ years experience • Senior Solution Architect - Current Unit4 SME Certifications backed by 10+ years experience • Lead Consultant - Current Unit4 SME Certifications backed by 5+ years experience • Implementation Consultant - Current Unit4 SME Certifications backed by 5+ years experience • Lead Consultant - Current Unit4 SME Certifications backed by 5+ years experience • Report Writer - Current Unit4 SME Certifications backed by 5+ years experience
Explain if and how you use contracted resources or sub-contractors to supplement your workforce.	Agilyx does not use sub-contracted resources. All project staff are full time employees.

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.	Agilyx provides comprehensive, multi-tiered customer support services for ERP implementations involving Unit4 ERPx and, where applicable, Agilyx MUNivers. Our support model is designed to ensure rapid issue resolution, system stability, and continuous service availability for Canoe Members. Support Model & Channels Support is delivered through a structured, multi-level model: • Level 1 – Member Super Users: First point of contact for end users, handling basic queries and triage • Level 2 – Agilyx Support Team: Functional and technical experts providing issue resolution, guidance, and system support • Level 3 – Vendor Support (Unit4 / Agilyx Product Teams): Escalation for complex system issues, defects, or platform-level concerns Support channels include: • Service desk / ticketing system • Email and web-based support portals • Scheduled support sessions and advisory calls This model ensures clear ownership and efficient resolution pathways. Hours of Availability • 24/5 support coverage is available through defined Service Level Agreements (SLAs) for critical issues • Standard business hours support for non-critical incidents, with extended coverage options available This ensures continuous availability for essential public sector operations. Response & Resolution Targets Agilyx and Unit4 operate under formal SLAs that define: • Priority-based response times (e.g., immediate response for critical system outages) • Target resolution timelines aligned to issue severity and business impact • Continuous monitoring and tracking of incidents to ensure timely closure These SLAs are designed to maintain system performance and minimize operational disruption for Members. Escalation Path A clearly defined escalation framework ensures rapid resolution of critical issues: 1. Initial triage and resolution by Agilyx support 2. Escalation to senior Agilyx specialists if required 3. Escalation to Unit4 or MUNivers product teams for platform-level issues Escalations are governed by agreed protocols and monitored through the service management process to ensure accountability and timely resolution. Post-Go-Live & Ongoing Support Following implementation: • Agilyx provides dedicated post-go-live support during stabilization • Transition to long-term support includes Agilyx Customer Success Program and Unit4 managed services • Continuous improvement support, system optimization, and roadmap planning are available This ensures Members receive both immediate and long-term support aligned to their operational needs.
Describe your technical support model, including the distinction between ERP OEM-provided support and partner-provided support. Identify which types of issues are handled directly by your company.	Agilyx provides a structured, multi-tiered technical support model that clearly distinguishes between partner-delivered support and ERP OEM (software vendor) support, ensuring efficient issue resolution and a seamless support experience for Customers. a) Overall Support Model Agilyx serves as the primary point of contact for all Customer support requests. This single-point-of-entry model simplifies issue management, ensures accountability, and provides coordinated resolution across both Unit4 ERP and MUNivers environments. b) Partner-Provided Support (Agilyx) Agilyx delivers the majority of day-to-day functional and technical support services directly. This includes: c) Functional support Support for finance, HR, payroll, property tax, and utility billing processes, including configuration questions, process guidance, and issue resolution. d) Application configuration and setup Resolution of issues related to system configuration, business rules, workflows, security roles, and user access. e) Data-related issues Assistance with data corrections, data integrity questions, and guidance on data management practices. f) Integration support (first-line) Monitoring and troubleshooting of integrations, including coordination of issue resolution where multiple systems are involved. g) Reporting and analytics Support for reports, queries, and data extraction, including troubleshooting and enhancement guidance. h) User support and troubleshooting Resolution of user-reported issues, errors, and system behavior questions. i) Minor enhancements and optimization Support for small changes, adjustments, and continuous improvement activities within the existing solution. Agilyx leverages its deep knowledge of both Unit4 ERP and MUNivers implementations to resolve the majority of issues without escalation. OEM-Provided Support (Unit4) The ERP software vendor (Unit4) provides support via its SaaS licencing fees for core product-related issues that fall outside of configuration or implementation scope. This includes: a) Product defects or bugs Issues requiring code-level fixes within the core ERP platform. b) Platform-level performance or stability issues Incidents related to the underlying application performance or system behavior. c) Core software updates and patches Resolution of issues addressed through vendor-issued patches, fixes, or releases. d) Security vulnerabilities at the platform level Identification and remediation of vulnerabilities within the core software. e) Escalation and Coordination When issues require OEM involvement, The Customer reaches out directly to Unit4 via its support services. Then if required, Agilyx manages the escalation process on behalf of the Customer. This includes logging cases with the vendor, providing detailed diagnostics, coordinating communications, and tracking resolution through to closure. Agilyx remains accountable for overall issue management and ensures that the Customer is not required to interact directly with multiple parties. Support for MUNivers As the OEM/ISV solution provider for MUNivers, Agilyx delivers full-stack support, including application functionality, configuration, integrations, and platform-related coordination. This provides Customers with a single, accountable support model for all aspects of the solution. And is included within the annual SaaS fees Service Levels and Continuous Improvement Agilyx applies defined service levels, prioritization frameworks, and escalation paths to ensure timely response and resolution. Support trends and recurring issues are monitored to identify opportunities for system optimization and continuous improvement. This support model ensures that Canoe Members receive responsive, coordinated, and expert support, with clear accountability and efficient resolution across both Unit4 ERP and MUNivers environments.

