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: Novamodus Solutions Inc.

Supplier Corporate Jurisdiction: 2600 Skymark Avenue, Building 1, Suite 102, Mississauga, ON L4W 5B2

(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.

11.11 Further Assurances

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

11.12 Counterparts

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

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

CANOE PROCUREMENT GROUP OF CANADA

By: Tyler Hannemann (Aug 6, 2026 10:51:40 MDT)

Name: Tyler Hannemann
Title: General Manager

By: Stéphanie Dion

Name: Stéphanie Dion
Title: Manager of Procurement

Supplier Legal Name: Novamodus Solutions Inc.

By: Des Seturam (Aug 5, 2026 13:51:34 EDT)

Name: Des Seturam
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:	Novamodus Solutions Inc.
Does your company conduct business under any other name? If yes, please state:	
Address:	
Contact:	
Email:	
Phone:	
Fax:	
HST#:	

Submission Details

Created On:	Wednesday March 04, 2026 14:10:34
Submitted On:	Tuesday March 24, 2026 14:30:05
Submitted By:	Email:
Transaction #:	991d0eef-3fe7-4af6 9556-d69c191bafa0
Submitter's IP Address:	[Redacted]

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

Corporate Profile

Line Item	Question	Response *
1	Proponent Legal Name (and applicable d/b/a if any):	Novamodus Solutions Inc.
2	Proponent Address:	
3	Proponent website address:	www.novamodus.com
4	Proponent's Authorized Representative (name, title, email address) (The representative must have authority to sign on behalf of the Proponent):	Yes, acknowledged. The Proposal will be executed by an authorized representative of the Proponent (Novamodus Solutions Inc.) with full authority to sign and bind the organization.
5	Proponent's primary contact for this proposal (name title address email address):	
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	
7	Proponent GST registration number:	[Redacted]
8	If the Proponent is representing a consortium, each member of that consortium.	Not applicable. The Proposal is submitted by a single Proponent and not by a consortium.
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.	Novamodus Solutions Inc. is a Canadian Oracle consulting firm founded in 2012 and focused exclusively on Oracle Cloud implementation and support services. Since inception, the firm has built its practice around helping organizations modernize core business operations through structured, low-risk implementations delivered by a fully Canadian team. In relation to this solicitation, Novamodus brings more than 12 years of Oracle Fusion Cloud implementation experience in Canada, beginning with one of the earliest Oracle Fusion Cloud deployments in the country and continuing through more than 135 successful Oracle Cloud projects across public and private sector organizations nationwide. Over that time, Novamodus has developed a strong reputation as an implementation partner for complex engagements involving finance, procurement, human resources, payroll, EPM, supply chain, municipal operations, and related business functions. Novamodus client base includes municipalities, utilities, healthcare organizations, Crown agencies, airports, Indigenous organizations, and other public sector entities across Canada. This depth of experience has enabled Novamodus to build a practical understanding of Canadian public sector operating environments, governance expectations, and implementation risks, while maintaining a delivery approach that remains disciplined, collaborative, and grounded in client outcomes. Novamodus' business philosophy is centered on providing a strong implementation experience through a combination of Oracle product knowledge, sound project delivery, business process improvement, and responsive client service. The firm's approach is shaped by a straightforward principle: clients should receive experienced guidance, honest advice, and dependable execution from the same accountable team throughout the engagement. That philosophy is reflected in Novamodus' delivery model, which relies on Canadian-resident full-time employees, with no offshore resources and no subcontracted implementation delivery. This model gives clients a single accountable implementation partner and supports closer collaboration during design, testing, training, cutover, and post-go-live support. The company's core values are embedded in how Novamodus works with clients and with each other: Empathy – understanding client perspectives, operational realities, and organizational pressures before recommending solutions; Courage – asking difficult questions, challenging assumptions where needed, and providing candid implementation advice; Relationships – working collaboratively, building trust, and maintaining strong long-term partnerships with clients; Adaptability – responding to changing project needs while staying focused on delivery objectives; Integrity – following through on commitments and maintaining accountability throughout the engagement. These values are supported by a practical, client-first culture. Novamodus places strong emphasis on transparency, responsiveness, and delivery discipline, with the goal of giving clients confidence that commitments made during procurement will be carried into implementation. The firm has also invested in proprietary implementation accelerators, including tools for project tracking, automated testing, configuration management, data migration, user documentation, and role compliance, to improve consistency, reduce manual effort, and strengthen implementation control. Ravic is a long-standing municipal solutions provider and an exclusive partner to Novamodus and Oracle for municipal solution delivery. Ravic brings deep experience in local government business processes and provides the Enterprise Municipality Suite (EMS) components that complement Oracle Fusion Cloud in municipal implementations. Their flagship suite, EMS, currently offers robust solutions for property taxes, utility billing, cashiering, landfill processing, animal licensing, business licensing, cemetery management, and citizen portal. Mission: To lead, innovate, and support our municipality clients in achieving their business goals by implementing solutions for their unique requirements while building long-lasting relationships. Ravic's commitment to customer service and satisfaction, and high-quality delivery, is the foundation of our business approach and the product of our proven success. Vision: To be a global leader in municipality software innovation, driving sustainable development and effective governance through technology. Key Differentiators: • Extensive expertise in municipality software development. • Secure, scalable, and user-centric solutions. • Strong focus on customer satisfaction and ongoing support. • Strategic partnerships with technology providers and industry associations. • Industry-standard certifications for software reliability and data security
10	Where is your headquarters located?	
11	Do you have 250 or more full time employees in Canada?	No. Novamodus currently has 110 full-time employees in Canada and is on track to grow to approximately 200 by the end of FY26.
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	None. Novamodus is not currently subject to any suspension or debarment by any public entity in Canada.

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	Yes. Novamodus currently provides services in Alberta through our flexible delivery model, combining both off-site and on-site support, with active client engagements in multiple Alberta municipalities and public sector organizations.
2	British-Columbia	(•) Yes ( ) No	Yes. Novamodus currently provides services in British Columbia through our flexible delivery model, combining both off-site and on-site support, with active client engagements in multiple British Columbia municipalities and public sector organizations.
3	New-Brunswick	(•) Yes ( ) No	Novamodus currently provides services in New Brunswick through our flexible delivery model, combining both off-site and on-site support, with client experience in multiple New Brunswick municipalities.
4	Manitoba	( ) Yes (•) No	No. Novamodus does not currently have active client engagements in Manitoba. However, we are continuing to expand our service footprint across Canada and are fully able to support clients in this jurisdiction through our flexible Canadian based team.
5	Newfoundland and Labrador	(•) Yes ( ) No	Novamodus has provided services in Newfoundland and Labrador through our flexible delivery model, combining both off-site and on-site support, with client experience in St. John's and Come by Chance.
6	Northwest Territories	( ) Yes (•) No	No. Novamodus does not currently have active client engagements in Northwest Territories. However, we are continuing to expand our service footprint across Canada and are fully able to support clients in this jurisdiction through our flexible Canadian based team.
7	Nova-Scotia	( ) Yes (•) No	Novamodus has provided services in Nova Scotia through our flexible delivery model, combining both off-site and on-site support, with client experience in Nova Scotia.
8	Nunavut	(•) Yes ( ) No	Novamodus has provided services in Nunavut through our flexible delivery model, combining both off-site and on-site support, with client experience in communities across Nunavut.
9	Ontario	(•) Yes ( ) No	Novamodus currently provides services in Ontario through our flexible delivery model, combining both off-site and on-site support, with client experience in multiple Ontario municipalities, agencies, and hospitals.
10	Prince Edward Island	( ) Yes (•) No	No. Novamodus does not currently have active client engagements in Prince Edward Island. However, we are continuing to expand our service footprint across Canada and are fully able to support clients in this jurisdiction through our flexible Canadian based team.
11	Québec	( ) Yes (•) No	Novamodus has provided services in Québec through our flexible delivery model, combining both off-site and on-site support, with client experience in multiple public sector organizations.
12	Saskatchewan	(•) Yes ( ) No	Novamodus currently provides services in Saskatchewan through our flexible delivery model, combining both off-site and on-site support, with client experience in multiple Saskatchewan municipalities.
13	Yukon	( ) Yes (•) No	No. Novamodus does not currently have active client engagements in Yukon. However, we are continuing to expand our service footprint across Canada and are fully able to support clients in this jurisdiction through our flexible Canadian based team.

Experience - Public Sector

Describe your experience with implementing ERP softwares with public sector clients

Question	Reponse *

Describe your experience providing ERP implementation services for public sector entities.	Novamodus has extensive experience delivering ERP implementation services for public sector entities across Canada, with work spanning municipalities, provincial and territorial governments, public agencies, utilities, hospitals, pension organizations, airports, and other publicly funded institutions. Our public sector delivery experience is not limited to advisory support or niche module work. We have led and supported full Oracle Cloud implementation programs covering core financials, procurement, human resources, payroll, planning and budgeting, enterprise asset management, municipal solutions (implemented by Ravic), and related reporting and integration requirements. Our public sector portfolio includes work for organizations such as the [Nunavut, Territorial Government], [Ontario, Provincial Government], [Federal, Government Agency], [British Columbia, Public Pension Organization], [British Columbia, Public Transit Agency], [British Columbia, Provincial Regulator], [Saskatchewan, Crown Utility], [Ontario, Provincial Agency], [Newfoundland and Labrador, Provincial Agency], [Nunavut, Public Housing Agency], [Alberta, Airport Authority], [British Columbia, Airport Authority] and multiple Ontario child and family service agencies delivered under provincial programs. We have also delivered municipal implementations for organizations such as the [Ontario, Municipality, ~70K population], [British Columbia, Municipality], [New Brunswick, Municipality], [Saskatchewan, Municipality], [Alberta, Municipality, ~20K population], [Alberta, Municipality, ~8K population], [Alberta, Municipality] and [Alberta, Municipality], along with public-sector support engagements for [Alberta, Municipality], [Alberta, Municipality], [Saskatchewan, Municipality], [Ontario, Hospital] and [Ontario, Hospital]. This experience has given Novamodus a practical understanding of the operating realities that public sector organizations face during ERP transformation. These environments often involve formal governance structures, public accountability, approvals across multiple stakeholder groups, unionized workforces, decentralized operations, legacy processes that have developed over many years, heightened scrutiny on financial controls, and strong expectations around reporting, audit support, and continuity of service. Our approach is built around working within those realities rather than forcing a private-sector delivery model onto a public-sector organization. A large portion of our public sector work has involved replacing older, highly customized systems with Oracle Fusion Cloud Applications using a more standardized and sustainable design. In these projects, our role has included leading requirements and design workshops, documenting business processes, recommending future-state approaches aligned to Oracle functionality, configuring the application, supporting integrations, executing data migration, managing testing, preparing training materials, supporting change readiness, and guiding clients through cutover and post-go-live stabilization. We also continue to support many of these organizations after go-live through Application Managed Support services, which has allowed us to remain engaged with users, quarterly updates, issue resolution, documentation, and ongoing process optimization. Our municipal experience is particularly relevant. For the [Ontario, Municipality, ~70K population], Novamodus implemented Oracle Cloud Applications for ERP, EPM, and municipal solutions including property tax and utility billing, with the project going live on time and on budget. For the [British Columbia, Municipality], we are implementing ERP, HCM, payroll, and municipal solutions following a public RFP process. We are also currently engaged with [Alberta, Municipality, ~20K population], [Alberta, Municipality, ~8K population], and [Alberta, Municipality] on Oracle Fusion transformation initiatives covering combinations of ERP, HCM, EPM, procurement, and municipal modules. In [Saskatchewan, Municipality], Novamodus implemented ERP and municipal solutions to support finance, purchasing, inventory, asset maintenance, property tax, and utility billing. These engagements reflect our ability to work in municipal environments where financial operations, service delivery, and resident-facing processes must come together on a single platform. Our public sector utility and agency experience is also substantial. At [Saskatchewan, Crown Utility], Novamodus delivered a broad Oracle Cloud program covering ERP, HCM, SCM/EAM, EPM, and service management capabilities for a commercial Crown utility. At [Newfoundland and Labrador, Provincial Agency], we replaced JD Edwards ERP and ADP Payroll with Oracle Cloud Applications spanning ERP, HCM, and EPM. At [British Columbia, Public Pension Organization], we have been implementing ERP, EPM, and HCM modules for one of Canada's largest pension service organizations. At [British Columbia, Public Transit Agency], Novamodus is implementing a significant HCM and payroll modernization program including benefits, absence management, time and attendance, and payroll. These projects demonstrate our experience with public sector entities that operate at scale, require disciplined governance, and depend heavily on reliable business processes and workforce administration. Our experience also extends into public healthcare and broader public institutions. [Ontario, Hospital] engaged Novamodus to conduct a health check, address implementation pain points, and provide ongoing support and stabilization services. [Ontario, Hospital] selected Oracle and Novamodus for an implementation covering financials, procurement, inventory, and planning and budgeting. [Ontario, Hospital] selected Oracle Fusion Cloud Applications for financials, procurement, HCM, payroll, inventory, and planning and budgeting, with Novamodus participating in delivery alongside the prime integrator. In these environments, we understand the importance of stable operations, careful cutover planning, stakeholder readiness, and practical solutions that support finance, procurement, and workforce processes without disrupting clinical or institutional operations. Another important part of our public sector experience is our work in government-led and multi-entity transformation programs. The [Ontario, Provincial Government] engaged Novamodus as a Vendor of Record for Oracle Cloud implementation projects, including a program involving multiple Children's Aid Societies. Across those agencies, we implemented HCM-related capabilities including Core HR, Recruiting, Benefits, Absence, Time and Labor, Payroll, Health and Safety, Learning, and related reporting. These projects required consistency across organizations while still respecting local operational needs. That experience is directly relevant to public sector programs that require standardization, governance discipline, and repeatable delivery methods across more than one entity. For the [Nunavut, Territorial Government], Novamodus was selected as part of a major modernization initiative involving Oracle ERP, HCM, and EPM. This engagement required alignment to public sector operating structures, decentralized service delivery, and workforce considerations in a geographically dispersed environment. Similarly, [Nunavut, Public Housing Agency] selected Novamodus to implement Oracle Fusion Cloud Human Resources capabilities including Core HR, Absence Management, Employee and Manager Self-Service, and Time and Labor. These projects reflect our ability to support public entities operating in unique regional and territorial contexts where logistics, accessibility, governance, and change management all require careful planning. We also have experience providing the implementation services for Higher education sector client like [Alberta, Higher Education] and [Ontario, Higher Education]. What distinguishes Novamodus in the public sector is not just the number of projects completed, but the way we deliver them. We act as the implementation partner, with Oracle providing the software platform. Our work is performed by Canadian-resident full-time employees. We do not rely on subcontractors or offshore implementation delivery. This gives public sector clients a single accountable implementation partner and avoids the complexity that often arises when multiple delivery organizations are involved. Our consultants are experienced in working directly with public sector leaders, functional teams, project sponsors, and technical stakeholders, and we are able to support both off-site and on-site delivery depending on project phase and client preference. Our public sector implementations are also supported by internal tools developed to improve control, efficiency, and repeatability. These include Projectmodus for project tracking, Testmodus for automated testing, Configmodus for rapid and controlled configuration management, Migratemodus for simplified and validated data migration, Trainingmodus for generating tailored user guides, and Rolemodus for validating role-based access setup. These tools help reduce manual effort, improve traceability, and strengthen implementation discipline, which is particularly important in public sector projects where documentation, testing evidence, and controlled deployment matter. In summary, Novamodus has deep and credible experience providing ERP implementation services for public sector entities across Canada. Our track record includes municipalities, utilities, public agencies, governments, healthcare organizations, and other publicly funded institutions. We understand the governance, operational, reporting, workforce, and service-delivery demands that shape public sector ERP programs

