

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: Canada Workday ULC

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

Date of Agreement: April 20, 2026 regarding

RFP No. CAN-2026-001

RFP Title Public Sector Enterprise Resource Planning (ERP) Software

Supplier Legal Name: Canada Workday ULC

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.

11.8 Severability

If any part of this Agreement is held by a court of competent jurisdiction to be illegal, unenforceable or invalid, it will, be severed from the rest of this Agreement, which shall continue in full force and effect, so long as the economic or legal substance of the matters contemplated hereby is not affected in any manner materially adverse to either Party.

11.9 Assignment

This Agreement may not be assigned by either Party without the prior written consent of the other Party.

11.10 Time of Essence

Time shall be of the essence in this Agreement.

11.11 Further Assurances

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

11.12 Counterparts

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

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

CANOE PROCUREMENT GROUP OF CANADA

By: _____

Name: Tyler Hannemann

Title: General Manager, Canoe Procurement Group

By: _____

Name: Stéphanie Dion

Title: Manager of Procurement, Canoe Procurement Group

Supplier Legal Name: **CANADA WORKDAY ULC**

By: _____

Name: Nina Moritsugu

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 a comprehensive portfolio of Public Sector Enterprise Resource Planning (ERP) Software to support the operational needs of municipalities, cities, federal provincial governments, academic institutions and healthcare organizations. Proponents may include related services provided these are complementary to the proposed commodities.

B. REQUESTED SERVICES

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

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

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

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

The following three types of solutions are acceptable:

Model 1. Integrated ERP Suite solution

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

Model 2. Best-of-Breed solutions

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

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

Model 3. Specialty Municipal Systems solutions

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

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

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

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

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

1. Utilisation of the contract – Canoe members

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

2. Requirements

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

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

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

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

D. MANDATORY SUBMISSION REQUIREMENTS

1. Submission and Specification Questionnaires

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

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

2. Pricing

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

E. MANDATORY TECHNICAL REQUIREMENTS

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

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

F. PRE-CONDITIONS OF AWARD

- Submission of proof of insurance

- Satisfactory reference check if required by Canoe

G. EVALUATION CRITERIA

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

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

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

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

H. PRICE

Pricing is worth 30 points of the total score.

Instructions on How to Provide Pricing

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

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

I. AWARD

There are 3 classifications of award:

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

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

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

Competitive Range

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

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

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

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

[End of Part B]

SCHEDULE "B"

SUPPLIER RESPONSE TO THE RFP

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

Opening Date: January 21, 2026 3:28 PM

Closing Date: March 20, 2026 3:00 PM

Vendor Details

Company Name: Workday Canada ULC
Address: 701-200 Wellington Street West
Toronto, Ontario M5V 3C7
Contact: Huzaifa Saeed
Email: huzaifa.saeed@workday.com
Phone: 905-220-3030
HST#: 852 345 5461

Submission Details

Created On: Wednesday January 21, 2026 16:02:50
Submitted On: Thursday March 19, 2026 20:13:08
Submitted By: Huzaifa Saeed
Email: huzaifa.saeed@workday.com
Transaction #: 8418cc59-4245-45df-90cc-c9adcbb2e564
Submitter's IP Address: 147.243.188.246