Describe how support responsibilities are divided between your company and ERP OEM, including issue triage, root-cause analysis, and platform-level defects.	Agilyx operates a coordinated, multi-tiered support model in partnership with the ERP OEM (Unit4) and the MUNivers product team. This model ensures clear ownership of issues, efficient triage, and timely resolution across functional, technical, and platform levels. Issue Triage & First-Line Support (Agilyx) Agilyx serves as the primary point of contact for Canoe Members: - Receives and logs all incidents and service requests - Performs initial triage, including issue classification, prioritization, and impact assessment - Resolves functional issues related to configuration, business processes, reporting, and integrations - Provides user guidance, troubleshooting, and workaround solutions This ensures Members have a single, accountable interface for all support needs. Root-Cause Analysis (Shared Responsibility) Root-cause analysis is conducted collaboratively, depending on the nature of the issue: - Agilyx: Leads investigation for configuration, data, integration, and process-related issues - OEM (Unit4 / MUNivers): Engaged when analysis indicates a potential platform, performance, or code-level issue Agilyx coordinates all investigations, consolidates findings, and communicates outcomes to the Member. Platform-Level Defects & OEM Responsibility Issues identified as platform-level defects are escalated to the ERP OEM: - Unit4 and MUNivers product teams are responsible for diagnosing and resolving software defects, bugs, and core platform issues - OEM teams provide patches, hotfixes, or product updates in accordance with their release and support policies - Agilyx manages the escalation, tracks progress, and ensures timely resolution in line with SLAs End-to-End Coordination & Escalation Management (Agilyx) Agilyx maintains full ownership of the support process: - Acts as the single point of accountability for Members - Manages escalation paths between support tiers and OEM teams - Monitors SLA adherence and resolution timelines - Provides regular updates and communication to stakeholders Continuous Improvement & Feedback Loop All issues—whether resolved by Agilyx or the OEM—are: - Logged and analyzed for trends - Used to inform system optimization and future enhancements - Incorporated into knowledge bases and training materials
Describe how technical support interacts with OEM update and release process, including communication of upcoming releases, support for regression issues, and schedule stability.	Agilyx maintains a structured and collaborative approach with the ERP OEM (Unit4) and MUNivers product teams to ensure that updates and releases are managed transparently, with minimal disruption to Canoe Members. Communication of Upcoming Releases Agilyx acts as the primary communication channel between the OEM and Members: - Proactively communicates release schedules, feature updates, and planned changes - Translates OEM release notes into Member-relevant impacts, highlighting functional, technical, and operational considerations - Provides guidance on readiness activities, including testing requirements and timing This ensures Members are fully informed and prepared ahead of each release cycle. Release Planning & Schedule Stability Both Unit4 ERPx and MUNivers are delivered via modern cloud platforms with predictable, scheduled release cycles. Agilyx supports: - Alignment of release timing with Member operational calendars - Coordination of updates to minimize disruption to critical business periods - Advance planning for major vs. minor releases to ensure stability This structured release approach provides consistency and reduces risk for public sector operations. Regression Testing & Issue Support Agilyx plays a key role in validating and supporting releases: - Advise Members on regression testing scope and approach, particularly for critical business processes and integrations - Supports testing activities and issue triage during post-release validation - Investigates and resolves configuration or integration-related issues Where regression issues are identified: - Agilyx performs initial analysis and remediation where applicable - Platform-level defects are escalated to Unit4 or MUNivers for resolution, including patches or hotfixes Post-Release Support & Continuous Monitoring Following each release: - Agilyx provides enhanced monitoring and support during the stabilization period - Tracks incidents and trends to identify any systemic issues - Communicates updates, workarounds, and resolutions to Members in a timely manner Feedback Loop with OEM Agilyx maintains a continuous feedback loop with OEM partners: - Member feedback and issues are communicated to influence future releases - Lessons learned are incorporated into future release planning and support practices

Risk identification and mitigation plan

The purpose is to show subject-matter expertise through clear identification and management of material risks ahead of time. Listing risks with high likelihood or high impact before mitigation will not reflect negatively on the Proponent. In fact, demonstrating a thorough understanding of ERP implementation risks and their management will show depth of expertise and practical experience. Proponents should use judgment and focus only on material risks that require specialized knowledge of ERP implementations.

Generic risk frameworks or methodologies, including general project risk management, transfer of risk to client via change order will not demonstrate specialized knowledge and will score poorly. Identified risks must relate directly to ERP implementation and be detailed enough to show validity and relevance. The Proponent must explain how mitigation measures avoided or minimized negative impacts on project outcomes.

Proponents should emphasize risk and issue avoidance or mitigation tactics that helped manage budget, schedule, and scope effectively without defacto transferring the risk to client.

Risk Description *	Proposed mitigation *	How this reduces deviation on project and impact on Member. *
Project Governance not well defined.	Establish a strong governance structure in the Planning stage of the Project. Put into place controls and communication plans to ensure clear direction on decision making. Re-establish and re-evaluation Governance effectiveness. Restructure as necessary.	Establishing clear governance and decision-making protocols ensures that issues are addressed promptly and consistently, reducing delays caused by ambiguity or indecision. This minimizes schedule slippage, avoids rework, and provides the Member with clear accountability and direction throughout the project.
Project Solution Design is not agreed by stakeholders.	Project Steering Committee is formed and members authorized to make timely decisions based on the project management plan - critical path. Project Charter details with decision making protocols and timing with escalation points.	Timely stakeholder alignment and structured decision-making prevent delays caused by unresolved design issues. This ensures that the solution is agreed upon early, reducing rework, avoiding scope ambiguity, and maintaining progress along the project's critical path, resulting in a more predictable timeline for the Member.
Project over runs and fails to meet project completion tasks in accordance with Project Plan	Identify potential problems (bottlenecks and project pressure points) early by tight and early monitoring of Project plan. Create detailed risk register – through the performance of a risk workshop with key Customer resources. Create detailed legacy system and outbound data inventory - detail legacy system data transfer priorities. Purchase additional resources/contract staff. Applicable budget allocated. Use of data management tools and the creation of the Customer's automated routines.	Early identification of risks, combined with proactive monitoring and resource planning, enables corrective actions before issues impact the schedule. This reduces the likelihood of delays, ensures critical tasks are completed on time, and maintains project momentum, minimizing disruption to the Member's operations.
Project scope and timeline not agreed.	Ensure that decision makers have all relevant information to make commitment decisions. Deploy additional resources (Agilyx and/or Customer)	Clear agreement on scope and timelines, supported by informed decision-making, prevents misunderstandings and scope creep. This ensures alignment between expectations and delivery, reduces the risk of delays or cost overruns, and provides the Member with greater certainty in project outcomes.
Data Conversion risk.	Ensure adequate testing plan for Data Conversion test runs. Ensure mapping and provision of data to be converted. Ensure plan in place for manual update of non-converted data. Additional Resources to complete tasks. Data cleansing validated by external test resources based on business case.	A structured and well-tested data conversion approach reduces the risk of data errors, rework, and delays during cutover. This ensures data accuracy and system readiness at go-live, minimizing operational disruption and supporting a smooth transition for the Member.