Describe the services you offer public sector clients for ERP implementation.	Novamodus provides end-to-end ERP implementation services for public sector clients for ERP, HCM, EPM, CX, SCM, AI Agents and Inventory, supporting the full lifecycle from early planning through post-go-live stabilization and ongoing support. Our services are designed to help public organizations move from legacy applications to a modern Oracle Fusion Cloud environment in a controlled, practical, and well-governed manner. Our services typically begin with project initiation and planning, where we establish governance, confirm scope, define project controls, develop the implementation plan, identify dependencies, and align delivery activities with the client's priorities, timelines, and internal decision-making processes. This stage also includes project mobilization, stakeholder alignment, and readiness planning so the implementation starts with a clear structure and defined accountability. We then lead business process review and solution design activities through detailed workshops with business, functional, and technical stakeholders. During this phase, we document current-state challenges, confirm future-state requirements, and translate those needs into a practical Oracle-based design. Our focus is on helping public sector clients adopt a solution that meets operational and compliance needs while avoiding unnecessary customization. This includes process design across finance, procurement, human resources, payroll, planning, municipal functions, and related areas depending on scope. Novamodus also provides full application configuration services across the Oracle Fusion Cloud suite. Based on the approved design, our consultants configure the required modules, security structures, approval workflows, organization structures, reporting components, controls, and business rules needed to support the client's operations. This includes both foundational setup and detailed module-level configuration. Where needed, we also support solution extensions and add-on capabilities using Oracle-approved approaches. A core part of our service offering is data migration. We help clients identify the data required for conversion, define data templates, support extraction and mapping from legacy systems, perform validation, and load data into Oracle Cloud through a structured and controlled migration process. Our migration service is designed to reduce manual effort, improve accuracy, and ensure the client has confidence in opening balances, master data, historical records, and converted operational information at go-live. We provide integration and interface services to connect Oracle Fusion Cloud with other internal and external applications used by the client. This includes designing interfaces, defining data exchange requirements, supporting technical specifications, building and testing integrations, and coordinating end-to-end validation with client teams and third-party system owners. These services are particularly important in public sector environments where ERP often needs to exchange information with payroll providers, banks, tax systems, municipal platforms, reporting tools, identity systems, and other operational applications. Novamodus also delivers full reporting and analytics services as part of implementation. We help clients identify their operational, management, compliance, and executive reporting needs and then configure or develop the required outputs using Oracle's reporting and analytics tools. This includes seeded reports, dashboards, OTBI reporting, planning reports, and other role-based reporting outputs needed by finance, procurement, HR, payroll, and leadership teams. Testing is another major component of our ERP implementation service. We provide test planning, test script development, system testing, integration testing, user acceptance testing support, defect tracking, regression testing, and cutover validation. Our team coordinates testing with client users, supports issue resolution, and helps ensure the solution is ready for production use. We also use our internal automation capabilities to improve testing coverage and reduce repetitive manual effort where appropriate. To help organizations prepare for production use, we provide training and knowledge transfer services for both project team members and end users. This includes role-based training, process walkthroughs, system demonstrations, user guides, and tailored documentation aligned to the client's configured environment. Our goal is not just to deploy the system, but to leave the client with a workforce that understands how to operate it effectively. We also support organizational readiness and change enablement as part of implementation. Public sector ERP projects often require more than system configuration; they require users, managers, and support teams to adopt new ways of working. Our services in this area include stakeholder engagement support, readiness planning, communications input, business process walkthroughs, training coordination, and transition support to help reduce resistance and improve user adoption. At the end of the implementation cycle, Novamodus leads cutover, deployment, and go-live support activities. This includes cutover planning, readiness assessments, final migration activities, production deployment support, hypercare, issue triage, and business stabilization. We remain closely involved during this period to help the client transition smoothly from project mode to operational use. After go-live, we offer Application Managed Support and optimization services. These services include user support, issue investigation, quarterly update support, configuration refinement, reporting changes, interface monitoring, workflow adjustments, user guide updates, and general advisory support as client needs evolve. Many of our public sector clients continue to engage Novamodus after implementation to help maintain system stability and support continuous improvement. In addition to functional and technical implementation services, we provide project governance and delivery oversight throughout the engagement. This includes project management, status reporting, issue and risk management, schedule management, scope control, decision tracking, and coordination across all workstreams. Public sector organizations often require disciplined governance and clear documentation, and our delivery approach is structured to support that expectation. To support consistent and efficient delivery, Novamodus also brings a set of proprietary implementation accelerators to our public sector clients. These include Projectmodus for project tracking, Testmodus for automated testing, Configmodus for controlled configuration management, Migratemodus for data migration preparation and validation, Trainingmodus for environment-specific user documentation, and Rolemodus for validating role assignments and access compliance. These tools strengthen delivery control and help reduce implementation effort in critical areas.
Detail your experience managing multi-jurisdictional or group purchasing contracts.	Novamodus has delivered Oracle Cloud work in environments where one contract structure supports several participating organizations, business units, or service areas. In these engagements, success depends on more than technical delivery. It requires a clear governance model, disciplined coordination, and a delivery approach that can be applied consistently while still accommodating the operational differences of each participating organization. A strong example is our work performed through the [Ontario, Provincial Government] Vendor of Record arrangement, where Novamodus supported multiple Children's Aid Societies under a broader provincial framework. That work required us to manage common implementation standards, coordinate across separate organizations, and maintain consistency in delivery while supporting different local processes, stakeholders, and readiness levels. Rather than treating each organization as a completely separate project, we applied a structured model that balanced standardization with flexibility. We have also worked with organizations whose services extend across large geographic areas and multiple operating locations. Our engagements with the [Nunavut, Territorial Government], [Nunavut, Public Housing Agency], [British Columbia, Public Pension Organization], [British Columbia, Public Transit Agency], [Saskatchewan, Crown Utility], and [Newfoundland and Labrador, Provincial Agency] required careful planning across distributed teams and decentralized operations. In these settings, the challenge is not simply system implementation; it is ensuring that decisions, communications, training, testing, and rollout activities remain coordinated across a broad operational footprint. This experience has helped Novamodus build a practical approach to managing this kind of work. We establish a single governance structure, maintain clear reporting and escalation paths, track decisions centrally, and use repeatable delivery methods across workstreams. At the same time, we recognize that each participating entity or operating area may have its own internal approvals, business processes, and priorities. Our role is to keep the program aligned without forcing unnecessary uniformity. Our municipal work across British Columbia, Alberta, Saskatchewan, Ontario, New Brunswick, Newfoundland and Labrador, Nunavut, and Québec has also strengthened our ability to operate across different procurement environments and public-sector operating models. We are used to adjusting to jurisdiction-specific requirements while keeping project controls, implementation quality, and accountability intact. In these engagements, Novamodus typically provides: centralized project oversight and governance; coordinated planning across multiple stakeholders or entities; consistent implementation standards, templates, and controls; structured issue, risk, and decision management; flexible deployment planning to support different sites, groups, or rollout waves; combined off-site and on-site delivery support based on project phase and client need. Because our delivery is performed by our own Canadian full-time team, we are able to maintain consistency across broader contract structures without the fragmentation that often comes from using multiple delivery organizations. That has been important in environments where clients expect one accountable implementation partner and a stable delivery model across the full engagement.
List the current third party certifications your firm has related to ERP implementations.	Novamodus currently holds the following third-party certifications and credentials related to ERP implementation services: Oracle PartnerNetwork (OPN) Certification authorizing Novamodus to provide Oracle implementation services Oracle authorization to resell Oracle Fusion Cloud subscriptions Oracle authorization to build add-on solutions using Oracle technology Oracle module-specific certifications held by Novamodus consultants across the Oracle Fusion Cloud modules they implement Oracle project management certifications held by Novamodus project managers for leading Oracle implementation projects In addition to firm-level partner certification, Novamodus maintains a delivery model in which its consultants are certified by Oracle in the functional and technical areas they support.

List anything else you would like to include as part of your offering.	In addition to our implementation services, Novamodus would highlight the following as part of our overall offering: Novamodus delivers through a single-accountability model. Our clients work directly with one implementation partner responsible for planning, design, configuration, migration, testing, training, cutover, and post-go-live support. We do not rely on offshore delivery or subcontracted implementation resources. All services are delivered by our Canadian-resident full-time team. We also bring a strong public sector track record across municipalities, governments, utilities, healthcare organizations, pension bodies, and other publicly funded entities across Canada. This experience has given our team a practical understanding of governance, approvals, reporting expectations, payroll complexity, service continuity, and the operational realities that shape public sector ERP programs. Another important part of our offering is the set of internal implementation accelerators we use to strengthen delivery quality and reduce manual effort. These include: Projectmodus for project tracking and oversight Testmodus for automated testing and regression support Configmodus for controlled configuration management Migratemodus for streamlined and validated data migration Trainingmodus for generation of client-specific user guides Rolemodus for validating role assignments and access compliance These tools help improve consistency, support documentation, reduce effort in repetitive activities, and give clients stronger control during implementation and after go-live. Novamodus also offers a flexible delivery model that combines off-site and on-site services based on project phase, client preference, and operational need. This allows us to provide focused support during workshops, testing, cutover, training, and stabilization while still maintaining efficient day-to-day delivery. Finally, many of our clients continue to work with Novamodus after implementation through Application Managed Support and optimization services. This allows organizations to retain continuity with the implementation team, receive support through quarterly updates and evolving business needs, and continue improving the value of their Oracle Cloud investment over time.

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 *
Oracle Fusion Cloud Applications (ERP, Procurement, Inventory, Asset Maintenance, Planning and Budgeting, Human Capital Management, Payroll, CRM Applications).	(•) Yes ( ) No	135	8	1. [Alberta, Municipality]. ~500 employees. [Redacted] implementation costs (includes Financials, Procurement, Inventory, HR, Absence Management, Benefits Management, Time and Attendance and Payroll). 2. [British Columbia, Public Transit Agency] - ~2500 employees. [Redacted] implementation costs (including HCM, Absence Management, Benefits Management, Time & Attendance and Payroll). 3. [Alberta, Municipality] - ~200 employees. [Redacted] implementation costs (Includes Finance, Procurement and Inventory). Projects in progress includes [Alberta, Municipality], [Alberta, Municipality] (to start soon), [British Columbia, Municipality], [British Columbia, Crown Corporation], [Ontario, Provincial Agency], [Ontario, Provincial Agency], [Ontario, Hospital], [Québec, Indigenous Government], etc.
Ravic's Enterprise Municipal Suite	(•) Yes ( ) No	7	3	1. [Alberta, Municipality]. ~20K population. [Redacted] implementation costs (includes Property Tax, Utility Billing, Cashiering, Citizens' Portal and Debt Management). 2. [Ontario, Municipality] - ~70K Population. (includes Property Tax, Utility Billing, Cashiering, and Citizens' Portal). 3. [Alberta, Municipality] - ~8K population. (includes Property Tax, Utility Billing, Cashiering, and Citizens' Portal). Projects in progress includes [Alberta, Municipality], [Alberta, Municipality] (to start soon), [British Columbia, Municipality], etc.

Program offering

Describe your program offering.

Question	Reponse *
Provide a high level profile of your company.	Novamodus Solutions Inc. is a Canadian consulting firm focused exclusively on Oracle Cloud services. Since its establishment in 2012, the company has built its practice around helping organizations replace legacy systems, modernize core business operations, and implement Oracle-based enterprise solutions with a delivery model led by experienced Canadian consultants. The firm works across ERP, HCM, EPM, procurement, payroll, supply chain, and related business areas, with a client base that includes municipalities, public sector organizations, healthcare institutions, utilities, airports, pension bodies, colleges, and private sector organizations across Canada. Novamodus is best known as an implementation partner rather than a staffing or advisory-only firm. Its work typically covers the full project lifecycle, including planning, requirements validation, solution design, configuration, data conversion, testing, training, go-live support, and post-implementation services. Novamodus operates as a specialized Oracle practice. Its team includes project managers, solution architects, functional consultants, technical consultants, reporting specialists, migration resources, testing professionals, and support personnel who work together under a single delivery structure. All implementation services are delivered by Canadian full-time employees. Novamodus does not use offshore resources and does not rely on subcontracted implementation teams for core delivery. The company also brings experience from a wide range of Oracle Cloud projects across Canada, including work for municipalities, Crown and public organizations, territorial and provincial entities, hospitals, and other complex service organizations. That experience has shaped a practical delivery approach suited to organizations that need structured implementation support, clear accountability, and a team that understands how enterprise systems operate in real business environments. In addition to implementation services, Novamodus provides ongoing Application Managed Support for many of its clients after go-live. This allows clients to continue working with a team already familiar with their Oracle environment, business processes, reporting needs, and support priorities. Ravic, an Oracle and Novamodus exclusive partner, specializes in delivering comprehensive software solutions designed primarily for municipalities and local governments, while also serving organizations across the public and private sectors. Ravic innovative technologies streamline administrative processes, enhance community engagement, optimize resource management, support efficient operations and effective governance. Ravic's Canadian Experience To demonstrate Ravic's proven track record, we highlight several successful projects with leading Canadian organizations and municipalities. Ravic has consistently delivered high-quality, innovative solutions that address the unique needs of each client. Through strategic partnerships and tailored approaches, Ravic has exceeded expectations, ensuring each solution is perfectly aligned with the specific requirements of their clients, driving tangible results and long-term success. • [Ontario, Municipality, ~70K population] • [Alberta, Municipality] • [Saskatchewan, Municipality] • [Alberta, Municipality] • [British Columbia, Municipality] • [Alberta, Municipality, ~8K population] • [Alberta, Municipality, ~20K population]

Describe the ERP implementation services you offer public sector clients.	As outlined earlier, Novamodus offers end-to-end ERP implementation services for public sector clients across the full project lifecycle. These services include: project initiation, governance, and implementation planning; requirements validation and future-state solution design; Oracle Cloud configuration and module deployment; data conversion and reconciliation; integrations and interface support; reporting and analytics setup; testing, defect management, and deployment readiness; training, knowledge transfer, and user documentation; cutover, go-live, hypercare, and stabilization support; post-go-live Application Managed Support and ongoing optimization. Where municipal scope is involved, Novamodus also delivers the implementation and coordination needed to incorporate municipal solution components alongside the Oracle platform through our broader delivery model.
Describe your standard implementation methodology, include typical key milestones.	Implementation Approach for Client's ERP Project (Standard) Novamodus has partnered with Oracle Corporation for several years to develop and deliver unique solutions, tailored to the needs of our clients. We recognize that organizations today face a variety of challenges, including: • Changing User Expectations: The digital standard is rapidly evolving, setting higher expectations for user experience and functionality. • Costly System Upgrades: Many organizations are looking to avoid the burden of frequent major upgrades, seeking more sustainable solutions. • Inability to Innovate: Complex and outdated customized applications can hinder the ability to innovate and adopt best practices effectively. • IT Staffing Challenges: Organizations are struggling to attract and retain qualified IT personnel, impacting their operational efficiency. • Complex IT Environments: Many IT departments are seeking to minimize the management of their own infrastructure platforms to focus on core competencies. • Cybersecurity Risks: The growing threat of ransomware and other security issues is becoming increasingly difficult to navigate. • Increased Budget Pressures: Organizations are under pressure to reduce costs and shift toward more predictable financial models. By understanding these challenges, Novamodus has committed itself to providing solutions that empower organizations to overcome these pressures and thrive in a digital-first environment. Early on in our implementation of Oracle Fusion Cloud Applications solution (we delivered Oracle's first ever successful Oracle Fusion Cloud Project in Canada in 2014 – way before the bigger consulting organizations started entering the 'Cloud' marketplace), we recognized the need to have a fresh look on how projects were delivered. Hence, we embarked on a brand-new method and approach for the implementation, that is cost effective, efficient and successful – in fact all our over 135 Oracle Fusion Cloud projects have been successful to date. Genesis of our Methodology and Approach Organizations have been transitioning to SaaS platforms over the past decade, driven by the need for greater efficiency and flexibility. In a traditional implementation approach, consultants typically gather requirements through discussions, lengthy workshops with users and business teams, documenting the requirements for approval and sign-off. Any overlooked requirements are later addressed as Change Orders. This traditional approach to gathering requirements, in our experience, puts our clients at a disadvantage. Business users are put under pressure to think out every possible scenario that they would need, without understanding what the system is capable of or not. Often clients are advised NOT to think about the system but just provide the requirements as they see it fit. A separate lengthy exercise is performed by the consultants to identify the fit to the system and the gaps that would require workarounds solutions or development using customizations. This leads to more change orders and raises questions in the clients' minds, if they really choose the right software. Novamodus experienced implementation team, who were drawn from large professional consulting organizations such as Accenture, Deloitte, IBM, KPMG, PwC, etc. have seen the pain this approach causes our clients. Learning from this experience, Novamodus, true to its name ("New Method"), developed Citymodus (Industry specific method) as our methodology to make our implementation efficient, quicker and cost effective. In fact, today, with an all-Canadian team, we have delivered over 130 Oracle Fusion Cloud projects in Canada successfully. Each of these clients is referenceable for us. Citymodus is an innovative approach developed by Novamodus to simplify digital transformation for organizations such as Cardston Canoe. Our objective is to help clients effectively manage and expedite change using Oracle Cloud Applications. In contrast to the traditional approach, followed by other organizations, Citymodus leverages the full potential of Oracle's offerings by delivering a fully integrated solution that utilizes Oracle Fusion Cloud Applications to its fullest potential and optimizes your investment in the software. We created the Citymodus methodology which provides our clients with: • Process flows that are based on industry best practices overlaid with Oracle functionality. The business process leads, and the users are walked through these easy-to-understand business processes. Novamodus team of experienced consultants will discuss any changes to accommodate your unique needs and adapt them into the flow of the processes. • Comprehensive understanding of the software from the outset. Citymodus' Objective The objectives of the Citymodus methodology are quite simple. • Lead with the best practice premise and provide process flows that not only deliver to you your industry best practices but also enabled with software out-of-the-box functionality. • Document the software's standard functionality as business requirements, in plain English, to enable the clients' business users validate if they would want to use the functionality. • As the 'requirements' are standard functionality in the system, populate the 'Fit/Gap' with how the solution will meet the requirements out-of-the-box. • Use our ever-growing experience in building reports, interfaces and workflows and have a repository of these objects' functional specifications and technical specifications ready. • Automate as many processes as possible using the latest technology (bots, AI, etc.) and have tools for automated testing (Testmodus), configuration (Configmodus), project management (Projectmodus), data migration (Migratemodus), etc. • Utilize Canadian resources (no offshore) who can be onsite and at the client premises at any time but during the critical phases of the project without incurring any travel expenses and working in local time.

Explain how you adapt your methodology for different member size and complexity of projects.	Novamodus does not apply a one-size-fits-all implementation model across every engagement. Our methodology is structured, but it is scaled based on the size of the member organization, the breadth of scope, the number of business areas involved, the level of integration required, the condition of legacy data, the number of stakeholders, and the degree of change the project introduces. This allows us to keep the delivery approach disciplined without making smaller projects unnecessarily heavy or allowing larger projects to become loosely managed. For municipal and local government clients, we use Citymodus, which is our industry-focused implementation methodology developed around municipal operating realities. For other clients, we use Indmodus, which applies the same disciplined delivery structure but is tailored to non-municipal environments such as public agencies, utilities, healthcare organizations, and other broader enterprise clients. In both cases, the underlying principle is the same: start from proven business processes and standard Oracle functionality, then scale the delivery effort to match the member's size, complexity, and readiness. For a smaller member organization with a more contained scope, the methodology is streamlined. Governance is kept practical, workshop cycles are tighter, documentation is more focused, and the implementation is usually driven through a leaner team structure. In these projects, we concentrate on the core decisions required to get the system configured correctly, move the right data, validate the priority business scenarios, and prepare users to operate the solution confidently. We avoid creating unnecessary layers of reporting, approvals, or design documentation that add effort without adding value. Smaller organizations often benefit from shorter design cycles, faster decision-making, and more direct working sessions with business leads, and our methodology is adjusted accordingly. For a mid-sized member, the methodology becomes more structured. There is usually a broader mix of departments, more reporting needs, more data dependencies, and a greater need for role clarity across the project. In these engagements, we typically expand formal design validation, introduce a more detailed workstream structure, increase the depth of testing and conversion cycles, and provide more deliberate change support. The implementation still remains practical, but the level of project control, coordination, and documentation increases to match the broader organizational footprint. For a large or more complex member organization, our methodology scales significantly. These projects often involve multiple entities, larger user groups, complex approval structures, extensive integrations, more difficult legacy environments, higher reporting expectations, union or payroll complexity, and a broader cutover risk profile. In these situations, we introduce a fuller governance model with executive oversight, workstream leadership, detailed dependency tracking, phased validation cycles, structured issue escalation, stronger cutover planning, and more robust testing and training coverage. We also spend more time upfront confirming business process alignment, security design, data ownership, and interface dependencies so that risks are addressed early rather than surfacing late in the project. The way we adapt the methodology is not only about project size. It is also about complexity drivers. Two organizations of similar size can require very different delivery approaches. A member with limited legacy integrations and clean master data can move much faster than a member with multiple satellite systems, historical data issues, complex payroll rules, or decentralized operations. Our methodology accounts for those differences by scaling specific parts of the delivery model, including: the number and depth of workshops; the level of business process analysis required; the volume and sequencing of data conversion cycles; the degree of integration design and testing; the breadth of reporting and analytics work; the structure of governance, status reporting, and risk management; the intensity of training, documentation, and post-go-live support. A practical example of this adaptation is how we handle requirements and design. On smaller projects, design sessions may be more direct and decision-oriented, using standard process flows and rapid confirmation of Oracle functionality. On larger projects, those same sessions are typically broken into multiple workstreams, with more formal validation, broader stakeholder participation, and closer tracking of dependencies between finance, procurement, HR, payroll, planning, or municipal services. The same principle applies to testing. For a smaller organization, testing may be organized around a focused set of end-to-end business scenarios and one or two conversion rehearsals. For a larger organization, testing is usually layered across system testing, integration testing, user acceptance testing, regression validation, payroll or finance parallel runs where needed, and a more controlled deployment readiness review before go-live. We also adapt our methodology based on the member's internal capacity and readiness. Some organizations have strong project sponsors, engaged business leads, and experienced internal teams that can move quickly through design and decision points. Others need more hands-on support, more working sessions, and more structured guidance from the implementation team. Our methodology allows for that difference. Where the client team is lean, we provide a more guided approach. Where the client has stronger internal capacity, we can move more collaboratively and efficiently through the work. Another area where the methodology scales is deployment and cutover. A smaller organization may be able to move to production through a single, tightly managed deployment. A larger member may require a more detailed cutover plan, broader mock cutovers, additional business readiness checkpoints, and more intensive hypercare after go-live. We size that effort based on operational risk, transaction volume, and the impact of disruption on the member's services. Our internal accelerators also support this scalable approach. Tools such as Projectmodus, Testmodus, Configmodus, Migratemodus, Trainingmodus, and Rolemodus allow us to keep the delivery structure consistent while adjusting the amount of effort and control required for each project. On a smaller project, these tools help us move efficiently. On a larger project, they help us manage complexity in a more controlled way.

Describe your approach to data migration for legacy systems.	Data Migration Strategy Data conversion is an important milestone in any ERP/EPM project as this involves moving master data (such as Employees, Customers, Suppliers, etc.) and transaction data (such as AR invoices, GL Balances, Open Projects, etc.). It is important to come to a joint understanding on what data must be cleansed and converted to the new system vs. what data will remain in the legacy systems (or a data warehouse) for future reference. During the validation and configuration phases of the project, we will work with the Client's data team to understand the years of data to be converted. These decisions will be documented in the Conversion Strategy. Based on the conversion strategy, standard data conversion templates along with detailed specifications will be provided to the data lead(s) with instructions on how to provide the data. At least two rounds of data conversion will be conducted prior to Production to: • Ensure the templates capture all data elements required for conversion. • Ensure the data team has a defined plan to extract and transform the data. • Accurately estimate the time needed to complete each data conversion task for cutover planning. • Identify any issues with data in advance of Production data conversion. • Data migration is done in three stages: Data extraction from legacy systems, data upload to Oracle Cloud and data validation. Data extraction and data cleansing is the sole responsibility of Client. Novamodus will provide data templates to be completed by Client's data team and returned to Novamodus for upload to Oracle Cloud. The data conversion process is as follows: • Clients with Novamodus will prepare the data conversion strategy. • Novamodus will provide the required templates to the Client and conduct review sessions. With our Citymodus methodology all the templates with instructions and specifications are already ready. • The Client will extract and cleanse the data required for the templates and populate the templates with the cleansed data. Novamodus will be responsible for validating the data that meets project quality standards, including identifying any issues and supporting the Client in resolving discrepancies before loading. • Novamodus will load the data and provide feedback to the Client. • Once all the data is loaded, the Client will use standard data validation reports to validate the data and sign-off on the data migration. As part of this validation, Novamodus will provide reconciliation reports and confirm hash totals and record counts against the legacy systems to verify completeness and accuracy. • The migration scope is defined by business domain and agreed early to avoid ambiguity during execution. For example, the conversion scope may include: o Chart of accounts and accounting structures o Vendors and supplier records o Customers and ratepayer records o Opening balances for the general ledger and subledgers o Outstanding accounts payable and receivable items o Property and taxation records, including active rolls o Utility billing data for active accounts o Historical transactions for agreed fiscal years to support comparative reporting and audit requirements The number of historical years carried forward is confirmed during design and reflected in the Conversion Strategy. We will provide all needed templates during the initiation phase. Data Conversion Plan The responsibilities for data conversion will be divided between Novamodus and the Client. Novamodus will prepare data conversion templates for each business object for the Client to fill. The Client will provide the data in the formats specified in templates provided by our team and return them to Novamodus. Upon receipt of the completed templates, Novamodus will upload the data to Oracle Fusion. Then, Novamodus will validate the data to ensure that the data was uploaded correctly. Once Novamodus has confirmed that the data is accurate in Oracle Fusion, the Client will have an opportunity to validate the data. If required, Novamodus will correct any data errors in Oracle Fusion. Finally, once the Client verifies that the data is accurate, the Client will sign off on the data conversion. This process will be repeated for three iterations – during CRP-2, UAT, and Pre-Go Live. By repeating the data conversion steps three times, the client will have multiple opportunities to ensure that the system is configured to a high standard before going live with Oracle Fusion. # Action Action Owner 1 Planning & Strategy Define the overall data migration approach, schedule, conversion objects, and mapping strategy. Establish data governance, responsibilities, and change management processes. Novamodus and Client 2 Data Assessment & Mapping Conduct workshops to review existing data structures, assess data quality, and map legacy fields to Oracle Fusion target fields. Document data sources, formats, and rules. Novamodus 3 Data Cleansing Cleanse the data in the source systems to remove duplicates, fix inconsistencies, and prepare for extraction. Client 4 Templates Templates for each data conversion item identified will be provided. The templates will include detailed instructions/specifications on what needs to be included on the templates. The templates will be reviewed with Client. Novamodus 5 Extract data and populate templates Extract data from source systems and populate templates using guidance from Novamodus. This includes historical, open, and master data as agreed upon in the migration scope. Client 6 Validate templates When the templates are provided, a review of the data populated is conducted to identify any initial template population discrepancies. Any discrepancies identify will be sent back to Client for corrections. Novamodus 7 Data Transformation Apply business and system transformation rules where needed (e.g., unit conversions, code lookups). Novamodus performs this via scripts or transformation logic embedded in loaders. Novamodus 8 Upload templates Novamodus will upload the validated templates. Any errors encountered will be reviewed and any corrections needed to the templates will be sent back to Client for corrections. Templates will be reloaded as many times as needed for all the data to be uploaded. Novamodus 9 Validate data Novamodus will use extracts to validate that all the data in the templates have been uploaded. Novamodus 10 Valiate data Client will be provided with the data validation reports and comparison for review. Client will also review sample data in the application to ensure the data is correctly loaded. Client 11 Testing & Trial Conversions Conduct multiple rounds of mock conversion testing, including integrated system testing and User Acceptance Testing (UAT), with full traceability and issue resolution. Novamodus and Client 12 Final Cutover Load Execute final data load as part of go-live cutover, following dry-run sign-off and readiness assessments. Novamodus 13 Sign-off Sign-off on Data Conversion. Client will confirm that the data validation is complete, and the data is successfully loaded. Client Quality Controls and Validation Data accuracy and completeness are verified through layered quality controls. Novamodus validates all templates prior to loading and provides reconciliation packs following each conversion cycle. These include: • Record counts and hash totals between source and target • General ledger balance reconciliations • Subledger and open item validations • Taxation and utility data verification where applicable • Logged exceptions and resolution tracking The Client performs business validation using standard reports and targeted sampling within the application before formal sign-off. Retention and Historical Access Historical data not carried forward into the ERP remains accessible through agreed mechanisms. Depending on Client preference, this may include read-only access to legacy systems, exported reports, or archived datasets. The agreed approach is documented in the Conversion Strategy to ensure audit and reference needs are met without overloading the new system.
Describe your project management office structure and the tools you use to track progress and share updates with clients.	Novamodus' Project Management Methodology With the move to Cloud-based applications that offer faster, more cost-effective implementations, our project management approach has also evolved. With all our experience over the years implementing Oracle's Fusion Cloud based applications, we have adapted areas where we can utilize the Agile methodology and areas where we can utilize traditional Waterfall methodology. As a result, Novamodus' approach to project management and implementation is a hybrid approach which includes aspects of both Agile and Waterfall utilizing PMBOK. Our hybrid approach to project management has been used for all our projects and is completely scalable for organizations with 10 to 15,000+ employees. We also provide a complete outline of our Indmodus implementation approach which is ingrained with our project management strategy. Project Governance Model To ensure effective oversight, accountability, and stakeholder alignment throughout the Oracle Cloud implementation, Novamodus employs a four-tier governance model, as illustrated in the project governance pyramid below. This model defines clear roles, responsibilities, and escalation paths for all participating parties including Novamodus, the client, and other stakeholders across executive, strategic, operational, and delivery levels. Purpose: • Executive Committee - Strategic Oversight: To provide top-level governance, leadership sponsorship, and final decision authority for items unresolved at the Steering level. • Steering Committee - Tactical Governance: To serve as the central decision-making body for tactical direction, and to support the PMO by removing obstacles and clarifying priorities. • PMO (Project Management Office) - Operational Control: To act as the operational backbone of the project, ensuring tasks are tracked, decisions documented, and risks mitigated in real time. • Project Team - Delivery Execution: To carry out the hands-on implementation tasks while ensuring quality, traceability, and communication of delivery-level challenges. Project Governance Tools To assist in driving our project management discipline, Novamodus will leverage our web-based Project Governance tool (PGT) powered by SharePoint for the project. PGT features proven tools and techniques for gathering, integrating, and disseminating information from the project management processes. The tool and processes help ensure that the projects are delivered on time and on budget, which is a record that Novamodus is proud of. Project Governance Tool Description Accelerated Startup • Pre-populated configuration templates with common configuration steps that enable quick project start-up. • Standard project types provide default settings. • Startup guide to assist with configuration process. Workflow-enabled • Workflow-driven project management processes • Predefined workflows for issues, risks, changes, decisions, deliverable reviews, and action items. Enables distributed delivery • Web-based solutions support single location and distributed delivery projects. • Designed for use by Novamodus, the Client and third-party project participants

Consolidated information • Single source of record for project data
• Ability to link tasks, deliverables, and requests
Leadership dashboards and reporting • Dashboards for real-time project health and progress viewing Excel-based exports of specific project data
Exception-based management • Project-specific exceptions (e.g., late tasks, issue count)
• Project-defined health thresholds
• Earned value management
Issues and Risk Management • Project specific issues, risks, and system defect logs to provide visibility and tracking to the team
Key Role and Responsibility of Project Manager
Novamodus is pleased to confirm that [Redacted] will serve as the dedicated Project Manager for this engagement. [Redacted] has over 20 years of experience, including 12+ years exclusively delivering Oracle Cloud solutions for public sector clients across Canada.

Her qualifications include:
• Oracle Solution Specialist and Oracle Project Management certifications, demonstrating deep expertise in both solution delivery and structured project governance.
• A Master of Business Administration and prior leadership experience at the National Bank of Canada, equipping her with advanced skills in compliance oversight, financial stewardship, and stakeholder communication.

[Redacted] has successfully managed a range of large-scale ERP implementations (including [British Columbia, Municipality], [British Columbia, Municipality], [Ontario, Municipality, ~70K population], [Saskatchewan, Municipality], [Saskatchewan, Crown Utility], and [British Columbia, Public Pension Organization]), consistently delivering complex programs on time and on budget.

In her role as Project Manager for the Canoe project, [Redacted] will be directly accountable for all aspects of project delivery, including:
• Establishing and executing the project plan, detailed work breakdown structures, and integrated schedule to track progress against milestones.
• Managing scope, schedule, costs, and resources, ensuring all deliverables are produced in accordance with contractual commitments and quality standards.
• Overseeing productivity across both the Novamodus team, with clear performance expectations and escalation protocols.
• Leading issue identification, resolution, and documentation processes, ensuring proactive risk management and prompt remediation of any project challenges.
• Maintaining project financials, including budget tracking, forecasting, and preparation of all invoicing in alignment with Palliser reporting and governance requirements.
• Providing weekly status updates, milestone reviews, and executive briefings to ensure transparency, accountability, and alignment at every stage.
• Supporting Canoe project team members with guidance on resource planning, readiness activities, and training coordination, promoting long-term sustainability of the solution.
Project Management Reports/Documentation
Our project management documents include the following standard documents. This list is by no means extensive but provides examples of the Client.
Status Reports
Our status reports are prepared weekly and distributed prior to the status meetings for the Client's input into the project status. Our status reports include the following information:

• Key accomplishments in the past week
• Tasks for upcoming two weeks called out
• 'Tear away' Leadership Dashboard
• Project Milestones
• Pending tasks with their due dates (especially used to highlight overdue items)
• Key Decisions
• Critical service requests (SR) raised with Oracle
• Scope Changes

Issues Log
Below we are giving a sample of our issue management log. All project related issues are logged (not functionality related issues). Issues are reviewed with the project team until a resolution is found. Issues are escalated to the Steering Committee as needed. When resolutions are identified they are tracked on the log until the issue is deemed resolved.

Risks Log
We give below a sample of our risk management log. Which are used to capture Risks to the project that are foreseen. Risks are reviewed with the project team and escalated to the Steering Committee, as necessary. The risk mitigation plan for each identified risk is logged and updated as the risk is mitigated.

Defects Log
Our defects log is used to capture all system related defects e.g., access issues, functionality not working, error messages that crop up, user training related etc. Screenshots of the defects are provided to the owner of the issue by the user who raised the issue. The defects are captured during each testing cycle and resolutions are tracked when identified. Defects statuses are updated to Resolved or Closed once a solution is implemented / decision made regarding the defect. Defects are opened with Oracle where necessary.