Situational questions

Many Canadian public entities face a common challenge. They must modernize aging, highly customized ERP systems while maintaining operational stability, protecting sensitive data, working within limited budgets and managing significant organizational change. For example, many municipal systems are approaching end of life, including Dynamics GP. They also face staffing shortages, limited consulting capacity, complex integrations, and pressures to adopt cloud, SaaS, and emerging technologies without disrupting essential services.

Using this scenario, describe how your team would lead a public sector entity through this modernization challenge. Avoid using marketing material in your response.

Question	Answer *
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Describe how the project team would plan and manage the transition from an on-premise or hybrid architecture to a modern cloud or SaaS platform.	Agilyx plans and manages the transition from on-premise or hybrid environments to a modern cloud-based platform through a structured, phased approach designed to reduce risk, ensure continuity of operations, and support successful adoption. The Agilyx Blueprint implementation methodology is used for all implementation projects. a) Assessment and Planning The transition begins with a detailed assessment of the current environment, including existing systems, infrastructure, integrations, data, and business processes. This phase identifies dependencies, risks, and readiness factors, and establishes the overall transition strategy, timeline, and sequencing. b) Solution Design and Architecture Alignment Agilyx works with the Customer to define the target cloud architecture, including system configuration, integration patterns, security model, and data structures. This ensures alignment between business requirements and the capabilities of the Unit4 ERP and MUNivers platforms. c) Data Migration Strategy and Preparation A comprehensive data migration plan is developed, including data extraction, cleansing, transformation, and validation. Data quality and governance are addressed early to reduce issues during later stages of the project. d) Integration Design and Transition Existing integrations are reviewed and redesigned as required to align with modern integration methods. This may include API-based integrations, middleware, or platform-native integration capabilities. Transition planning ensures continuity of critical data flows. e) Configuration and Build The solution is configured using leading practice models and standardized templates. This reduces the need for custom development and accelerates delivery while ensuring alignment with cloud-based best practices. f) Testing and Validation Structured testing phases are conducted, including system testing, integration testing, and user acceptance testing. These activities validate that the solution meets business requirements and that all components function correctly within the new environment. g) Change Management and Training Agilyx supports organizational readiness through training, communication, and stakeholder engagement. This ensures that users are prepared for new processes and system capabilities associated with the cloud-based platform. Agilyx does offer optional enhanced Organizational Change Management (OCM) Services as well. See brochure provided. h) Cutover Planning and Execution A detailed cutover plan is developed to manage the transition from legacy systems to the new environment. This includes timing, data migration execution, system validation, and contingency planning to minimize disruption. i) Go-Live and Stabilization Agilyx provides go-live support and post-implementation stabilization to address any issues, support users, and ensure a smooth transition to steady-state operations. j) Decommissioning of Legacy Systems Following successful transition, legacy systems are retired by the Customer in a controlled manner, ensuring that data retention, compliance, and archival requirements are met. This structured approach ensures a controlled, low-risk transition to a modern cloud-based platform, enabling Canoe Members to realize the benefits of improved scalability, security, and operational efficiency through both Unit4 ERP and MUNivers implementations.
Describe how the project team would support data cleaning, migration, and integration with other systems.	Agilyx supports data cleaning, migration, and integration through a structured and proven approach designed to ensure data accuracy, integrity, and seamless interoperability with other systems throughout the implementation lifecycle. a) Data Assessment and Planning Agilyx begins with an assessment of the Customer's existing data sources, structures, and quality. This includes identifying data owners, understanding data volumes, reviewing data models, and documenting data-related risks and dependencies. A comprehensive data migration and integration strategy is then established. b) Data Cleaning and Preparation Agilyx provides guidance, templates, and best practices to support the Customer in cleansing and preparing data for migration. This includes identifying duplicate, incomplete, or inconsistent records, standardizing formats, and aligning data to the target system structure. Data ownership remains with the Customer, with Agilyx providing advisory and validation support. c) Data Mapping and Transformation Detailed data mapping is performed to align source data fields to the target data model within Unit4 ERP and MUNivers. Transformation rules are defined to ensure that data is converted accurately and consistently to meet system and reporting requirements. d) Migration Execution and Validation Agilyx manages the migration process using a staged approach, including trial migrations, validation cycles, and reconciliation processes. This ensures that data is accurately transferred and validated prior to final cutover. Multiple test cycles are conducted to identify and resolve issues early. e) Integration Design and Development Agilyx works with the Customer to identify required integrations with external systems such as GIS, asset management, payment platforms, and third-party applications. Integration approaches are defined using modern methods such as APIs, middleware, or platform-native tools, depending on the specific requirements. f) Integration Testing and Monitoring All integrations are tested as part of system and user acceptance testing to ensure reliable data exchange and process continuity. Monitoring and validation processes are established to ensure integrations perform as expected at go-live. g) Cutover and Go-Live Support During cutover, Agilyx coordinates final data migration activities and ensures that integrations are active and functioning correctly. Post-go-live support is provided to address any data or integration issues and ensure stability. h) Documentation and Knowledge Transfer Agilyx provides documentation of data structures, migration processes, and integration designs, along with knowledge transfer to Customer teams to support ongoing maintenance and future enhancements. This approach ensures that data is accurate, complete, and aligned to business needs, while integrations are reliable and support seamless operations across Unit4 ERP and MUNivers environments.

Describe how the project team would address cybersecurity, privacy, and regulatory requirements during the transition.	Agilyx addresses cybersecurity, privacy, and regulatory requirements as a core component of the implementation lifecycle, ensuring that all controls are incorporated into the solution design, data handling processes, and transition activities from the outset. a) Security and Privacy by Design Security and privacy considerations are embedded into the solution architecture and implementation approach from the initial design phase. This includes role-based access controls, segregation of duties, least-privilege principles, and secure configuration aligned to leading practices. b) Alignment with Platform Security Standards Unit4 ERP and MUNivers (built on Salesforce) are implemented on secure, enterprise-grade cloud platforms that adhere to recognized security frameworks (e.g., SOC 1, SOC 2, ISO 27001). Agilyx ensures that the solution configuration aligns with these platform-level controls and does not introduce vulnerabilities during implementation. b) Data Protection and Privacy Controls Agilyx works with the Customer to ensure that personal and sensitive data is handled in accordance with applicable privacy legislation and policies. This includes defining data classification, access controls, encryption practices, and data retention requirements. c) Secure Data Migration Data migration activities are conducted using secure methods, including controlled data extraction, encrypted transfer, and restricted access to migration environments. Only authorized personnel are permitted to access sensitive data during the migration process. d) Identity and Access Management Agilyx supports the implementation of strong identity and access management practices, including role-based security models, integration with identity providers (e.g., single sign-on), and enforcement of authentication policies. e) Integration Security All system integrations are designed with security in mind, using secure communication protocols, authentication mechanisms, and validation controls to protect data in transit and prevent unauthorized access. f) Testing and Validation Security and privacy controls are validated as part of system and user acceptance testing. This includes verification of access controls, audit capabilities, and data protection measures. g) Regulatory and Compliance Alignment Agilyx works with the Customer to identify applicable regulatory requirements (e.g., privacy legislation, financial controls, audit requirements) and ensures that the solution configuration and processes support compliance. h) Governance and Auditability The implemented solution supports audit logging, traceability, and reporting capabilities to enable ongoing monitoring and compliance. Agilyx also aligns with Customer governance frameworks throughout the project. i) Secure Cutover and Transition During cutover, Agilyx ensures that security controls are fully active, access is properly provisioned, and legacy systems are decommissioned in a secure and compliant manner. This comprehensive approach ensures that cybersecurity, privacy, and regulatory requirements are proactively addressed throughout the transition, reducing risk and supporting a secure and compliant implementation of Unit4 ERP and MUNivers solutions.
Describe how the project team would approach organizational change management to support user adoption.	Agilyx approaches organizational change management (OCM) as an integral component of the implementation, ensuring that people, processes, and technology are aligned to support successful adoption of the Unit4 ERP and MUNivers solutions. a) Structured OCM Framework Agilyx applies a structured OCM approach aligned to the overall implementation methodology. This includes defined activities across stakeholder engagement, communication, training, and adoption support throughout the project lifecycle. b) Stakeholder Identification and Engagement Key stakeholders are identified early, including business leaders, subject matter experts, and end users. Agilyx works with the Customer to establish clear roles, responsibilities, and engagement strategies to ensure alignment and support for the transformation. c) Change Impact Assessment A change impact assessment is conducted to identify how business processes, roles, and day-to-day activities will be affected. This enables targeted planning to address areas of higher impact and potential resistance. d) Communication Planning and Execution A structured communication plan is developed to provide timely, consistent, and transparent updates throughout the project. Communications are tailored to different stakeholder groups to ensure clarity and relevance. e) Training and Knowledge Transfer Agilyx delivers role-based training aligned to system functionality and business processes. Training is focused on enabling users to perform their day-to-day activities effectively within the new system. Super users are equipped to support ongoing adoption within the organization. f) User Readiness and Adoption Support Agilyx assesses user readiness throughout the project and provides targeted support where needed. This includes workshops, hands-on sessions, and reinforcement activities to build confidence and capability. g) Super User and Champion Network A network of super users or champions is established within the Customer organization to support peer-to-peer learning, reinforce change messaging, and provide first-line support post go-live. h) Go-Live and Post-Go-Live Support During and after go-live, Agilyx provides support to address user questions, reinforce training, and resolve issues. This helps stabilize operations and ensures users are comfortable with the new system. Continuous Improvement and Feedback Agilyx encourages ongoing feedback from users and stakeholders to identify opportunities for improvement and further optimization of processes and system use. This approach ensures that organizational change is proactively managed, users are prepared and supported, and adoption of Unit4 ERP and MUNivers solutions is achieved effectively and sustainably.

Describe how the project team would assess the current legacy environment, including customizations, integrations, data quality, and risks.	Agilyx has several optional solutions including an assessment of the current legacy environment through a structured discovery and analysis approach designed to fully understand existing systems, identify risks, and inform the implementation strategy for Unit4 ERP and MUNivers solutions. The degree of the assessment work is determined based upon the level of complexity of the customer environments and solutions being purchased. a) Current State Assessment and System Inventory (optional) Agilyx begins by working with the Customer to document the existing application landscape, including all relevant systems supporting finance, HR, payroll, property tax, utility billing, and related functions. This includes identifying system owners, usage patterns, and known limitations. b) Customization Review and Analysis Existing system customizations are identified and assessed to determine their purpose, usage, and business value. Agilyx evaluates whether these customizations can be replaced with standard functionality, require configuration, or should be retired, with a focus on reducing unnecessary complexity. (optional) c) Integration Assessment All current integrations are documented, including interfaces with third-party systems such as GIS, asset management, payment platforms, and other applications. Agilyx assesses integration methods, data flows, frequency, and dependencies to inform the future integration design. (optional) d) Data Quality and Data Structure Review Agilyx conducts a high-level assessment of data quality, including completeness, consistency, duplication, and accuracy. Data structures and volumes are reviewed to identify potential challenges related to migration, transformation, and reporting. (optional) e) Process and Workflow Review Key business processes and workflows are reviewed to understand how the current systems support operations. This helps identify inefficiencies, workarounds, and opportunities for improvement in the target solution. (optional) f) Risk Identification and Mitigation Planning Agilyx identifies risks associated with the legacy environment, including technical debt, unsupported customizations, data quality issues, integration complexity, and resource constraints. These risks are documented and incorporated into the project plan with defined mitigation strategies. (optional) g) Readiness and Dependency Assessment The assessment also evaluates organizational and technical readiness, including availability of Customer resources, data readiness, and external dependencies that may impact the implementation timeline. (optional) h) Documentation and Findings All findings are documented and validated with the Customer, forming the basis for the implementation approach, scope confirmation, and detailed project planning. (optional) This structured assessment ensures that legacy system complexities are fully understood and addressed, enabling a controlled transition to Unit4 ERP and MUNivers with reduced risk and improved outcomes. The scope of assessment work would be defined as part of the project scoping exercise.
Describe how the project team would manage competing demands on internal staff and limited resourcing.	Agilyx recognizes that internal staff capacity is always managed to its highest level of utilization. ERP and MUNivers implementations must be delivered alongside ongoing day-to-day operations. The project team proactively manages competing demands on Customer resources through a structured, collaborative approach designed to minimize disruption and maximize efficiency. a) Clear Role Definition and Resource Planning At project initiation, Agilyx works with the Customer to define roles, responsibilities, and expected time commitments for all project participants. This includes identifying critical roles such as subject matter experts, decision-makers, and super users, along with realistic availability assumptions. b) Phased and Structured Delivery Approach The implementation is organized into clearly defined phases and workstreams, allowing Customer involvement to be planned and distributed over time. This reduces peak demand on internal staff and avoids overloading resources at any single point in the project. c) Advance Scheduling and Work Planning Agilyx provides detailed schedules of workshops, validation sessions, testing cycles, and key milestones well in advance. This allows Customer teams to plan around project activities and balance operational responsibilities. d) Focused and Efficient Engagements Workshops and working sessions are designed to be targeted, well-prepared, and outcome-driven. Pre-read materials, structured agendas, and clear objectives are used to minimize time requirements and ensure efficient use of Customer resources. e) Use of Standard Templates and Accelerators Agilyx leverages proven templates, leading practice models, and pre-configured solution components to reduce the level of effort required from Customer staff during design and decision-making activities. f) Dedicated Agilyx Delivery Team Agilyx assumes primary responsibility for project execution, including configuration, documentation, testing coordination, and project management. This reduces the burden on Customer staff and allows them to focus on providing input, validation, and decision-making. g) Flexible Engagement Model Where resource constraints exist, Agilyx can adjust sequencing, extend timelines, or re-prioritize activities in collaboration with the Customer to align with available capacity. h) Governance and Escalation Regular governance meetings provide visibility into resource constraints and competing priorities. Risks related to resource availability are identified early and managed proactively through agreed mitigation strategies. i) Super User Enablement By enabling a core group of trained super users, Agilyx creates internal capability within the Customer organization to support broader user engagement, reducing reliance on a larger number of staff during critical phases. This approach ensures that competing demands on internal staff are actively managed, enabling successful delivery of Unit4 ERP and MUNivers implementations while maintaining continuity of the Customer's ongoing operations.