Escalation Management
Every project will have risks, issues, decisions, (aka incidents) etc. to be escalated from time to time. Based on our experiences and project management methodology, the following table depicts our escalation process. During any phase of the project, if any incidents arise that need escalation, the consultants and project team members will escalate to the project managers. The project managers will assess the incident to determine severity and the need for further escalation. If further escalation is required, the project managers will follow the escalation path as outlined in the table below to ensure decisions and incident management are effectively addressed. The Steering Committee is the ultimate decision-making body for incidents that impact on the overall costs and timeline of the project.

Novamodus Team will work collectively with the Client to identify and resolve any issues during the project. Novamodus project team leads will be the first point of contact for any issues or concerns. The leads will determine the severity and impact of the issue and assess if it requires further escalation.
Level the Client Novamodus
First Business Lead
Technical Lead Business Lead
Technical Lead
Second Project Manager Project Manager
Third Project Sponsor Delivery Executive
Fourth Steering Committee
Problem Resolution
Novamodus' method for Problem Resolution involves logging each problem encountered in our Issue management log (Illustrated above).

All project related issues are logged (not functionality related issues). Issues are reviewed with the project team until a resolution is found. Issues are escalated to the Steering Committee as needed. When resolutions are identified they are tracked on the log until the issue is deemed resolved. Issues are thus included in the Weekly Project Status meetings until the issue is resolved.
Weekly Status Reports and Status Meetings
Regular status meetings will be conducted with the project team from the Client, Novamodus and Oracle, where details of all the activities that were performed the previous week and the planned activities for the coming weeks will be discussed. This will provide the team with a good understanding of the progress of the project. The status report will be prepared in PowerPoint and will comprise the following sections:

• Summary of the activities completed in the previous weeks and planned activities for the coming two weeks.
• Project Milestones and percentage completion of each phase.
• Pending Tasks with the Client.
• Critical Service Requests with Oracle.
• Key Decisions made during the various phases of the project.
• Scope changes and impact on project.
• Change Requests.

Additional meetings, as required by the Client, can also be scheduled to get periodic updates during the various phases of the project.
Monthly Steering Committee Meetings
In addition to this, monthly Steering committee meetings involve the project executive sponsor and key stakeholders from the Client, Novamodus Delivery Executive and Project manager, and Oracle Implementation Success Manager (ISM). The overall project status, compliance to timeline, major risks/issues that could affect the completion of the project, and any scope changes or change requests will be addressed during these meetings.

Describe how you handle dispute resolution during an active implementation.	The requirement can be met through a structured escalation and resolution process that is built into project governance from the outset. Our objective is to resolve concerns early, at the right level, and in a way that keeps the project moving without allowing unresolved matters to affect delivery, timeline, or working relationships. The first step is to bring the matter into the project's formal issue management process. Any dispute, concern, or disagreement related to scope, priorities, deliverables, timing, responsibilities, or execution is logged and reviewed by the project managers and relevant leads. This ensures the matter is documented, visible, and tracked to resolution rather than being handled informally or allowed to remain unresolved in parallel discussions. In most cases, resolution begins at the working level. Business leads, technical leads, and functional or technical team members work together to clarify the issue, confirm the facts, review the original assumptions or agreed direction, and identify a practical path forward. Many disputes can be resolved at this level once the parties are aligned on what was agreed, what has changed, and what the project requires. Where the matter cannot be resolved at the working level, it is escalated to the Project Managers on both sides. At that stage, the issue is assessed for severity, impact, urgency, and dependency on other workstreams. The Project Managers review the background, identify options, determine whether the matter is operational, contractual, design-related, or schedule-related, and work toward a resolution that is fair, documented, and aligned with project objectives. If further escalation is required, the matter moves through the defined governance path: Business Lead / Technical Lead Project Manager Project Sponsor / Delivery Executive Steering Committee This structure provides a clear route for resolution and avoids confusion about who has authority to decide different types of matters. It also ensures that issues with broader project impact are handled by the appropriate decision-makers rather than remaining unresolved at the working level. For disputes that may affect timeline, scope, cost, or major project direction, the matter is elevated to the appropriate senior level and, if needed, to the Steering Committee, which serves as the final decision-making body for project matters of that nature. This allows both organizations to address significant issues in a controlled and transparent forum with the right level of oversight. Throughout the process, Novamodus focuses on resolution rather than attribution. Our approach is to: confirm the facts, identify the root cause of the disagreement, assess the impact on the project, present practical options, document the agreed resolution, track actions through to closure. All active disputes or unresolved issues remain on the issue log and are reviewed in regular project status meetings until they are resolved. This ensures they are not lost between meetings and that accountability for follow-up remains clear. Where a dispute results from a misunderstanding in requirements, design interpretation, ownership, or sequencing, we use the project's approved documentation, meeting records, design decisions, and governance structure to bring the discussion back to agreed project foundations. Where the dispute relates to a new request or a material shift in direction, we address it through the appropriate project control process rather than allowing the change to be absorbed informally.

Detail your quality assurance and testing protocols before system go live.	Novamodus Quality Assurance Novamodus approaches quality assurance as an active project discipline rather than a checkpoint performed at the end of delivery. Our quality program is built into the implementation lifecycle and works alongside project management, testing, risk management, and governance so that issues are identified early, reviewed regularly, and addressed before they affect scope, timeline, or client readiness. Our approach starts with the understanding that large ERP projects carry delivery risk by nature. Public sector implementations often involve complex business rules, multiple stakeholders, external interfaces, data dependencies, and high expectations around control, traceability, and acceptance. For that reason, we treat quality assurance and risk management as connected activities. We do not wait for formal testing to discover whether the project is on track. We review deliverables, decisions, dependencies, and execution quality throughout the engagement. At the beginning of the project, we establish the quality and risk framework that will be used for the implementation. This includes defining how risks will be logged and reviewed, how deliverables will be checked, how exceptions will be escalated, and what standards the project team is expected to follow. We also identify common implementation risks based on our past Oracle Cloud projects and then adjust that starting point to reflect the client's specific environment, scope, interfaces, stakeholder structure, and deployment model. As the project progresses, risks are identified, assessed, assigned, and tracked through a structured process. Each material risk is reviewed for probability, impact, ownership, and mitigation approach. Risk owners are responsible for reporting status and carrying out agreed actions, while the project managers review the overall risk position on a regular basis with the broader team. New risks are added as they arise, and resolved risks are closed in a controlled manner. This process continues through the full lifecycle rather than being limited to project initiation. Quality assurance reviews are also performed across the major stages of the project. During initiation and validation, the focus is on confirming that requirements, assumptions, scope boundaries, and project controls are clear and aligned. During configuration, the focus shifts to whether the build remains consistent with the approved design, whether changes are being managed properly, and whether the project is still aligned to agreed standards. During implementation and testing, the focus moves to execution quality, test readiness, issue follow-up, completeness of validation, and overall preparedness for deployment. Novamodus also performs structured quality reviews of project management and delivery conditions, not just application functionality. These reviews look at areas such as governance, scope control, project planning, team coordination, acceptance readiness, and contract alignment. The intention is to identify whether any area of the project is drifting and to address that early, while corrective action is still manageable. The results of these reviews are communicated through project reporting to leadership and governance bodies. Where follow-up is required, actions are documented and tracked to closure. If a matter presents a higher degree of delivery risk, it is escalated through the project's governance structure so that decisions can be made quickly and with the right level of oversight. A key part of this approach is the use of our internal methods and tools. Our Testmodus-based delivery approach supports repeatable test planning, validation, and review activities across the project lifecycle. We also use our broader internal toolset to support project tracking, migration preparation, documentation, and control over configuration and access. These tools do not replace governance or project leadership, but they do help the team work in a more disciplined and traceable way. In practice, our quality assurance approach is meant to answer three questions throughout the project: are we building the right solution, are we building it in the right way, and are we doing so at a standard that supports successful adoption and go-live. By reviewing both delivery quality and project risk on an ongoing basis, Novamodus gives clients a clearer view of project health and a practical process for addressing concerns before they become larger implementation problems. Novamodus Testing Strategy Novamodus uses a structured testing approach that is built to validate the solution progressively rather than leaving most of the confirmation work to the end of the project. Our testing methodology is organized across six cycles, with each cycle serving a distinct purpose in moving the solution from configured functionality to business-ready production use. A key part of this approach is active user participation throughout the testing lifecycle, not only during final acceptance. This gives client teams earlier visibility into how the system works, helps surface issues sooner, and allows users to build familiarity with the application well before go-live. The testing process begins with unit testing, where configured modules, setup decisions, and development objects are tested by the Novamodus team. At this stage, we confirm that the configuration behaves as intended, core functional requirements are being met, and any defects or build issues are addressed promptly. We also use this stage to prepare and refine prototypes so business users can begin seeing the solution in a practical form rather than only through design documents. The next stage is Conference Room Pilot 1, which gives stakeholders an early walkthrough of the configured application. This is where the business starts to see how Oracle supports the agreed processes in practice. Rather than treating this as a one-way demonstration, we use it as a validation point with client users. It allows the project team to confirm that the design direction is right, gather feedback, and make reasonable adjustments while the project is still early enough for those refinements to be addressed efficiently. From there, the project moves into integration testing, where the focus shifts from individual module behavior to end-to-end process flow. This includes movement of information between modules, interfaces with third-party systems, workflows, reporting outputs, and related dependencies. Novamodus does not treat this as a purely technical exercise. We involve business and super users where appropriate so they can see how transactions move across the solution and begin validating that the system works in a way that supports day-to-day operations. That is followed by Conference Room Pilot 2, which is a broader end-to-end validation cycle. By this point, the solution includes not only configured modules but also interfaces, converted data where applicable, and cross-functional process flows. This gives the client's super users a more realistic environment to work through and provides a practical bridge between integration testing and formal acceptance. It also helps reduce the risk of users encountering the system for the first time only at UAT. The formal User Acceptance Testing phase is then carried out by the client's super users using scripts and scenarios refined during the earlier cycles. Because users have already been engaged through prior testing and demonstrations, UAT tends to be more productive and focused on readiness confirmation rather than first-time discovery. Novamodus works closely with the client during this phase to support execution, resolve issues, and confirm that the system is ready for deployment. The final cycle is regression testing, which is used to confirm that changes, fixes, and enhancements introduced during the project have not affected existing functionality. This is especially important in a cloud environment and in projects where configuration, reporting, interfaces, and workflow changes may interact across multiple business areas. Novamodus supports this effort using Testmodus, our proprietary testing tool, to help execute regression scenarios more efficiently and with better traceability. In addition to these six cycles, our overall testing strategy can include other targeted validation activities depending on project scope, such as performance testing, reconciliation testing, and parallel testing. These are planned based on the needs of the client, the complexity of the interfaces, the volume of transactions, the nature of the financial or payroll processes, and the degree of confidence required before go-live. After each major testing phase, Novamodus provides a formal summary of results, issues, and follow-up actions. These reviews help keep the client informed of progress, outstanding matters, and readiness for the next stage.

Describe your strategy for organizational change management and user adoption. Also describe how you measure user adoption.	Novamodus approaches organizational change management as a practical workstream that runs alongside design, configuration, testing, and deployment. The objective is to prepare the organization to work effectively in the new environment, reduce disruption during transition, and support steady adoption after go-live. In our experience, user adoption is stronger when change management starts early, is led visibly by leadership, and is reinforced through communication, training, and hands-on involvement throughout the project rather than only near deployment. Our approach begins with leadership alignment. We work with project sponsors, functional leaders, and managers early in the implementation so they understand the direction of the project, the changes it will introduce, and the role they are expected to play in supporting their teams. This includes leadership sessions, focused workshops, and direct engagement to help leaders communicate consistently, answer questions credibly, and model support for the new ways of working. We then move into stakeholder engagement and impact awareness. We identify the key stakeholder groups affected by the implementation, assess where the change will be felt most directly, and develop targeted engagement activities for those groups. This includes business users, approvers, super users, subject matter experts, managers, support teams, and executives. Where appropriate, we establish a network of change champions or super users who can represent their business areas, support communication, and provide practical feedback during the project. A major part of our strategy is communication. We use a structured communication plan to keep stakeholders informed of what is changing, when it is changing, what is expected from them, and how the project is progressing. Communication is timed to project milestones and tailored to the audience. Depending on the client's preferences and structure, this may include leadership messages, targeted updates, town halls, email communications, readiness notices, training announcements, and role-specific messages. The purpose is to reduce uncertainty and keep the organization engaged with the implementation rather than hearing about it only at the end. We also place strong emphasis on education, training, and hands-on user preparation. Training is not treated as a single event. It is planned, scheduled, and aligned to the project timeline so users receive the right level of knowledge at the right stage. Our training approach can include instructor-led sessions, workshops, guided walkthroughs, hands-on practice, role-based materials, and environment-specific user guides. We also work to develop super users or local trainers so that support and knowledge remain within the organization after go-live. Our testing approach directly supports change management and adoption. By involving client users throughout multiple testing cycles, including early pilots, integration validation, and user acceptance testing, users gain exposure to the system before deployment and become more comfortable with the new processes. This early involvement helps build trust in the system, reduces resistance, and provides practical knowledge transfer before the solution goes live. Where the implementation changes roles, approval paths, responsibilities, or reporting relationships, we also support organizational alignment by helping the client clarify responsibilities, role expectations, and process ownership. This helps avoid confusion during transition and supports accountability once the system is operational. To maintain momentum, we also encourage recognition of milestones and visible progress during the project. This can include acknowledging business contributions, celebrating testing and training milestones, and reinforcing progress through leadership messaging. In larger public sector projects, this helps keep attention on the project and reminds users that the change is being actively led and supported. We measure user adoption in several practical ways. First, we use participation and readiness indicators, such as attendance at workshops, training sessions, demonstrations, and testing activities. Strong participation is usually an early sign of engagement, while gaps can highlight where additional support is needed. Second, we use readiness assessments, pulse checks, and stakeholder feedback to understand whether users feel informed, prepared, and confident in their roles. These checkpoints help identify concerns early and allow communications or training to be adjusted before go-live. Third, we monitor training completion and training effectiveness. Completion rates are important, but we also look at whether users are able to perform the required tasks in practice through hands-on sessions, walkthroughs, and testing participation. Fourth, during testing and deployment readiness, we look at user performance in business scenarios. When super users and business leads can execute key transactions, validate outcomes, and work through role-based processes with fewer interventions, that is a strong indicator that adoption is progressing. After go-live, adoption is measured through actual usage and support patterns. This includes the type and volume of user questions, recurring issues by role or department, areas where additional coaching is needed, and how quickly teams become comfortable with routine processes. We also review whether users are following the intended process path or relying on workarounds, since that often indicates whether adoption has truly taken hold.
List the training delivery methods you offer, as well as the customized training tools for Members.	Novamodus offers a range of training delivery methods to support different user groups, learning styles, locations, and project stages. Our training is developed around the client's configured Oracle environment and is delivered by the same module leads and consultants who implement the solution. This ensures that training reflects the client's actual processes, roles, reports, workflows, and design decisions rather than generic system content. Our training delivery methods begin with system orientation training early in the project. This gives the client's core team a working understanding of Oracle Cloud navigation, terminology, and process flow before design workshops and validation sessions begin. It helps users participate more effectively in the project from the outset. We then provide formal instructor-led training for functional users, super users, administrators, technical users, and other role-based groups. These sessions can be delivered onsite or remotely using tools such as Microsoft Teams or Zoom, depending on the client's needs and the location of the user groups. A central part of our approach is train-the-trainer delivery. Novamodus trains the client's super users and designated trainers using role-based, client-specific materials so they are well prepared to support broader user training internally. This approach helps build internal capability and allows the organization to continue onboarding and supporting users after go-live. We also offer hands-on consultative training during the implementation itself. In this model, users learn directly by working alongside Novamodus consultants during configuration review, testing, reporting, security setup, and other implementation activities. This is particularly useful for super users, administrators, and technical staff who will need a deeper working knowledge of the system after go-live. To support different timing needs, we provide training aligned to the project schedule. For example, super users may be trained before Conference Room Pilot 2 so they can participate actively in system validation, administrators may be trained once the configuration is stable, and self-service users are typically trained closer to go-live so the knowledge is fresh when they begin using the system. Following deployment, we provide post-go-live training and refresher sessions to reinforce key concepts, answer questions arising from live use, and address any remaining knowledge gaps. We also support ongoing onboarding by leaving behind reusable training materials and recorded sessions where appropriate. In terms of customized training tools for users, Novamodus provides a detailed set of materials built specifically for the client's environment. These include: role-based training manuals by module user guides with step-by-step instructions and screenshots quick reference guides training decks process walkthroughs training outlines for instructor-led and self-paced learning audience analysis and training needs assessments training schedules and logistics plans skills checklists by role knowledge transfer checklists training environment and data plans recorded sessions, where the client chooses to retain them FAQ and support reference material training videos and simulation-based walkthroughs where appropriate A key part of our training approach is that these materials are not generic. They are prepared by the consultants who configured the modules and understand how the client's solution has been set up. This allows the documentation to reflect the actual business process, the actual screens, and the actual role responsibilities that users will encounter in production. Novamodus also uses its internal tools to support training material preparation, including the extraction of screenshots and development of user documentation in formats that are easy for the client to maintain and reuse. Materials are typically produced in Word and PDF and can be stored in a shared repository such as SharePoint so users can access them during training, after go-live, and when onboarding new staff. In addition, users may benefit from Oracle's broader learning resources where available, including Oracle University, Oracle Learning, embedded tutorials, self-paced learning content, practice labs, and online learning communities. These resources are complementary to the client-specific training developed by Novamodus and can help support continued learning after implementation.