Describe how the project team would control costs, timelines, and risks while maintaining essential operations.	Agilyx controls costs, timelines, and risks while maintaining essential operations through a disciplined delivery approach that combines structured planning, proactive governance, and a focus on minimizing disruption to day-to-day business activities. a) Defined Scope and Controlled Change Management A clearly defined scope and implementation plan are established at the outset of the project. Any changes to scope, timeline, or effort are managed through a formal change control process, ensuring that impacts to cost and schedule are fully understood, documented, and approved before proceeding. b) Structured Implementation Methodology Agilyx applies a proven, Blueprint-based implementation methodology with defined phases, deliverables, and checkpoints. This provides predictability in timelines and enables early identification of issues that could impact cost or schedule. c) Detailed Planning and Scheduling A comprehensive project plan is developed, including work breakdown structures, resource assignments, milestones, and dependencies. Activities are sequenced to align with Customer availability and operational priorities, reducing disruption to essential services. d) Active Risk Management Risks are identified early and tracked throughout the project lifecycle. Agilyx maintains a risk register with defined mitigation strategies, ownership, and escalation paths to proactively manage potential impacts to cost, timelines, and operations. e) Strong Governance and Oversight Regular governance meetings, including project team and steering committee sessions, provide ongoing visibility into progress, risks, issues, and financial status. This enables timely decision-making and corrective actions when required. f) Resource Optimization and Efficiency Agilyx leverages experienced delivery teams, standardized templates, and implementation accelerators to reduce effort and improve efficiency. This helps control costs while maintaining delivery quality. g) Phased Delivery and Operational Alignment The project is structured into manageable phases or workstreams, allowing the Customer to balance project participation with ongoing operational responsibilities. Critical business periods (e.g., fiscal year-end) are considered in scheduling to avoid disruption. h) Testing and Quality Assurance Structured testing and validation processes ensure that issues are identified and resolved early, reducing the risk of rework, delays, or operational disruption during and after go-live. i) Cutover Planning and Business Continuity A detailed cutover plan is developed to ensure a smooth transition from legacy systems to the new environment. Contingency planning and rollback strategies are defined to protect business continuity. j) Post-Go-Live Stabilization Agilyx provides post-go-live support to quickly address any issues, stabilize operations, and ensure that the Customer can continue to deliver services without interruption. This integrated approach ensures that costs, timelines, and risks are actively controlled while maintaining the continuity of essential operations throughout the implementation of Unit4 ERP and MUNivers solutions.
Situation: A Member is transitioning to a new ERP system. This includes the Finance module. Using plain language, propose the ideal sequence for implementing the various Finance module components. Your response should include: -which component of the Finance module should go first, second and third etc; -why are you recommending this order? Do not state that the sequence: "depends on the client".	A successful ERP implementation should be structured around a logical hierarchy of functional components, ensuring that foundational capabilities are established first and that dependent operational processes are implemented in a controlled and integrated manner. At the core of the solution is integrated financial management, including the general ledger, accounts payable, and accounts receivable. These modules form the financial backbone of the ERP system, establishing the chart of accounts, fiscal calendars, accounting rules, and posting structures that support all downstream transactions. By implementing the financial core first, the organization ensures that all operational modules ultimately post transactions into a consistent and auditable financial framework. Building on this foundation, the ERP solution should then incorporate budget development, forecasting, and financial reporting capabilities. These planning and control functions rely on the financial structures established within the general ledger and provide the organization with the ability to develop budgets, monitor spending, and produce accurate financial forecasts and management reports. Early implementation of budgeting capabilities also enables financial governance and spending controls that will later guide procurement, payroll, and operational expenditures. Once financial controls and planning mechanisms are in place, the ERP system should extend into procurement and contract lifecycle management. These capabilities manage the acquisition of goods and services (through requisitions and purchase orders), vendor relationships, and contractual commitments. Procurement processes generate financial commitments and transactions that flow into accounts payable and the general ledger, making their integration with the financial foundation essential. Contract lifecycle management further supports transparency and compliance by ensuring that procurement activities align with approved contracts, budgets, and organizational policies. The solution should then expand to include human capital management functions, encompassing human resources, payroll, and timekeeping. These modules manage employee records, compensation, benefits, and labor tracking, and they produce some of the most significant and recurring financial transactions within the organization. Timekeeping data feeds payroll calculations, while payroll results integrate directly with the financial system to record salary expenses, deductions, benefits, and statutory obligations. Aligning these functions with the financial and budgeting framework ensures accurate labor cost allocation and compliance with regulatory requirements. Operational capabilities such as asset management and work management should be implemented next. Asset management supports the tracking, capitalization, depreciation, and lifecycle management of physical assets, while work management facilitates maintenance, service activities, and operational tasks associated with those assets. These modules rely on financial structures for capitalization rules, expense tracking, and cost allocation, and they frequently generate procurement, labor, and operational cost transactions that integrate with the financial system. For municipalities and government organizations, the ERP platform must also support revenue-generating services such as property tax and utilities management. These modules manage customer accounts, billing processes, and revenue collection activities that integrate with accounts receivable and financial reporting. By positioning these capabilities after the financial and operational modules are established, and specifically the general ledger, the system can leverage existing customer, accounting, and reporting structures to ensure accurate revenue recognition and efficient service delivery. Across all modules, the ERP solution should provide enterprise-wide workflow automation, comprehensive audit trails, and role-based access controls. These governance capabilities ensure that processes are standardized, approvals are enforced, and transactions are traceable for compliance and accountability. In parallel, the system should provide embedded analytics and reporting capabilities within the SaaS environment, enabling real-time insights into financial performance, operational activities, and service delivery metrics. Finally, the entire solution is delivered within a vendor-hosted, vendor-maintained SaaS platform that is continuously updated. This deployment model reduces infrastructure requirements, ensures that the organization benefits from ongoing innovation and regulatory updates, and provides a secure and scalable environment for managing financial, operational, and service-based processes. By structuring the ERP implementation around this layered approach—beginning with the financial core and expanding outward to operational, human capital, and service delivery functions—the organization can achieve a fully integrated, transparent, and sustainable enterprise management platform.