Explain how you assess user readiness before the system goes live.	Novamodus assesses user readiness before go-live through a combination of business validation, training completion, testing participation, and cutover preparedness. We do not treat readiness as a single sign-off at the end of the project. It is built up through the later stages of the implementation and confirmed before production deployment. A major readiness checkpoint is the completion of Conference Room Pilot 2 and the related business validation activities. By that stage, users have already seen the system, worked through end-to-end scenarios, and confirmed how key processes will operate in the configured environment. This gives the project team a practical view of whether users understand the new process flow and are comfortable with the way the system will work in production. We also assess readiness through training and user participation. Users and super users are expected to take part in demonstrations, testing cycles, workshops, and role-based training sessions before go-live. Their level of participation, ability to complete business scenarios, and feedback during those activities provide a direct indication of whether additional support is needed. If certain groups are still uncertain, that is addressed before deployment rather than after. Another important measure is User Acceptance Testing and defect status. Users must be able to carry out key business transactions and validate expected outcomes in the system. Readiness is not only about whether training was delivered, but whether users can actually perform the work required of them. We also review whether any unresolved issues remain that could affect day-to-day operations. A go-live decision is not supported where there are showstopper defects or unresolved issues that would prevent the business from operating as intended. Readiness is also assessed as part of cutover planning. Before go-live, we confirm that the activities required to move from the legacy system to Oracle have been documented and validated. This includes the final transaction timing in the legacy environment, extraction of final conversion data, migration of data and configuration into production, validation steps in the production instance, smoke testing, and any rollback planning where applicable. These activities are not only technical checkpoints; they are also business readiness checks, because they confirm that the organization is prepared to transition in a controlled way. In practical terms, Novamodus looks for the following before confirming user readiness: key business scenarios have been validated by users; training and role-based knowledge transfer are complete; Conference Room Pilot 2 is complete; data migration testing is complete; system configuration is complete and tested; business readiness activities are complete; no showstopper defects remain; cutover steps for production migration and validation are documented. Taken together, these checkpoints give a clear view of whether the organization is ready to operate in the new environment. If readiness gaps are identified, we address them before go-live through additional training, focused walkthroughs, issue resolution, or targeted business support.
Explain how you ensure resource continuity throughout the duration of a project.	Novamodus ensures resource continuity by maintaining sufficient internal delivery strength across our Oracle practice and by staffing projects with built-in backup coverage. For each key workstream, we typically have two to three additional consultants shadowing the lead's work, understanding the design decisions, configuration approach, issues, and project status as the implementation progresses. This means the project is not dependent on one individual. If a replacement or temporary backfill is ever required, another qualified consultant can step in with minimal disruption because they are already familiar with the work, project context, and client requirements. Because our projects are delivered by our own Canadian full-time team, we are also able to manage continuity internally without relying on external subcontractors. This gives clients a more stable delivery model throughout the life of the project.
Describe your process for replacing a team member if a member requests a change.	If a change in team member is requested, Novamodus handles it in a controlled and transparent manner. We first review the reason for the request with the client and assess the impact on the project, workstream, timeline, and outstanding activities. Once the requirement is clear, we identify a replacement resource with the appropriate functional or technical background and relevant Oracle Cloud experience. Because our delivery model includes additional consultants supporting and shadowing key team members, we are usually able to transition knowledge quickly. Before the replacement takes over, we complete an internal handover covering project decisions, current status, open issues, deliverables, timelines, and client-specific considerations. Where appropriate, we also arrange overlap between the outgoing and incoming team member to avoid disruption. The replacement is then introduced to the client for approval, and the transition is managed through the project manager so continuity of service, accountability, and delivery progress are maintained.
Detail your experience managing multi-jurisdictional or group purchasing contracts.	As noted earlier, Novamodus has experience working within multi-entity, centrally governed, and geographically distributed public-sector environments where delivery must remain consistent across participating organizations or operating regions. Relevant examples include: [Ontario, Provincial Government] work delivered across multiple Children's Aid Societies under a broader provincial framework; [Nunavut, Territorial Government] and [Nunavut, Public Housing Agency], where delivery supports distributed operations across multiple communities; broader public-sector organizations such as [British Columbia, Public Pension Organization], [British Columbia, Public Transit Agency], [Saskatchewan, Crown Utility], and [Newfoundland and Labrador, Provincial Agency], where governance is centralized but implementation impacts multiple business areas and locations. In these engagements, our role has included maintaining common delivery standards, centralized governance, consistent reporting, coordinated stakeholder management, and a structured escalation model while still addressing local operational needs.
List anything else you would like to include as part of your offering which is complementary to the main offering of ERP Implementation Services?	In addition to ERP implementation services, Novamodus also offers complementary services that support the broader success of the program, including Application Managed Support, post-go-live stabilization, optimization services, reporting and analytics support, quarterly update support, training and user documentation, data migration support, integration support, and municipal solution implementation coordination where applicable. We also bring proprietary delivery accelerators such as Projectmodus, Testmodus, Configmodus, Migratemodus, Trainingmodus, and Rolemodus, along with a flexible delivery model that combines off-site and on-site support based on project needs. These complementary services allow clients to continue working with the same implementation partner beyond go-live and help support long-term continuity in the Oracle environment.

ERP software solution selection support process

Question	Answer *
Describe your process for conducting a business needs assessment for a public sector member.	Novamodus conducts a business needs assessment through a structured discovery and validation process that is designed to understand how the public sector member operates today, what challenges need to be addressed, and what the future-state solution must support. The process starts with project initiation and stakeholder alignment. At this stage, we confirm the scope of the assessment, identify the business and technical stakeholders who need to participate, establish the working team, and agree on the approach, schedule, and key decision points. This ensures the assessment is organized from the outset and that the right people are involved. We then move into business process review sessions with the member's functional and operational teams. These sessions are used to understand current processes, pain points, policy or approval requirements, reporting needs, interfaces, manual workarounds, operational constraints, and areas where the current environment is no longer meeting business needs. In a public sector setting, this also includes understanding governance expectations, control requirements, service delivery considerations, and any legislative or organizational obligations that shape how the system must operate. Novamodus' approach is not to ask users to define every requirement in isolation without context. Instead, we use our implementation experience and best-practice process flows to guide the conversation. For municipal clients, we typically apply Citymodus. For other organizations, we use Indmodus. In both cases, we bring forward process flows and standard Oracle functionality in plain business terms so users can assess what works for them, what needs to be adjusted, and where specific local requirements must be addressed. This makes the assessment more practical and gives stakeholders a clearer basis for decision-making. As part of the assessment, we also review: organizational structures and roles; approval paths and control points; reporting and analytics requirements; data sources and data quality considerations; integration touchpoints with other systems; user groups and support needs; business priorities, timing constraints, and readiness factors. From there, we document the future-state needs and identify how they will be addressed through standard functionality, configuration, reporting, interfaces, workflows, or other implementation activities. Where there are gaps, constraints, or dependencies, those are clearly identified so the member understands them early. The assessment also includes a practical review of implementation impact. This means looking not only at what the member needs functionally, but also what that means for data conversion, testing, training, change management, security setup, and deployment. In public sector projects, this is important because the success of the assessment depends on more than just capturing requirements; it depends on understanding how the organization will move from the current state to the new environment. The outputs of the business needs assessment typically include: documented business processes and key requirements; future-state process direction; fit of standard Oracle functionality to business needs; identified gaps, risks, and dependencies; reporting, integration, and data considerations; inputs to the implementation plan, design documents, and project scope.
Explain how you develop technical specifications for an ERP software.	We develop technical specifications only after the business process, solution design, and fit-gap decisions are clear. The starting point is always the approved functional design document. That includes the business requirement, process flow, source and target systems, data elements, approval points, security expectations, reporting needs, and any design assumptions. Without that foundation, technical specifications tend to become incomplete or drift away from the real business need. Once the functional direction is confirmed, we break the requirement into the technical components that must be built or configured. Depending on the item, that may include reports, interfaces, data conversions, extensions, workflow changes, security roles, calculations, notifications, or document outputs. For each component, we define exactly what the system must do, what triggers it, what data it uses, what output it produces, and what exceptions or validations apply. At this stage, we also confirm whether the need can be met through standard configuration or whether technical development is actually required. A technical specification is then prepared in a structured format. It normally includes the purpose of the object, related business requirement reference, design summary, source and target data fields, transformation rules, validations, error handling, security requirements, dependencies, interface method, expected output, testing requirements, and deployment considerations. If the item is an integration, we also define direction of data flow, timing, protocol, authentication method, file or payload structure, reconciliation rules, and failure handling. If it is a report, we define filters, parameters, layout logic, security visibility, calculations, and distribution requirements. We develop these specifications collaboratively. Functional leads define the business behavior and expected outcome, technical resources define the implementation method, and project leads review dependencies, scope, and delivery impact. The draft specification is reviewed internally before it is shared with the client for confirmation where needed. This helps ensure that what is documented is both technically buildable and aligned to the approved business design. After approval, the technical specification becomes the controlled basis for development, testing, and migration to production. It is used by developers and technical analysts during build, by testers during validation, and by support teams later for troubleshooting and maintenance.
Describe your methodology for conducting a fit gap analysis between member needs and software capabilities.	Novamodus conducts fit-gap analysis through structured requirements sessions and design workshops, delivered either in person or online based on the client's preference. The process begins by reviewing the client's business needs, current operating practices, reporting requirements, and control expectations so that the assessment is based on how the organization actually works, not only on system features. During these sessions, Novamodus also reviews reporting and planning needs to understand the required application dimensionality and determine the most suitable structures, such as accounts, entity, cost center, project, program, or other reporting dimensions. Within Novamodus' proprietary Citymodus or Indmodus implementation methodology, fit-gap analysis is carried out during the Validation Phase. At this stage, Oracle's delivered out-of-the-box processes are reviewed directly against the client's current-state processes and the intended future-state model identified through workshops. Each requirement is assessed to determine whether it can be met through standard functionality, configuration, process adjustment, reporting, integration, or whether it represents a genuine gap that requires a specific design decision. The analysis is not limited to identifying differences. Novamodus uses the exercise to recommend the best available Oracle approach for each requirement and to guide the client toward a practical future-state model. This helps avoid unnecessary customization and keeps the solution aligned to Oracle best practices wherever possible. Where a requirement cannot be addressed through standard functionality alone, the gap is documented clearly and used to define the functional specifications for any approved reports, integrations, extensions, or other development objects. From a delivery standpoint, the fit-gap process is coordinated from project initiation onward. The Project Manager schedules and sequences the required sessions, aligns Novamodus and client resources, and ensures that the right stakeholders are involved at the right stage. Functional leads then conduct the detailed assessment sessions, document the findings, and confirm the proposed treatment for each item. This creates a clear and traceable link between business requirements, fit-gap outcomes, future-state design, and the final implementation scope. The result is a structured fit-gap record that supports decision-making, design approval, configuration planning, integration planning, testing, and change management.
Detail your approach to calculating the total cost of ownership for software solutions.	Generally, the total cost of ownership (TCO) for a software solution is calculated by combining three main cost components over the evaluation period: the annual software subscription cost over a period of five years; the one-time implementation cost; the software support cost over a period of five years. This approach gives the client a practical view of both the upfront and ongoing cost of the solution rather than looking only at the initial implementation or first-year subscription cost. Novamodus supports this calculation by providing fixed pricing for these components. This makes TCO easier to determine, easier to compare, and easier for the client to budget over the full term of ownership.
How do you confirm your firm's neutrality regarding partnerships or financial incentives you may receive from software OEMs?	Novamodus is an exclusive partner for Oracle applications. We confirm that we do not receive any incentive from Oracle for the services we provide to our clients. Our role is to deliver implementation and related services based on the client's requirements and the agreed scope, not on service-related incentives from the OEM. As a certified Oracle partner, the benefit to our clients is not a financial incentive to Novamodus, but rather the ability to obtain more effective coordination with Oracle on support-related matters when required. This can assist in addressing client issues more efficiently, particularly where Oracle product support involvement is needed.
	Question is not available to respond.
	Question is not available to respond.

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 may engage Novamodus directly through the Canoe program by providing a high-level description of their ERP implementation needs, desired outcomes, anticipated timeline, and primary contact information. Novamodus will assign a project manager and appropriate functional and technical specialists to review the request and arrange an initial consultation. During the consultation, Novamodus will confirm the Member's objectives, current systems, functional scope, organizational complexity, implementation priorities, target dates, procurement requirements, and any known constraints. Where additional detail is required, Novamodus will provide a focused discovery questionnaire and conduct working sessions with relevant business, finance, human resources, payroll, procurement, information technology, reporting, security, and project representatives. The information gathered will be used to define the proposed scope, implementation approach, deliverables, schedule, resource requirements, governance structure, Member responsibilities, assumptions, dependencies, risks, and exclusions. Novamodus will also assess the expected effort for configuration, data migration, integrations, reporting, testing, training, organizational change management, cutover, hypercare, and post-go-live support. Based on the confirmed scope, Novamodus will prepare a project plan and price proposal that includes: • Understanding of the Member's requirements • Proposed implementation scope • Project phases, activities, milestones, and estimated duration • Proposed Novamodus team and required Member resources • Deliverables and acceptance responsibilities • Data migration, integration, reporting, testing, and training approach • Governance, decision-making, and escalation structure • Key assumptions, dependencies, risks, and exclusions • Fixed-price or other agreed pricing structure • Milestone-based payment schedule • Optional services and post-go-live support options • Proposal validity period and contracting requirements Novamodus will review the proposal with the Member, respond to questions, and revise the scope, schedule, or pricing where necessary. Once the proposal is accepted, the parties may proceed with the applicable purchase order, statement of work, participating addendum, or other contracting document available through the Canoe program.
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 prepare a reliable project plan and price proposal, Novamodus would require the following information at a minimum: Organization and project information • Legal name and type of organization • Primary business, procurement, and project contacts • Executive sponsor and project decision-makers • Project objectives and expected business outcomes • Reason for the transformation initiative • Desired project start and target go-live dates • Known budget, procurement, funding, or approval constraints Proposed scope • ERP platform selected or under consideration • Business areas, modules, departments, entities, and locations in scope • Whether the requirement is for a new implementation, replacement, expansion, remediation, or optimization • Major business processes to be addressed • Functions or services specifically excluded • Preferred phased or organization-wide deployment approach Current environment • Legacy and supporting applications • Systems expected to be replaced or integrated • Existing customizations and manual processes • Current hosting, identity management, reporting, and security environment • Known system limitations or contractual deadlines Organization and transaction volumes • Number of entities, business units, departments, locations, funds, and ledgers • Number of employees, users, suppliers, customers, and other relevant populations • Number of payrolls, bargaining units, pay groups, or employee categories, where applicable • Approximate annual transaction and data volumes • Seasonal or peak processing requirements Data migration • Data objects to be converted • Source systems and available file formats • Approximate record volumes • Historical data requirements • Known data-quality concerns • Open transaction conversion requirements • Data extraction, cleansing, validation, and reconciliation responsibilities Integrations • List of systems requiring integration • Business purpose of each interface • Source and target systems • Data exchanged and frequency • Current integration method • Availability of vendor documentation or technical support • Security and privacy requirements • Known third-party dependencies Reporting and analytics • Critical operational, management, financial, statutory, and audit reports • Number and complexity of reports requiring development or conversion • Dashboard and self-service reporting requirements • Historical reporting expectations • External reporting or data-submission obligations Security, privacy, and compliance • Data residency requirements • Privacy and records-management obligations • Single sign-on and identity-management requirements • Role-based access and segregation-of-duties expectations • Accessibility requirements • Audit, retention, and security assessment requirements Member resources and implementation constraints • Availability of the Member's project manager, business leads, subject matter experts, information technology resources, data owners, testers, and trainers • Expected decision-making and approval structure • Fiscal year-end, budget, payroll, audit, election, or operational blackout periods • Dependencies on other projects or vendors • Testing, training, change management, cutover, and support expectations This information allows Novamodus to establish the expected level of effort, delivery schedule, resource model, implementation risk, and pricing basis.
List the information which would be helpful but not mandatory for your firm to provide a project plan and price proposal to Members.	The following information is not required to begin the engagement, but it would improve the accuracy of the project plan, schedule, assumptions, and price proposal: • Existing business process maps and procedure documents • Current organizational charts • Current chart of accounts and financial structures • Existing configuration workbooks or system design documents • Sample reports, forms, approvals, and workflows • Current application and integration architecture diagrams • Interface specifications and data dictionaries • Data-quality assessments and sample conversion files • Existing security roles and access-control matrices • Collective agreements, payroll rules, policies, and legislative requirements • Current service volumes and performance metrics • Prior ERP assessments, roadmaps, business cases, or readiness reports • Lessons learned from previous system implementations • Current support model and incident volumes • Preferred governance and project reporting templates • Training needs assessments and stakeholder analysis • Change impact assessments • Known future organizational, legislative, or technology changes • Anticipated enhancements or later implementation phases • Budget range or approved funding envelope • Preferred commercial model and invoicing requirements • Required insurance, legal, privacy, accessibility, and security clauses • Availability of third-party vendors during design, testing, and deployment Where this information is not available, Novamodus can document reasonable assumptions and identify any items that require validation during project initiation.