Engagement , Marketing and Training

Line Item	Question	Response *
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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.	Agilyx will implement a structured, multi-channel engagement and outreach strategy designed to drive awareness, readiness, and successful adoption of Unit4 ERP and MUNivers implementation services across the Canoe Procurement Group network. Our approach is tailored to the distinct needs of key stakeholder groups involved in ERP and MUNivers transformation initiatives. a) Executive and Senior Leadership (CAO, CFO, CIO) Engagement will focus on strategic outcomes, risk mitigation, and business value. Agilyx will provide executive briefings, case studies, and transformation roadmaps that highlight how Unit4 ERP and MUNivers implementations support operational efficiency, financial transparency, and long-term sustainability. b) Business and Functional Leaders (Finance, HR, Revenue Services) Agilyx will conduct targeted workshops, solution demonstrations, and peer-based sessions to illustrate how implementation approaches align with business processes and improve service delivery. These engagements will emphasize leading practices, process optimization, and measurable outcomes. c) Technical Stakeholders (IT, Architecture, Security) Engagement with technical stakeholders will focus on implementation architecture, integration strategies, data migration, and security considerations. Agilyx will provide technical briefings and design discussions to ensure alignment with existing environments and future-state requirements. d) Procurement and Administrative Stakeholders Agilyx will leverage the Canoe framework to simplify engagement through clear, standardized materials outlining implementation approach, pricing models, and engagement steps. This reduces procurement effort and accelerates project initiation. e) Canoe Program and Member Network Agilyx will collaborate with Canoe to participate in coordinated outreach activities such as webinars, information sessions, industry conferences and member communications. These efforts will focus on educating Members on implementation readiness, planning considerations, and how to effectively initiate projects through the Canoe agreement. f) Marketing and Awareness Activities Agilyx will develop and share targeted content including implementation guides, readiness checklists, case studies, and thought leadership materials. These assets will support Members in understanding the implementation process and preparing for successful ERP and MUNivers deployments. g) Early Engagement and Readiness Support Agilyx will encourage early engagement with Members to assess readiness, define scope, and plan timelines in advance of legacy system sunset pressures. This includes offering preliminary discovery discussions and advisory support to help Members prepare for implementation. This approach ensures that all stakeholder groups are engaged with relevant, practical information that supports informed decision-making, effective planning, and successful delivery of Unit4 ERP and MUNivers implementations across the Canoe Member community.
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?	Agilyx views Canoe Procurement Group as a key partner in enabling efficient, trusted, and scalable access to local government solutions. We see Canoe's role as complementary to our own...focused on validating, promoting, and streamlining the procurement pathway, while Agilyx focuses on solution delivery, implementation, and municipal domain expertise. Agilyx expects Canoe to play an important role in demonstrating the value of the contract in the following ways: • Providing trusted procurement validation by ensuring that the vendor selection and contracting process has been conducted in a fair, competitive, and compliant manner, thereby reducing procurement risk and administrative burden for member organizations. • Supporting market awareness and education by promoting the availability and benefits of the contract through Canoe's network, events, and communications, including vendor showcases, webinars, and outreach to member municipalities. • Enabling procurement acceleration by offering a pre-established contracting vehicle that allows municipalities to access solutions and pricing without undertaking a full procurement process, thereby reducing timelines and simplifying internal approvals. • Acting as a partner in ongoing alignment by facilitating feedback between member organizations and vendors, supporting continuous improvement of the contract, and ensuring that offerings remain relevant to evolving municipal needs. Agilyx views Canoe not only as a procurement mechanism, but as a strategic partner in helping municipalities modernize critical systems more efficiently. Through coordinated engagement, aligned messaging, and collaborative outreach, Canoe and Agilyx can jointly demonstrate the value of the contract and support increased adoption across the local government sector.
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.	Agilyx follow its already existing structured training and enablement program to ensure our sales team and broader distribution network fully understand and actively promote the value of cooperative purchasing through the Canoe contract for public sector and non-profit clients. Our approach is designed to embed the Canoe pathway as a standard, preferred procurement option within our go-to-market model. Training and enablement will include the following measures: • Initial onboarding and certification for all sales and account management personnel, focused on the fundamentals of cooperative purchasing, the specific value proposition of the Canoe contract, and how it simplifies procurement for local government and non-profit clients. This will include positioning, objection handling, and when to introduce Canoe in the sales cycle. • Development of standardized sales playbooks and collateral that clearly articulate the benefits of the Canoe contract, including procurement efficiency, reduced administrative burden, pre-negotiated terms, and faster time to contract. These materials will be embedded into our CRM and sales processes. • Regular training cadence, including quarterly enablement sessions to reinforce messaging, share updates from Canoe, and highlight successful use cases and lessons learned. These sessions will ensure continued alignment and consistency across the sales team. • Ongoing communication and reinforcement through monthly sales meetings, internal newsletters, and updates to ensure that Canoe remains top-of-mind as a procurement pathway for eligible clients. • Scenario-based training and deal coaching to help sales teams identify when the Canoe contract is the most effective route and how to position it appropriately with procurement, executive, and operational stakeholders. • Collaboration with Canoe to incorporate co-branded training sessions, webinars, and updates, ensuring that our teams remain aligned with Canoe's messaging, program evolution, and best practices. • Performance tracking and accountability measures, including monitoring the number of opportunities leveraging the Canoe contract, conversion rates, and feedback from clients. These metrics will be reviewed regularly to drive continuous improvement. • Enablement of any channel or partner resources (where applicable) through the same training materials and sessions, ensuring consistent messaging across all client touchpoints. Through this structured and continuous training approach, Agilyx will ensure that our sales force and distribution network are well-equipped to promote and utilize the Canoe contract effectively, supporting local governments and non-profit organizations in accessing the MUNivers solution through an efficient and trusted procurement pathway.
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.	Agilyx will apply a structured, phased approach to contract start-up, implementation, and ongoing performance management to ensure successful adoption and sustained use of the Canoe contract across the public sector and non-profit market. Our methodology combines initial enablement, proactive market engagement, and continuous monitoring and improvement. Our approach includes the following components: a) Contract Start-Up and Enablement Upon award, Agilyx will initiate a formal onboarding process with Canoe to align on objectives, messaging, and engagement strategy. This includes development of co-branded materials, confirmation of pricing and contractual frameworks, and internal alignment across sales, marketing, and delivery teams. All relevant personnel will be trained on how to position and utilize the Canoe contract effectively. b) Go-to-Market Activation Agilyx will launch targeted outreach activities to drive awareness of the Canoe contract within the local government and non-profit sectors. This includes coordinated campaigns, participation in Canoe-led events and webinars, direct account engagement, and inclusion of the Canoe pathway in all relevant sales discussions where appropriate. c) Stakeholder Engagement Engagement will be tailored to key stakeholder groups, including procurement, executive leadership, operational teams, and IT stakeholders. Agilyx will provide clear messaging on the value of cooperative purchasing, supported by demonstrations, use cases, and business value articulation. e) Ongoing Contract Promotion The Canoe contract will be embedded as a standard procurement option within Agilyx's sales and marketing processes. This includes consistent reference in proposals, presentations, and client discussions, as well as inclusion in digital marketing, webinars, and thought leadership content. f) Performance Monitoring and Reporting Agilyx will establish internal tracking mechanisms to monitor contract utilization, including number of opportunities leveraging the Canoe contract, conversion rates, and overall pipeline activity. These metrics will be reviewed on a regular basis to assess effectiveness and identify opportunities for increased adoption. g) Regular Review Cadence with Canoe Agilyx will participate in regular check-ins with Canoe (e.g., quarterly or as agreed) to review performance, share insights, align on upcoming initiatives, and refine engagement strategies. This ensures ongoing alignment and continuous improvement. h) Feedback and Continuous Improvement Feedback from local government and non-profit clients will be actively gathered and incorporated into both product positioning and contract usage strategies. This includes identifying barriers to adoption and refining messaging, materials, and engagement approaches accordingly. i) Accountability and Continuous Reinforcement Use of the Canoe contract will be reinforced through internal governance, including sales management oversight, regular communication, and alignment with performance objectives. This ensures that cooperative purchasing remains a consistent and prioritized pathway. Through this structured methodology, Agilyx will ensure a successful contract start-up, sustained promotion, and measurable adoption of the Canoe contract, enabling local governments and non-profit organizations to efficiently access the MUNivers solution.
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?	Agilyx will monitor adoption and utilization of the Canoe contract through our CRM and regular sales reporting processes. The Canoe pathway will be tracked as part of our standard opportunity management, with ongoing review by sales leadership. Key performance indicators will include: • Number of opportunities utilizing the Canoe contract • Conversion rate of Canoe-based opportunities to closed contracts • Total contract value generated through Canoe • Pipeline volume associated with Canoe opportunities • Sales team adoption rate (frequency of Canoe being used as a procurement pathway) • Feedback from local government and non-profit clients on ease of procurement These metrics will be reviewed on a regular basis to assess effectiveness and support continuous improvement.