Scalability and staffing

Question	Answer *
Explain how you will manage multiple, simultaneous implementation projects for different members who may have similar competing timelines. With legacy software sunsetting by 2029, there will be increased demand and a bottle neck effect for demand for ERP Implementation services.	Novamodus Solutions Inc. manages delivery through a structured, phased project plan with clearly defined milestones and deliverables across Initiation, Validation, Configuration, Implementation, and Stabilization to track progress and maintain alignment with client expectations. Resourcing is managed through calibrated resource loading by phase, with early involvement from core roles such as the Project Manager and Functional Leads, and a shift in engagement toward testing consultants, training consultant, and technical leads for integration and data migration as the project advances. Novamodus currently has 110 full-time employees in Canada and is actively expanding its delivery capacity, with plans to reach approximately 200 employees by the end of FY26. This growth is intended to strengthen our ability to support a larger volume of Oracle Cloud projects across Canada while maintaining delivery quality and continuity. Another important factor is depth behind key roles. Novamodus does not run projects in a way that makes delivery dependent on one individual. For major workstreams, additional consultants typically shadow the lead and stay familiar with project decisions, deliverables, and status. Our internal methods also support parallel delivery. For municipal clients we use Citymodus, and for other clients we use Indmodus. These methods give us a repeatable structure for planning, design, testing, migration, training, and governance. If demand accelerates sharply, our approach would be to manage intake responsibly rather than overpromise on start dates or staffing. Our current operating capacity demonstrates that this is not theoretical. With our existing team strength, Novamodus is currently supporting approximately 15 active implementation projects and 20 AMS projects. This means we are already managing a substantial portfolio of concurrent work across implementation and ongoing support, using the same internal delivery structure we would apply to Canoe member opportunities.
Detail how you ensure consistent pricing and service levels across all participating members.	Novamodus ensures consistent pricing and service levels across participating members through a standardized commercial and delivery approach. All services are delivered by 100% Canadian resources, and our hourly rates are standard across all clients. Where the scope and timeline are defined, we provide fixed pricing based on the scope of work and implementation timeline, and this approach remains consistent across our engagements. For participating members, this means pricing is not developed on an ad hoc basis from one organization to another. It is based on the same underlying rate structure and the same fixed-price methodology for comparable scope and duration. From a service perspective, the same delivery model, staffing approach, and implementation standards are applied across clients. This allows Novamodus to maintain consistency in how projects are planned, staffed, managed, and supported. We would also be pleased to provide templated fixed-price implementation models aligned to different scope ranges and timelines so that member organizations can use a consistent and practical basis for estimating implementation cost under the contract.
Explain your staffing model and structure.	Novamodus uses a Canadian in-house delivery model built around full-time employees rather than offshore or subcontracted implementation resources. Our staffing structure is designed so that clients work with a stable core team supported by broader internal practice depth. At the project level, we assign a Project Manager and the required functional, technical, reporting, data migration, testing, and support resources based on the scope of work. Key workstreams are led by experienced consultants, with additional team members supporting and shadowing those leads so that knowledge is not concentrated in one individual. Our structure typically includes: project and delivery leadership; solution and workstream leads; functional consultants by module; technical consultants for reporting, integrations, workflows, and data; testing and cutover support resources; AMS and post-go-live support resources where applicable. This model allows us to scale the team based on project size and complexity while maintaining continuity throughout the engagement. It also gives us the ability to provide backup coverage when needed, since major workstreams are supported by more than one qualified resource.
List the main categories of personnel for implementation project team and the certification required for each one. (technical leads, project managers etc.)	The main implementation project team categories at Novamodus generally include the following: Project manager Responsible for overall project planning, coordination, governance, risk and issue management, status reporting, and delivery oversight. Certification required: Oracle project management certification for Oracle implementation projects. Delivery executive / program oversight lead Provides senior delivery oversight, escalation support, executive alignment, and overall accountability across major project decisions and delivery health. Certification required: Senior Oracle implementation experience, Oracle Solution Specialist. Solution architect / technical lead Responsible for overall solution architecture, technical design oversight, integrations, reporting architecture, environment strategy, and alignment across workstreams. Certification required: Oracle certifications relevant to the Oracle Cloud modules and technical areas being implemented like Oracle Fusion General Ledger, Oracle Fusion Core HR, Oracle Planning and many more. Functional lead / module lead Responsible for design workshops, requirements validation, configuration direction, testing support, training input, cutover readiness, and module-specific implementation decisions. Certification required: Oracle certification in the specific Oracle Fusion Cloud module(s) they lead. Functional consultant Supports configuration, design documentation, testing, user support, training material preparation, and go-live support within assigned modules. Certification required: Oracle certification in the module(s) they implement. Technical/ Development consultant Responsible for reports, integrations, workflows, data conversion support, technical troubleshooting, and related development or configuration tasks. Certification required: Oracle certification in the relevant Oracle technical or module area they support. Like Oracle Cloud Infrastructure Certified Application Integration Professional Reporting / analytics consultant Responsible for OTBI, dashboards, BI Publisher reports, analytics support, and reporting validation. Certification required: Oracle certification relevant to the reporting or application area being supported. Data migration consultant / conversion lead Responsible for mapping, conversion templates, validation, migration cycles, reconciliation support, and production migration readiness. Certification required: Oracle certification in the application area(s) tied to the converted data, along with implementation experience in migration activities. Testing / QA lead Responsible for test planning, script coordination, defect tracking, regression oversight, and test cycle management. Certification required: Oracle module certification relevant to the business area being tested; internal testing methodology knowledge is also required. Training lead / knowledge transfer resource Responsible for training strategy, training coordination, train-the-trainer support, user materials, and knowledge transfer activities. At Novamodus, this role is often performed by the same module leads and consultants who implemented the solution. Certification required: Oracle certification in the module(s) for which training is being delivered. AMS / post-go-live support consultant Responsible for stabilization, issue resolution, quarterly update support, user assistance, and ongoing application support after deployment. Certification required: Oracle certification in the supported module(s).
Explain if and how you use contracted resources or sub-contractors to supplement your workforce.	Novamodus does not use contracted resources or subcontractors to supplement its core implementation workforce. Our delivery model is based on our own Canadian full-time employees. This approach allows us to maintain direct control over staffing, delivery quality, accountability, knowledge transfer, and continuity throughout the project. It also avoids the coordination and delivery risk that can arise when multiple outside organizations are involved in the same implementation. Where additional capacity is required, we manage that internally through our own team structure rather than through subcontracted implementation resources.

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.	Novamodus provides a structured customer support model for technical issues through its Application Managed Support services. This support is designed to help clients address production incidents, service requests, reporting issues, interface problems, security questions, quarterly update impacts, and other Oracle Cloud support needs in a controlled and timely manner. Support is provided through multiple channels. The primary channel is Novamodus' ticketing and tracking platform, Projectmodus, where users can log incidents and service requests directly. Tickets may also be submitted by email, and for critical situations, an after-hours phone escalation path is available for urgent production issues. This gives clients a practical way to log routine matters while still having access to immediate escalation for high-priority events. For normal operations, support is delivered during agreed business hours, with work managed through the ticket queue and assigned to the appropriate consultant based on the issue type. For more serious incidents, particularly major production issues or payroll-related issues, Novamodus can provide extended coverage, including emergency support outside regular hours. Support is generally provided remotely, but on-site assistance can also be arranged when required and mutually agreed. Each ticket is reviewed, categorized, prioritized, and assigned to the appropriate resource. The support team then investigates the issue, reproduces it where required, determines whether Oracle involvement is needed, and works through the fix in a controlled way. Where a correction is required, the work is first completed in a non-production environment, validated, and then promoted through the agreed release path before being moved into production. This ensures that fixes are properly tested and do not create unnecessary downstream disruption. Novamodus uses a severity-based support model to manage response and resolution. Higher-priority incidents affecting production operations, critical business processing, or time-sensitive activities receive immediate attention and are handled ahead of lower-priority service requests or enhancement items. The service-level structure is tied to the severity of the issue, with response and resolution expectations managed accordingly. The support clock begins once the ticket has been logged with sufficient detail for the issue to be assessed and acted upon. Escalation is built into the support process. At the operational level, tickets are monitored and advanced by the assigned support consultant and support lead. Where an issue is critical, unresolved, or dependent on external action, it is escalated internally to senior Novamodus resources and, where necessary, to Oracle through a formal Oracle service request. For major incidents, the escalation path can move quickly from ticket assignment to senior technical review and direct management attention. Critical items are also reviewed through regular support governance, including status meetings and management reporting, so that open issues remain visible until resolved. Service-level commitments within the support model include: structured intake and triage of incidents and requests; severity-based prioritization; defined response and resolution expectations; controlled promotion of fixes through non-production and validation environments; regular status tracking and reporting; escalation management for urgent or unresolved issues; root cause review for significant incidents where appropriate. Beyond technical issue resolution, Novamodus' support model also includes assistance with reports, integrations, workflows, security, documentation updates, quarterly release validation, knowledge transfer, and user support for specialized business activities such as month-end, year-end, and payroll-related processing. This allows clients to use the same support structure for both incident resolution and broader Oracle environment support.
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.	At a high level, Oracle provides support for the Oracle SaaS product itself, while Novamodus provides support for how that product is configured, extended, tested, secured, and operated in the client's environment. This distinction is important because most client issues are not purely "product defects." They usually sit somewhere between configuration, security, integrations, reports, workflows, business process design, quarterly update impact, and day-to-day operational use. That is where Novamodus' AMS model becomes the primary support path. Oracle OEM-provided support Oracle's support applies to the underlying Oracle Fusion Cloud subscription and Oracle-managed SaaS service. That support includes: access to Oracle's formal support channels, including online case submission, phone support, and live chat; severity-based support handling, including 24x7 coverage for Severity 1 issues; Oracle-managed service request handling for product issues and service-related questions; support for Oracle-delivered quarterly updates and the SaaS service itself; implementation-period support through Oracle's named support resources; Oracle-delivered education resources, guided learning content, and digital training tools. In practical terms, Oracle is responsible for the software publisher side of support: the Oracle application, Oracle-delivered code, Oracle-managed service behavior, Oracle patches, Oracle quarterly releases, and issues that require Oracle engineering or Oracle SaaS operations to intervene. Novamodus partner-provided support Novamodus provides the client-facing AMS and operational support layer. This is the support model clients rely on for the day-to-day management of their Oracle environment after implementation and during ongoing operations. Support is provided through Projectmodus, Novamodus' ticketing and support platform. Tickets can be submitted through the portal or by email, and for critical incidents there is a direct escalation route for urgent after-hours support. The support model is managed through prioritized ticket handling, assigned consultants, status tracking, and controlled promotion of fixes through non-production and production environments. Novamodus' role is broader than simple help desk intake. We investigate, reproduce, analyze, test, document, communicate, and deploy approved fixes or changes. Where Oracle involvement is required, Novamodus coordinates that interaction and manages the matter through to closure. What Novamodus handles directly The types of issues handled directly by Novamodus include: break/fix and workaround support for Oracle Cloud application issues; triage and investigation of user-reported incidents; functional and technical issue resolution; configuration updates and approved setup changes; support for custom reports, dashboards, workflows, and interfaces; support for client-developed or implementation-developed objects; issue resolution related to testing, deployment, and promotion of changes; quarterly update impact review and related regression testing; report maintenance and support; data integration and interface support; user support for Oracle-related functional and technical questions; training updates, user guide updates, and knowledge transfer;

	support for key operational periods such as month-end and year-end; onboarding support for new client resources; consultative guidance on Oracle-related business processes and use of delivered functionality; root cause analysis, documentation of findings, and knowledgebase updates. This is the layer where most real support activity takes place because it deals with the way the client actually uses Oracle in production. When Oracle is engaged Oracle is engaged when the issue moves beyond the implementation and operating layer and into the Oracle SaaS product layer. That typically includes: suspected Oracle product defects; Oracle service outages or platform-related problems; Oracle-delivered code issues; issues requiring Oracle engineering review; Oracle-managed subscription or service request matters; Oracle quarterly release matters that require Oracle clarification or intervention. In those situations, Novamodus does not leave the client to determine ownership on its own. Novamodus performs the first-level assessment, gathers the facts, reproduces the issue where possible, and then raises and manages the Oracle service request as part of the support process. How the two support layers work together The distinction is best understood this way: Oracle supports the SaaS product. Novamodus supports the client's Oracle environment. That means Oracle is responsible for the cloud application service itself, while Novamodus is responsible for the practical support needed to keep the client operating effectively within that service. For example: If a workflow is not working because of a configuration issue, Novamodus handles it. If a report or interface needs correction, Novamodus handles it. If a quarterly update affects an existing setup, Novamodus assesses the impact, tests it, and addresses the required changes. If the issue turns out to be an Oracle defect or a platform-level problem, Novamodus opens and manages the Oracle case. Why this model matters This model gives clients a single working support path for most issues. Instead of separating product support from operational support and forcing the client to decide who owns what, Novamodus acts as the first point of analysis and resolution. Oracle remains the OEM support authority for the SaaS product, but Novamodus handles the issues that arise in configuration, usage, testing, interfaces, reports, business processes, and controlled change management. In practice, that means Canoe Members would work primarily with Novamodus for day-to-day technical and functional support, while Novamodus would engage Oracle when the issue belongs to the OEM-managed support layer.
Describe how support responsibilities are divided between your company and ERP OEM, including issue triage, root-cause analysis, and platform-level defects.	In practice, Novamodus is the first point of intake and assessment. When an issue is reported, we handle the initial triage by reviewing the symptoms, confirming business impact, determining severity, gathering supporting details, and assessing whether the matter relates to configuration, security, reporting, integrations, workflows, quarterly updates, user setup, or a possible Oracle product issue. This prevents clients from having to decide on their own whether the issue belongs to the implementer or the OEM. If the issue is within the client's configured Oracle environment, Novamodus takes it forward directly. That includes investigating the problem, reproducing it where possible, reviewing recent changes, testing the behavior in non-production, and identifying the appropriate correction or workaround. Issues involving reports, interfaces, workflows, role assignments, configuration, regression impacts, and operational support are handled within the Novamodus support model. For root-cause analysis, Novamodus leads the review for incidents affecting the implemented solution or day-to-day operations. We analyze what caused the issue, whether it resulted from configuration, process, data, security, integration logic, release impact, or another environmental factor, and then document the findings and recommended corrective action. Where the issue points to an Oracle defect or platform behaviour outside the client's control, Novamodus still performs the initial analysis and packages the issue properly before escalating it to Oracle. Oracle becomes responsible when the matter is determined to be a platform-level or product-level issue. That includes Oracle-delivered code defects, Oracle SaaS service issues, platform outages, and other problems that require Oracle engineering or Oracle cloud operations to intervene. In those cases, Novamodus raises and manages the Oracle service request, stays involved through the investigation, and coordinates communication back to the client until the matter is resolved. So the division of responsibility works as follows: Novamodus: first-line intake, severity assessment, issue triage, investigation, reproduction, environment-level analysis, root-cause analysis for implemented solution issues, workaround development, testing, change promotion, and client communication. Oracle: SaaS product defects, platform-level failures, Oracle-delivered code issues, and matters requiring OEM engineering or Oracle cloud service intervention. This model gives clients a single operational support path.

Describe how technical support interacts with OEM update and release process, including communication of upcoming releases, support for regression issues, and schedule stability.	Oracle, as the SaaS provider, is responsible for publishing the release content, maintaining the release schedule, and making update information available in advance. Novamodus' role is to translate those OEM releases into practical client impact by reviewing upcoming changes, identifying where the client's configuration, reports, integrations, workflows, and business processes may be affected, and helping the client prepare for the update window. From a communication standpoint, Novamodus monitors the Oracle release cycle and brings relevant update information into the support process. This includes advising the client on upcoming quarterly releases, reviewing Oracle release notes and update materials, and identifying which items require attention based on the client's actual environment. The focus is not on forwarding all Oracle release content, but on highlighting what is relevant to the client's solution and operations. For regression support, Novamodus takes the lead in assessing the effect of Oracle updates on the implemented environment. This includes reviewing existing custom reports, interfaces, workflows, role structures, and configured business processes, then carrying out regression testing in advance of production release where required. Novamodus' AMS model specifically includes support for quarterly update review and regression validation, and this is backed by Testmodus, our internal testing tool, to help execute repeatable regression scenarios more efficiently. If an issue is identified during post-update validation or regression testing, Novamodus handles the first level of investigation. We determine whether the issue is related to client configuration, an integration dependency, a report or workflow impact, a testing gap, or a genuine Oracle product issue. Where the issue is within the client's environment, Novamodus addresses it directly through the normal support and controlled change process. Where the issue is determined to be Oracle-delivered behavior or a platform defect, Novamodus escalates it through Oracle support and manages that service request through to closure. Schedule stability is managed through planning and controlled release support. Oracle owns the quarterly SaaS update calendar, but Novamodus helps the client absorb those updates with minimal operational disruption by: reviewing the upcoming release content in advance; planning regression testing against the client's environment; validating impacted areas before and after the release window; communicating findings, required actions, and priorities clearly; coordinating fixes through development, test, validation, and production promotion where required; escalating Oracle defects promptly when the issue belongs to the OEM layer.