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.)	Agilyx is committed to actively supporting Canoe member engagement events as part of our broader partnership approach. We will participate in and, where appropriate, sponsor key events such as reverse trade shows, conventions, and educational sessions to engage directly with local government and non-profit stakeholders. Our participation will focus on building relationships, increasing awareness of the Canoe contract, and demonstrating the value of the MUNivers solution. We will align our level of involvement with Canoe's event calendar and priorities, ensuring consistent and meaningful engagement across the network. Agilyx already has in place annually extensive participation in the critical local government conferences across Canada.
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.	Agilyx is an emerging provider within the Canadian local government market and, as such, aside from attending eight (8) national industry conferences, is in the early stages of establishing formal industry and association partnerships in Canada. While we do not currently maintain formal partnerships with Canadian industry or sector associations, we actively engage with local government stakeholders through client relationships, targeted outreach, and participation in sector events. We recognize the importance of these partnerships in supporting awareness and adoption of cooperative purchasing programs. Developing relationships with relevant Canadian local government associations is a strategic priority for Agilyx. We intend to actively pursue and foster these partnerships in alignment with the Canoe Procurement Group to support coordinated outreach, shared education, and increased visibility of the Canoe contract across the local government sector. We would also look to Canoe to provide guidance on which industry and association partnerships would be most beneficial to join, ensuring our efforts are aligned with Canoe's network and deliver the greatest impact. In the interim, Agilyx will leverage its existing local government experience, growing client base, and targeted engagement strategy to support effective promotion of the Canoe contract.

Sales 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. Please include details, such as the locations of your network of sales.	Agilyx has the capability to support Canoe Member needs across Canada through a highly mobile and scalable national model, supported by centralized expertise, experienced delivery teams, and a growing regional presence across both Unit4 ERP and MUNivers solutions. a. Sales Force Agilyx maintains a national sales force that operates across Canada, with resources based primarily in Western Canada and supported by our broader North American team. Our sales team is experienced in both Unit4 ERP and MUNivers solutions, enabling us to engage with a wide range of public sector stakeholders, including finance, HR, and revenue services functions. Our sales model is designed to be highly mobile, allowing us to effectively support local government and public sector Customers in all provinces and territories. We utilize a combination of in-person engagement for key milestones (e.g., executive sessions, workshops) and remote collaboration for ongoing activities, ensuring responsiveness, efficiency, and consistent coverage regardless of geography. Agilyx also leverages centralized subject matter expertise in ERP, MUNivers, and implementation services to support the sales process, ensuring that Customers receive accurate, consistent, and informed guidance throughout early engagement and planning discussions. As demand for both Unit4 ERP and MUNivers implementations continues to grow, particularly in advance of legacy system sunset timelines, Agilyx will continue to expand its sales presence across Canada, with a focus on strengthening regional coverage in Central and Eastern Canada. b. Reseller Network / Distribution Agilyx delivers both Unit4 ERP and MUNivers solutions directly to Customers and does not rely on a reseller or third-party distribution network. This direct engagement model ensures consistency in messaging, accountability, lower costs and quality of service from initial engagement through implementation and ongoing support. This approach also enables stronger alignment between sales, delivery, and Customer outcomes, ensuring that expectations established during the sales process are carried through into implementation. As part of its growth strategy, Agilyx may evaluate selective partnership opportunities in the future; however, the current model prioritizes direct Customer relationships to maintain a high standard of service and delivery consistency. Overall, Agilyx's mobile national sales model, combined with centralized expertise and a direct engagement approach, ensures that we can effectively meet the needs of Canoe Members across all regions of Canada for both Unit4 ERP and MUNivers solutions.
Describe your how you manage government sales. Include details on the sales force and training structure and how you specifically address sales and marketing with public sector clients in a group procurement context.	Agilyx manages government sales through a structured, consultative approach tailored to the needs of local government and public sector clients. Our sales team is supported by a defined enablement and training program that focuses on public sector procurement processes, stakeholder engagement, and solution-based selling. This includes onboarding, ongoing training, and regular knowledge sharing to ensure consistent messaging and understanding of sector requirements. Sales and marketing activities are aligned to the public sector environment and emphasize education, transparency, and value. This includes targeted outreach, demonstrations, and participation in sector events. In a group procurement context, such as Canoe, Agilyx incorporates the cooperative purchasing model into its sales approach by positioning it as a streamlined, compliant procurement pathway. Our teams are trained to identify when group purchasing is appropriate and to clearly communicate its benefits, including reduced procurement timelines, pre-negotiated terms, and ease of access for local government and non-profit clients. Our business development team has individuals with experience with the national public sector at all levels of government from 40 years to team member who have recently graduated from university and everything in between.

Environmental and social governance ESG

Question	Response *
Describe your corporate ESG initiatives.	Agilyx recognizes the importance of environmental, social, and governance (ESG) principles and is committed to operating in a responsible and sustainable manner appropriate to our size and stage of growth. Our current ESG-related practices include: a) Environmental Responsibility Agilyx operates primarily as a cloud-based, services-focused organization, minimizing physical infrastructure and reducing environmental impact. We promote remote and hybrid working models to reduce travel and associated emissions and leverage leading cloud platforms that maintain their own sustainability programs. b) Social Responsibility We are committed to fostering an inclusive, respectful, and collaborative workplace. Agilyx supports employee well-being, professional development, and equal opportunity. In our client engagements, we emphasize ethical business practices and delivering solutions that improve service delivery for local governments and the communities they serve. c) Governance and Ethics Agilyx maintains strong governance practices appropriate to our organization, including clear accountability, ethical business conduct, and compliance with applicable laws and regulations. We prioritize transparency in our client relationships and maintain disciplined internal controls over project delivery, data security, and financial management. d) Ongoing Development As Agilyx continues to grow, we are evaluating opportunities to further formalize and expand our ESG initiatives in alignment with industry best practices and client expectations. Agilyx's approach to ESG is pragmatic and evolving, with a focus on responsible operations, ethical conduct, and continuous improvement.

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

4. 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:

1. is the sole property of Canoe and must be treated as confidential;
2. is not to be used for any purpose other than replying to this SOLICITATION and the performance of any subsequent contract for the Deliverables;
3. must not be disclosed without prior written authorization from Canoe; and
4. 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:

1. 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
2. neither the proponent nor Canoe will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract, or failure to honour a proposal submitted in response to this Solicitation.

1.6.2 No Contract until Execution of Written Agreement

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

1.6.3 Non-Binding Price Estimates

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

1.6.4 Cancellation

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

1.6.5 Competition Act

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

1.7 Rights of Canoe Procurement Group of Canada – General

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

1. make public the names of any or all Proponents;
2. 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;
3. waive formalities and accept Proposals that substantially comply with the requirements of this Solicitation;
4. contact or not contact any or all references provided by the Proponent;
5. 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;
6. 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;
7. 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;
8. disqualify any Proponent that is bankrupt or insolvent, or where bankruptcy or insolvency are a reasonable prospect;
9. 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;
10. disqualify any Proponent if the Proponent, or any officers, directors or other key personnel of the Proponent:
 - a. are subject to final judgments in respect of serious crimes or other serious offences; or
 - b. 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;
11. disqualify any Proponent if the Proponent has failed to pay taxes;
12. 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;
13. accept or reject a Proposal if only one Proposal is submitted;
14. accept any Proposal in whole or in part;
15. reject a subcontractor proposed by a Proponent within a consortium;
16. reject a Proposal:
 - a. if CANOE or RMA has initiated a dispute, claim or litigation with that Proponent;
 - b. 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;
 - c. if the Proponent has failed to satisfy an outstanding debt to CANOE or RMA;
 - d. if the Proponent has a history of illegitimate, frivolous, unreasonable or invalid claims;
 - e. if the Proponent provides incomplete, unrepresentative or unsatisfactory references; or
 - f. if CANOE determines that it would not be in the public interest to accept the Proposal;
 - g. select a Proponent other than the Proponent whose Proposal reflects the lowest cost to CANOE; or
 - h. 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.

- Allan McNeely, Vice President of Business Development - North America, Agilyx Group

Limited 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 02 CAN-2025-002 Fri March 6 2026 02:04 PM	☒	11
Addendum 01-CAN-2026-002 Tue February 24 2026 04:24 PM	☒	1

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	PO #	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