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. *
Legacy data quality affects migration and opening balances	Limit migration to active operational data, use Migratemodus templates, complete multiple mock conversions, and require reconciliation by record count, hash totals, and financial balances before cutover.	This reduces the risk of incorrect balances, incomplete records, and post-go-live correction effort. At the [Ontario, Municipality, ~70K population], iterative mock conversions and business-led validation reduced conversion errors to under 1% at go-live.
Interfaces with external systems fail or do not reconcile at go-live	Define interface scope early, document source/target ownership, validate data flows end-to-end in integration testing, and prepare operational runbooks and rollback steps before cutover.	Define interface scope early, document source/target ownership, validate data flows end-to-end in integration testing, and prepare operational runbooks and rollback steps before cutover.
Municipal operating cycles and limited staff availability delay the schedule	Build the schedule around billing, taxation, payroll, and year-end cycles, use focused workshops, and escalate decision delays through governance early rather than later in testing.	This keeps the project aligned to the Member's real operating calendar and reduces avoidable schedule drift. Novamodus specifically identifies schedule drift and workforce capacity as key municipal delivery risks and manages them through milestone-based planning and governance.
User adoption is weak and staff rely on manual workarounds after go-live	Use early system exposure, role-based training, super-user preparation, and targeted change support before go-live rather than relying only on end-stage training.	This improves readiness and reduces disruption in daily operations after deployment. At the [Alberta, Municipality, ~20K population] and [British Columbia, Public Pension Organization], early hands-on exposure and role-based training reduced dependency on external support and improved day-one adoption.
Cutover is not ready and critical services are disrupted during transition	Run at least one full cutover rehearsal, confirm go/no-go criteria, validate financial and operational data before production release, and prepare rollback and contingency steps.	This reduces go-live risk and protects critical services such as payroll, vendor payments, billing, and reporting. At [Alberta, Municipality, ~20K population], [British Columbia, Public Pension Organization] and [Saskatchewan, Crown Utility], phased deployment, mock conversions, smoke test and parallel validation were used to reduce cutover exposure and improve confidence before production transition.
Reporting and approval requirements are underestimated during design	Confirm required statutory, operational, management, and exception reporting early, document approval paths and output ownership, and route any new reporting demand through formal impact review before build begins.	This reduces late-stage redesign, avoids unplanned report development, and protects both schedule and budget. Novamodus has identified reporting expansion as a recurring municipal delivery risk and addresses it through early reporting baselines and structured change control.

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 *
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.	The project team would manage the transition in a staged and controlled way, with the goal of moving the organization from its current on-premise or hybrid environment to a cloud or SaaS model without disrupting core operations. The transition would begin with a clear understanding of the current landscape, including business processes, legacy applications, integrations, data sources, reporting dependencies, security controls, and operational constraints. This is important because the success of the transition depends less on the technology itself and more on how well the current environment is understood before design decisions are made. Once the current state is documented, the team would define the future-state operating model. This includes confirming which functions will move fully into the SaaS platform, which surrounding systems will remain and integrate, what data must be migrated, what historical data will be retained outside the new platform, and how users, approvals, reporting, and support processes will work after go-live. At this stage, the team also confirms target architecture, integration patterns, security design, environment strategy, and the transition sequencing needed to move from legacy to cloud in a practical way. The transition plan would then be organized into workstreams covering solution design, data migration, integrations, testing, security, training, cutover, and post-go-live support. Special attention would be given to the interfaces between the new SaaS platform and any systems that remain on-premise or hybrid, since those often create the most operational risk during transition. The team would define how those interfaces will work during testing, during cutover, and after go-live so that there is no uncertainty about ownership, timing, or reconciliation. Data transition would be managed carefully, with clear decisions on what is needed for day-one operations and what can remain in legacy or archival systems. This helps reduce migration risk and avoids carrying unnecessary historical data into the new platform. Multiple mock conversions, reconciliation checks, and business validation cycles would be used before final cutover so that the transition is based on tested results rather than assumption. Testing would be a major part of the transition. The team would validate not only the SaaS configuration itself, but also integrations, converted data, security roles, reporting outputs, and end-to-end business processes. This is especially important in a move away from on-premise systems, because the organization is not just changing software. It is also changing operating processes, control points, support responsibilities, and in some cases user behaviour. Change management and training would run alongside the technical work. Users, managers, administrators, and support teams would need to understand what is changing, what remains the same, how work will be done in the new platform, and how support will work after go-live. A transition from on-premise or hybrid to SaaS is as much an operating model change as it is a technology change, so readiness activities are essential. The final step would be a controlled cutover followed by a stabilization period. Cutover planning would include final data loads, interface activation, production validation, rollback steps, and role-based readiness checks. After go-live, the project team would remain engaged through hypercare to address early issues, confirm that the new platform is operating as intended, and transition the organization into the steady-state support model.

Describe how the project team would support data cleaning, migration, and integration with other systems.	For data cleaning, the Client would remain responsible for extracting and cleansing its source data, but Novamodus would define the structure, rules, and validation framework that the City would use. Novamodus would provide Migratemodus templates, field-level instructions, source-to-target mapping user guide, required formats, transformation rules, and completion guidance for each conversion object. During this process, Novamodus would review populated templates, identify gaps, invalid values, missing required fields, duplicate conditions, code mismatches, and formatting issues, then return findings to the Client for correction before load. This gives the Client clear direction on what must be cleaned and how the data must be prepared for solution. For migration, Novamodus would lead the design and execution of the full conversion process. That includes confirming the final migration scope, defining what data is required for day-one operations, documenting mapping and transformation rules, preparing the migration environments, loading the data, validating the results, and supporting final cutover. The migration toolset would use Migratemodus together with Oracle FBDI templates and other module-specific load methods where applicable. Novamodus would execute multiple conversion cycles during CRP-2, UAT, and Pre-Go Live, then provide validation extracts, reconciliation reports, record counts, and hash totals so that the Client can confirm completeness and accuracy before sign-off. Final production migration would then be executed as part of the approved cutover plan, with backup, recovery, and post-load validation steps included. For integration with other systems, Novamodus would design and build the required interfaces using the method best suited to each target system. That includes REST APIs, SOAP web services, HCM Extracts, BI Publisher outputs, OTBI/BICC extracts, secure file-based interfaces, and scheduled batch exchanges, depending on the business requirement. In practice, lower-volume, time-sensitive transactions would be handled through APIs or web services, while bank files, budget loads, summarized transactions, and large data exchanges would typically be handled through scheduled secure batch interfaces. For each integration, Novamodus would define the source and target data structures, mapping logic, timing, authentication method, validations, error handling, control totals, reconciliation rules, and support model. The same controlled approach would apply across the Client's integration landscape. Novamodus would prepare the technical and functional design for each interface, build and test it in non-production, validate data exchange during integration testing, and provide full documentation covering functionality, data flow, configuration, authentication, test results, and troubleshooting.
Describe how the project team would address cybersecurity, privacy, and regulatory requirements during the transition.	From the start of the project, Novamodus would work with the Client to identify the security, privacy, accessibility, payment, records, and control requirements that apply to the in-scope solution and interfaces. Those requirements would then be carried into solution design, role design, integration design, data migration, testing, and cutover planning. At the solution level, Novamodus would configure the application around role-based access, approval controls, segregation of duties, and data visibility rules so that users only have access to the functions and records required for their role. Security design would be reviewed during the design phase and validated during testing so that access, approvals, workflow routing, and sensitive data handling are confirmed before go-live. The same approach would be applied to reports, dashboards, self-service functions, and integrations. For privacy and data protection during transition, Novamodus would minimize the amount of data moved, align migration scope to active operational need, and apply controlled handling to data extracts, templates, load files, and validation outputs. Conversion activities would use defined templates, mapping rules, controlled loading, and reconciliation so that data is not moved informally or outside the approved process. The Client would prepare and cleanse source data, and Novamodus would validate, load, and reconcile it using the agreed migration framework. This reduces the risk of incomplete, inaccurate, or improperly handled data entering the new environment. For integrations, Novamodus would apply secure interface design based on the receiving system and business need. That includes defining the correct exchange method, controlling authentication, limiting data transfer to required fields, validating inbound and outbound content, and documenting the support model for each interface. Where systems such as banking platforms, workforce systems, portals, document platforms, or municipal applications are involved, the interface design would also include error handling, control totals, reconciliation, and auditability so the Client has traceability across the transition. Regulatory and compliance requirements would be addressed through the Client's formal assessment and approval process. Novamodus would support the Client in completing the required solution assessments for security, privacy, accessibility, and PCI, provide the information needed for those reviews, and work with the Client to resolve any findings before go-live. This includes design clarification, configuration updates, documentation support, and targeted remediation where required. Testing is a key control in this transition approach. Security, integration, data conversion, and business process testing would all be used to confirm that controls are working as intended before production deployment. Any identified issues would be tracked, corrected, retested, and reviewed before the Client is asked to approve progression to cutover.
Describe how the project team would approach organizational change management to support user adoption.	The objective of change management would be to help users understand what is changing, why it is changing, what will be expected of them in the future state, and what support will be available at each stage of the project. Rather than relying only on end-stage training, the team would build adoption progressively through stakeholder engagement, communications, readiness checks, and role-based support activities. The first step would be stakeholder analysis and change impact assessment. The team would identify key stakeholder groups, assess their level of influence, expected impact, and readiness, and map where targeted engagement is needed. This would be supported by a change impact summary that translates process, role, policy, and system changes into practical business language. The purpose is to make the change understandable to users and leaders, while also identifying likely resistance points and the support actions needed to address them. The team would then establish an OCM strategy and plan tied directly to project milestones. This would define the overall approach, governance, resistance management, communication strategy, training strategy, and adoption measures. To monitor progress, the team would use a stakeholder adoption framework and map together with success targets and metrics so adoption can be tracked against defined business and behavioral outcomes rather than assumed. Communication would be handled through a dedicated communication strategy and plan and a detailed communication schedule aligned to major project events such as design sign-off, testing, training, cutover, and go-live. Messaging would be tailored by audience and supported by a leader communication package that gives managers and executives consistent talking points, FAQs, presentation material, and update content. This helps ensure that users hear the same message from project leadership and from their own managers. To strengthen adoption inside the organization, the team would establish a change champion network and identify local sustainability leads. Champions would be recruited, prepared, and supported with toolkits, coaching, and regular engagement so they can reinforce the change within their teams. Local leads would be prepared to support users, help manage escalations, and reinforce expected behaviours after deployment. This is especially useful in larger or distributed organizations where adoption depends on visible local support. Training would be treated as part of change adoption, not as a standalone activity. The team would prepare a training strategy and plan, complete a training needs analysis, and carry out trainer development and preparation so that delivery is aligned to role impacts, skill gaps, and required business processes. This ensures that users receive the right level of support based on what is changing in their work, rather than generic system instruction. Throughout the project, the team would monitor awareness, confidence, and sentiment through readiness pulse surveys and other feedback mechanisms. These results would be used to adjust communications, leader engagement, training emphasis, and support actions where adoption risk appears higher than expected. This gives the project team a way to respond early instead of waiting until go-live to discover resistance or lack of readiness. After deployment, the approach would continue through post-go-live lessons learned and celebration activities and change team mentoring. Retrospective sessions would capture what worked, what was challenging, and what should be improved. Internal change resources would continue to receive mentoring and practical support so they can sustain adoption after the project team steps back. This makes the change effort more durable and helps the organization build internal capability for future initiatives.
Describe how the project team would assess the current legacy environment, including customizations, integrations, data quality, and risks.	The project team would assess the current legacy environment through a structured discovery and validation process. The goal would be to understand not only what exists today, but also which elements are still necessary for future operations, which can be retired, and which create delivery or cutover risk for the new solution. The assessment would begin with focused workshops and document review sessions involving business owners, system administrators, technical staff, and reporting leads. During this stage, the team would identify the current application landscape, key business processes, legacy modules in use, manual workarounds, reporting dependencies, approval flows, and surrounding systems that exchange data with the current environment. This creates the baseline for understanding where the legacy platform is tightly connected to day-to-day operations and where hidden dependencies may exist. Customizations would then be reviewed in detail. The team would identify custom reports, interfaces, workflow changes, field extensions, calculations, scripts, conversion utilities, and any non-standard business logic currently embedded in the legacy environment. Each item would be assessed to determine whether it supports a genuine business requirement, whether it can be replaced by standard Oracle functionality, whether it should be redesignated as a report or integration requirement, or whether it is no longer needed. This step is important because many legacy customizations reflect historical workarounds rather than requirements that should be carried forward. Integrations would be assessed as a separate workstream. For each interface, the team would document the source and target systems, data exchanged, timing, protocol, file or API method, authentication approach, reconciliation method, failure handling, and operational owner. The team would also identify whether the integration is real-time, near-real-time, or batch, and whether it is still required in the future-state model. This gives a clear picture of which interfaces must be rebuilt, simplified, retired, or phased. Data quality would be assessed through conversion scoping, sample data review, template planning, and source-to-target analysis. The team would review the quality of master data, open transactions, reference values, effective-dated records, duplicates, incomplete fields, inconsistent coding, and inactive or obsolete records. This work would not only identify data issues, but also determine what data is needed for operational go-live, what should remain in legacy or archive, and where cleansing effort is required before migration begins. Risks would be identified throughout the assessment and recorded formally. Typical risk areas include undocumented customizations, unsupported legacy processes, integration dependencies, poor data quality, limited source-system knowledge, reporting gaps, compressed cutover windows, and heavy reliance on manual processes. Each risk would be assessed for business impact, timing impact, and mitigation approach so it can be addressed early in design and planning rather than late in testing or cutover.

Describe how the project team would manage competing demands on internal staff and limited resourcing.	At the start of the project, the team would identify which workshops, reviews, validations, and approvals actually require internal participation. Those activities would then be planned in advance and aligned to the project schedule so that business areas can reserve time for the work that matters most. This helps avoid repeated ad hoc requests and reduces disruption to operational responsibilities. The team would also define roles clearly. Internal staff would typically focus on business input, policy decisions, design validation, data preparation, approval of key outputs, and readiness activities. The implementation team would take responsibility for project management, documentation, configuration, testing execution, issue follow-up, training preparation, and coordination across workstreams. This keeps limited client resources focused on review and decision-making rather than on administrative project tasks. Where resourcing is constrained, the team would use phased engagement rather than trying to mobilize all internal stakeholders at once. Participation would be scheduled by workstream and project stage, with the highest-demand periods identified early, such as design workshops, data validation, testing sign-off, training, and cutover. This makes it easier for managers to plan coverage and reduces the risk of project delays caused by unavailable subject matter experts. To further reduce pressure on internal teams, the project would rely on structured materials and guided review processes. That includes well-prepared workshop agendas, draft process flows, prebuilt templates, scripted testing, concise decision papers, and targeted review sessions. This allows staff to react to defined outputs instead of building everything from scratch during meetings. The team would monitor resource pressure throughout the project. If a business area becomes overloaded, the Project Manager would review priorities, resequencing non-critical tasks where possible, escalate conflicts through governance, and agree practical adjustments with the client. This keeps the project moving without forcing unrealistic demands on already constrained teams.
Describe how the project team would control costs, timelines, and risks while maintaining essential operations.	Cost control starts with keeping the solution as close as possible to standard Oracle functionality and only introducing extensions where there is a confirmed gap and an approved business reason. All changes are managed through a formal change process with impact review on effort, schedule, dependencies, and testing. This prevents scope from expanding informally through workshops or testing cycles. Novamodus also uses prebuilt delivery assets, templates, and proprietary tools such as Projectmodus, Testmodus, Migratemodus, Trainingmodus, and Configmodus to reduce manual effort and improve delivery discipline. Timeline control is managed through a detailed project plan with phased milestones, dependency tracking, escalation paths, and readiness checkpoints. Each workstream is sequenced around decision points, testing windows, data conversion cycles, training, and cutover activities. We also build realistic review and validation windows for the client rather than assuming compressed turnaround. Where an issue affects the schedule, Novamodus addresses it through structured triage, resequencing where practical, and escalation through the governance model before it becomes a critical delay. Risk control is built into the delivery approach. Novamodus maintains formal risk and issue management throughout the project, with active review of integration dependencies, data readiness, testing defects, design gaps, resource availability, and cutover readiness. High-risk items are identified early and handled through mitigation plans, mock conversions, integration testing, regression testing, and go-live readiness reviews. This reduces the chance of late surprises during deployment. Essential operations are protected by limiting disruption to City staff and avoiding unnecessary big-bang dependency where phased deployment is more practical. Novamodus carries the main delivery workload and uses City resources primarily for business input, decisions, validation, and approvals. We also support controlled data migration, role-based training, cutover planning, rollback preparation, and hypercare so that operational teams are not left managing the transition on their own. This approach keeps the project controlled while allowing the City to continue running core services throughout implementation.
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".	The ideal order is to implement the Finance module in the same order that the system uses money and accounting information. First: General Ledger and core financial structure Start with the General Ledger, chart of accounts, business units, legal entities, calendars, accounting rules, approval rules, and security. This should go first because every other finance function posts into this structure. If this foundation is wrong, Accounts Payable, Accounts Receivable, Fixed Assets, cash activity, projects, and reporting will all be affected. Also, the Ledger and business unit set up in GL will be utilized by all the sub ledgers. Other modules described below may either implemented together or separately based on the priority. Second: Accounts Payable and cash management basics Next, implement Accounts Payable, supplier setup, invoice processing, payment processing, tax handling, and the banking and cash management setup needed to pay vendors and reconcile cash. This should come early because paying suppliers is usually one of the most urgent live business needs, and AP is one of the highest-volume finance processes in most organizations. Third: Purchasing-to-pay integration After AP is stable, implement the finance-facing parts of purchasing, such as requisition accounting, purchase order matching, receipts-to-invoice flow, and budget checking where needed. This should come next because AP works best when it is connected properly to purchasing controls. As the system can process 2-way, 3-way and 4-way match efficiently. Fourth: Accounts Receivable and billing Then implement customer setup, billing, receipts, collections, adjustments, and receipt application. This comes after the accounting foundation and AP because incoming cash and billing rules need the same accounting structure, but in most organizations the immediate operational risk of not paying suppliers is usually higher than delaying AR for a short period. Fifth: Fixed Assets Fixed Assets should come after the basic payables, receivables, and ledger structure is working. This is because asset additions often come from AP and procurement transactions, and depreciation must post correctly into the ledger. If assets are set up too early, the downstream accounting and capitalization rules are often still moving. Sixth: Expense management and corporate cards Expense claims, reimbursements, and card processing should come after AP and cash controls are in place. These functions usually depend on the same supplier, payment, approval, and accounting framework already built for payables. Seventh: Projects and project costing Project costing, grants, or other project-related finance functions should come after the core finance engine is stable. These areas are more complex because they depend on the ledger, AP, AR, procurement, payroll feeds, and reporting dimensions all working together. They should not be the first finance function deployed unless the entire project is centered on them. Eighth: Budgeting, forecasting, and advanced reporting Planning, budgeting, forecasting, dashboards, and management reporting should follow once the transactional finance processes are producing reliable data. Also, the planning module structure depends on the financial model structure to make sure the budget and actual data flows efficiently between the two modules. Last: Advanced or specialized finance areas Treasury, debt, complex revenue recognition, advanced allocations, insurance-related accounting, or other specialized functions should usually come after the main finance backbone is live. These areas often depend on stable upstream transactions and are easier to implement once the core finance processes are already working.

Engagement , Marketing and Training

Line Item	Question	Response *

1	Describe the engagement and marketing strategy your company will implement if successful in this solicitation. Your answer should be specific to the various types stakeholders involved.	If successful, Novamodus will deliver a member-first engagement and marketing approach that directly advances CANOE's priorities for member-facing education, enablement, and adoption. Novamodus will be supported by Ravic, our municipal expertise partner, bringing practical insight across property tax, utility billing, cashiering and payment processing, and related municipal finance workflows to strengthen the relevance of member education materials and sessions. Delivery accountability remains with Novamodus and is reinforced through internal readiness training, standardized playbooks, and a governance cadence that ensures consistent, high-quality execution and measurable adoption outcome The proposed approach is outlined below. 1. Member Facing Education and Enablement (Primary Focus) Novamodus will deliver a structured, repeatable education program to drive awareness and readiness across CANOE members, including: • Recurring Novamodus led webinars covering participation pathways, timelines, and step by step "how to" guidance • Role based enablement sessions tailored for: o Executive stakeholders (value, outcomes, governance) o Finance and operations teams (readiness and execution) o IT stakeholders (operational impacts) • Joint Novamodus–Ravic sessions focused on municipal operational topics, including: o Property tax administration o Utility billing and revenue operations o Cashiering and payment processing o Municipal finance workflow considerations • An on demand enablement library (recordings, quick start guides, FAQs, and one page reference documents) 2. Adoption Support To convert education into active participation, Novamodus will provide: • Scheduled member office hours during key onboarding and adoption windows • Guided onboarding checklists and milestone-based communications • Feedback loops (Q&A tracking and short pulse surveys) to quickly identify and remove adoption barriers 3. Internal Readiness Training Novamodus will deliver member focused readiness training to support CANOE members in adoption and participation. Training will orient members on CANOE objectives, governance and communications protocols, and relevant municipal functional topics. Standardized playbooks and role specific materials will ensure consistent understanding and repeatable, high quality execution. 4. KPIs and Governance Adoption success will be measured using KPIs such as webinar attendance and repeat attendance, onboarding completion rates, time to adoption readiness, inquiry resolution time, and member satisfaction scores. Regular reporting will be provided under a joint governance cadence with CANOE, with delivery coordination and reporting oversight managed by Novamodus' project leadership.
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?	CANOE plays a pivotal role in securing vendor and distributor buy-in because CANOE is the trusted voice that converts a signed agreement into a program the market prioritizes and uses. We see CANOE's role in demonstrating contract value as follows: 1. Champion the value proposition Lead with a clear, CANOE-endorsed message on why the contract matters—member benefits, the scale of opportunity, and the integrity of the program (consistent terms, fair access, and transparent processes). This endorsement gives vendors and their channels confidence. 2. Drive member pull-through demand Use CANOE's member communication channels—newsletters, portal communications—to educate members and accelerate usage. When members adopt, vendors and distributors see real demand, which drives sales focus, enablement, and distribution network engagement. 3. Enable a coordinated go-to-market Align CANOE and vendor communications so the market receives one clear playbook: what's included, how to order/participate, key contacts, and support paths. This reduces ambiguity for distributor sales teams and improves execution consistency across regions. 4. Provide governance and fast issue resolution Maintain a predictable governance cadence and serve as the escalation point for cross-party issues. Consistent interpretation of contract terms, timely decisions, and quick resolution of friction points protect credibility and keep vendors and distributors engaged. 5. Prove value with outcomes Support CANOE-approved reporting and messaging that highlights participation, realized value, service performance, and member satisfaction. Visible results reinforce the business case and sustain commitment across vendor and distribution channels. CANOE's leadership in sponsorship, member activation, governance, and outcome visibility is the key driver of sustained vendor and distributor commitment.
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.	Based on our experience working with public sector and Crown procurement models, we have built a repeatable sales and distributor enablement approach that supports compliant execution and sustained utilization of agreements such as the CANOE contract. We will train our sales force and distribution network through a structured internal readiness and enablement program designed to drive consistent use and adoption of the CANOE group purchasing contract for public sector and non-profit clients. Training begins with mandatory internal readiness sessions for sales and distributor teams covering CANOE program objectives, eligible membership, contract scope, compliant ordering processes, and governance expectations. Emphasis is placed on positioning CANOE as a preferred, compliant procurement pathway that simplifies buying, ensures consistent terms, and accelerates member value realization. Key readiness topics include: Understanding CANOE's program objectives and member value proposition Confirming eligibility and compliant participation and ordering processes Applying consistent governance and contract interpretation Enablement is reinforced through a defined ongoing cadence, including quarterly enablement and refresher sessions, targeted opportunity-level coaching, and just-in-time guidance to support active CANOE-eligible opportunities. Sales and distributor teams are equipped with standardized playbooks, procurement-aligned messaging and contracting guidance, practical examples, and participation workflows to ensure consistent execution across regions and channels. Utilization is actively measured through CANOE-aligned tracking, with controls such as: Tracking of CANOE-eligible opportunities and contract utilization Participation in enablement activities Structured input from sales and distributor teams to identify adoption challenges and improvement opportunities These measures support continuous improvement, accountability, and sustained contract utilization, ensuring tangible value delivery to CANOE members.
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.	Novamodus turns sustained industry engagement into measurable adoption. Building on our participation in GFOA Alberta, including our upcoming attendance at GFOA in Calgary, Alberta from May 19–22, 2026, we have delivered targeted webinars that attracted a majority of attendees from prior year GFOA participants, complemented by our ongoing involvement with CAGFO. Our contract start up approach begins with structured mobilization, including governance setup, role clarity, reporting cadence, and a detailed implementation plan aligned to contract objectives. Enablement is delivered through focused internal and partner training and member facing education that clearly communicates contract value and usage. Ongoing monitoring includes regular reporting on contract eligible opportunities, utilization trends, and engagement metrics, supported by joint review meetings. Our Value Delivered through our methodology • GFOA driven outreach converted into high participation webinars • Disciplined, repeatable enablement model • Transparent measurement and continuous improvement
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?	Novamodus leads with strong, proven municipal implementation experience to drive Canoe adoption into active, sustained use. Our delivery and support work for example in the province of Alberta for five Alberta municipalities demonstrates our ability to translate public sector procurement vehicles into successful, repeatable outcomes—building immediate credibility with buyers and distributors and accelerating contract utilization. To ensure Canoe adoption is measurable, controlled, and continuously improved, Novamodus will apply the following monitoring approach and performance measures: Monitoring adoption and utilization • Tag Canoe eligible opportunities at lead and opportunity intake (sales and distributors). • Validate Canoe compliant quoting, including correct contract references and pricing. • Confirm Canoe usage on final POs and invoices for all eligible deals. • Review off contract exceptions to identify, address, and reduce leakage. • Reinforce adoption through structured CAGFO and GFOA engagement, including GFOA Calgary (May 19–22, 2026), and targeted follow on webinars. Key performance indicators (KPIs) • Number and value of Canoe tagged opportunities. • Number of Canoe quotes issued. • Quote to order conversion rate for Canoe eligible deals. • Total Canoe utilization value. • Percentage of eligible deals closing off contract. • Distributor compliance rate with Canoe quoting requirements. • Sales and distributor enablement completion rates. • Repeat purchases by Canoe member organizations.
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.)	Working jointly with Ravic, our partner for municipal solutions, Novamodus will take a highly visible and coordinated approach to Canoe member engagement that is explicitly designed to drive awareness, education, and contract adoption. Together, we will co host joint, member facing webinars and enablement sessions—delivered as planned offshoots of Canoe events and major public sector conferences—to provide practical, procurement ready guidance on how Canoe members can buy, implement, and realize value through the Canoe contract. These joint sessions will leverage real municipal use cases and lessons learned, grounded in our combined delivery experience with multiple municipalities across Alberta, Ontario, and British Columbia, ensuring credibility and relevance for member audiences. Novamodus is committed to being an active, visible, and value driven participant in Canoe member engagement events. We will attend and selectively sponsor Canoe hosted and Canoe aligned activities such as reverse trade shows, conventions, educational offerings, and networking forums where they meaningfully support public sector buyer engagement and contract utilization. This commitment is reinforced by our continued participation in CAGFO and GFOA, including planned attendance at GFOA Calgary (May 19–22, 2026), with post event outreach and joint webinars used to convert event participation into measurable member education and Canoe contract usage.

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.	Novamodus' ability to promote and activate the Canoe contract is built on an influence-and-execution partner network designed to convert awareness into measurable utilization. We maintain long-standing, working relationships with Canada's public-sector finance and procurement community through CAGFO and GFOA, where we regularly engage decision-makers on procurement efficiency, compliance, and risk reduction. This enables us to position Canoe as a default, procurement-ready pathway for eligible buyers, reinforced through continued visibility at key events such as GFOA Calgary (May 19–22, 2026). A key differentiator is our partnership with Ravic, our municipal solutions partner. Together, Novamodus and Ravic deliver joint, scenario-based webinars and member enablement sessions—often as direct offshoots of conference and Canoe event engagement—that focus on how members can practically buy and implement solutions using Canoe. These sessions are grounded in real municipal use cases, procurement-ready guidance, and proven adoption approaches. This strategy is reinforced by trusted municipal delivery relationships with multiple municipalities across Alberta, Ontario, and British Columbia, providing credible, referenceable proof that accelerates Canoe contract uptake across Canada.

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.	Novamodus has the capacity to support CANOE Members across Canada through a national delivery model backed by an established Canadian client base, experienced implementation team, and flexible off-site and on-site support approach. Our work is already being delivered across multiple provinces and territories, including British Columbia, Alberta, Saskatchewan, Ontario, New Brunswick, Newfoundland and Labrador, Nunavut, and Québec, which gives us practical experience supporting clients in different regional environments, procurement structures, and operating models. From a sales and account coverage perspective, Novamodus operates through a centralized Canadian team that supports clients nationally rather than through disconnected regional resellers. This allows us to provide a consistent message to the market, maintain alignment between sales and delivery, and ensure that prospective clients are engaged by people who understand both Oracle Cloud and the realities of implementation. Our sales approach is closely tied to our implementation practice, which is important in this type of procurement because Members are not simply buying software; they are selecting an implementation partner that must understand project scope, delivery approach, governance, staffing, and long-term support. Our headquarters is located in Mississauga, Ontario, and from there we support sales, account development, proposal management, and client engagement activities across Canada. In addition to centralized leadership and account coverage, Novamodus maintains an active national footprint through existing client engagements and referenceable projects in key regions. Based on our current and recent work, the main geographic areas where we actively serve clients include: British Columbia – multiple municipalities and public sector organizations Alberta – multiple municipalities and public sector organizations Saskatchewan – multiple Saskatchewan municipalities Ontario – multiple municipalities, agencies, and hospitals New Brunswick – multiple New Brunswick municipalities Newfoundland and Labrador – provincial organizations Nunavut – territorial organizations Québec – multiple public sector organizations This presence is important because it reflects more than sales coverage alone. It demonstrates that Novamodus already has active relationships, delivery familiarity, and market credibility in the jurisdictions where CANOE Members may seek services.
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.	Novamodus manages government opportunities through a centralized Canadian business development model supported by proposal leadership, senior delivery oversight, and Oracle implementation specialists. This keeps client discussions grounded in actual delivery experience and ensures that what is presented during procurement aligns with how the work will be executed. Our public sector approach is built around understanding the client's procurement structure, decision process, operating environment, and implementation priorities before shaping the response. For government clients, we focus on practical matters such as scope, governance, staffing, risk, transition, and long-term support rather than generic product positioning. Internal training and knowledge sharing are built around active public sector work, prior proposal content, Oracle product updates, lessons learned, and approved reference material. This allows Novamodus to present a consistent message across jurisdictions and respond with a clear understanding of municipal, utility, healthcare, agency, and broader public sector requirements. In a group procurement setting, our approach is to position Novamodus as a repeatable implementation partner that can support multiple participating organizations under one procurement vehicle. That includes consistent messaging, standardized proposal materials, clear service descriptions, disciplined qualification of opportunities, and the ability to adjust discussions based on the size, complexity, and readiness of each participating public sector organization. Our sales and marketing activities for public sector clients are relationship-based, reference-driven, and supported by real implementation experience across Canada. This is particularly important in a group procurement context, where credibility, consistency, and the ability to support different member organizations matter as much as the initial award

Environmental and social governance ESG

Question	Response *
Describe your corporate ESG initiatives.	Novamodus' ESG approach is grounded in clear workplace governance, practical environmental actions, and people-focused development programs that are embedded into how we operate. On the environmental side, we follow a workplace sustainability framework focused on energy awareness, waste reduction and diversion, water conservation, and reducing environmentally harmful materials in day-to-day operations. These practices are supported through simple governance (named owners, annual review) and documented actions rather than broad statements. From a social perspective, we invest in building long-term career pathways by hiring into entry-level and early-career roles and providing structured development through onboarding, supervised learning, coaching, and recognized skills validation. Where Oracle certification is required for role readiness, we reduce barriers by reimbursing approved certification costs upon successful completion. This supports workforce stabilization and helps employees build durable credentials early in their careers. On the governance side, our standards are anchored by a Corporate Code of Conduct, Corporate Code of Ethics, a Workplace Respect and Conduct policy, and a formal Speak-Up and Protected Disclosure process. Together, these set expectations for ethical behaviour, respectful workplaces, confidentiality, conflict awareness, and non-retaliation

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.

President, Novamodus Solutions Inc.

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	☑	7

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



CANOE SUPPLIER ADMIN FEE TEMPLATE
Monthly Submission of Data Required

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

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	202403jjj	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