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):	Canada Workday ULC
2	Proponent Address:	Canada Workday ULC 2600 - 1066 West Hastings Street, Vancouver, BC V6E 3X1 Telephone 877-967-5329
3	Proponent website address:	www.workday.com
4	Proponent's Authorized Representative (name, title, email address) (The representative must have authority to sign on behalf of the Proponent):	Nina Moritsugu Director Canada Workday ULC nina.moritsugu@workday.com
5	Proponent's primary contact for this proposal (name title address email address):	Huzaiifa Saeed Account Executive, Large Enterprise huzaiifa.saeed@workday.com
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	
7	Proponent GST registration number:	852 345 5461
8	If the Proponent is representing a consortium, each member of that consortium.	N/A
9	Provide a brief history of your company, including your company's core values, business philosophy, and longevity in the industry relating to this solicitation.	Workday was founded in 2005 by software visionaries Dave Duffield and Aneel Bhushi with a clear mission: to revolutionize enterprise software by delivering unified, cloud-based applications for finance and HR. We were founded on a disruptive idea: to put people at the center of enterprise software. This mission is delivered every day, and our technology foundation was built from the ground up as a single, cloud-based system to enable continuous innovation and better enable employees. Our platform is built on a foundation of continuous innovation, delivering a seamless consumer-grade experience through a unified, adaptable cloud architecture. This empowers our 11,500+ global customers – including public sector, education, government, healthcare, and commercial organizations – to strategically manage their most valuable assets: their people and finances. We scale to meet the needs of any organization, supporting workforces from emerging businesses to Large Enterprises, all while delivering our applications in over 35 languages. Workday's growth is driven by strategic acquisitions and a commitment to expanding our capabilities. We've integrated leading technologies like: • Adaptive Insights (2018): Revolutionizing financial planning and analysis. • Scout RFP (2019): Streamlining strategic sourcing and contract management. • Peakon (2021): Elevating employee experience and engagement. • Zimit (2021): Automating quote-to-cash for service industries. • VNDLY (2022): Optimizing external workforce and vendor management. • HiredScore (2024): Applying responsible AI to talent orchestration. • Evisort (2024): Bringing AI powered document intelligence. • Flowise (2025): A low-code platform that makes it easy to build and deploy AI agents with greater control and scalability across the enterprise—from simple chatbots to complex automated workflows. • Paradox (2025): A conversational AI, providing frictionless hiring experiences. • Sana (2025): The combination of Sana's leading AI platform with Workday's deep context around people and money, creates an intelligent experience that will truly empower people with the capabilities of agentic AI. This strategic expansion has created a comprehensive, unified platform that differentiates Workday in the market. With over 21,000 employees globally, we remain dedicated to providing our customers with the most innovative and adaptable cloud solutions, empowering them to navigate the complexities of today's business landscape. Workday's core values and beliefs define what is important to us. These values include Employees, Customer Service, Innovation, Integrity, Fun, and Profitability. These values provide a framework for leadership and daily decisions, helping us enjoy our time at work and focus on what made us successful in the first place. Innovation at Workday is a core value, encouraged from day one, and defines how we approach all aspects of our business. With a relentless commitment to innovation and responsible AI, we help organizations around the world stay focused on what's ahead. We are always moving towards the next big thing, anticipating what's on the horizon, and boldly leading global organizations of all sizes into the age of AI with trust at the core. Workday has been an acknowledged leader in the global cloud-based HCM market since its inception in 2006. Our success is fueled by a market need for a frictionless, flexible system that provides a comprehensive view into the organization, an engaging experience, and enables change without costly customizations. We differentiate ourselves by continuously delivering on our roadmap with two major releases per year, providing game-changing solutions for global organizations of similar size and complexity as Customer.
10	Where is your headquarters located?	Workday has locations throughout the world, including the U.S., Canada, Europe, Asia, Australia, and New Zealand. Our worldwide headquarters is located at: 6110 Stoneridge Mall Road, Pleasanton, CA, U.S. 94588. Please click on the following link for a list of Workday's office locations: (https://www.workday.com/en-us/company/about-workday/contact-us.html)
11	Do you have 250 or more full time employees in Canada?	Yes, Workday has over 1100 employees in Canada.
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	Canada Workday ULC is not suspended or debarred from public entities in Canada.

ERP Solution Classification included in your submission

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

Definitions

Integrated / Full Suite ERP Solution

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

Best-of-Breed Solution

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

Municipal Specialty Systems Solution

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

Category *
Best of Breed Solution

Bill S-211 declaration

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

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

Geographical coverage for offering

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

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

Type of solution and complexity of entity served

This will be used as a quick guide for Members.

Question	Response *	Comments
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Deployment model	Saas Multi-Tenant	During deployment and after go-live, we offer services that ensure your team's successfully engage with, adopt and use Workday with confidence to realize your organizational goals. Most organizations face the same challenge, how to re-platform to take advantage of the innovations from Workday in a predictable, low-risk, and more cost-efficient manner. Workday Launch Flex was developed for this purpose. Workday Launch Flex is a prescriptive, yet flexible deployment approach that leverages knowledge gained from all past Workday implementations. Through this approach, you can see your data in a pre-configured tenant that gives you a prescriptive yet relevant foundation to build upon. With Launch Flex, you'll have the flexibility to make tweaks based on the uniqueness of your own organization. In addition, Workday Launch Flex comes with advancements and best practices including a pre-configured tenant, packaged scope, fixed fees, and predictable timelines, giving you faster time to value. Your organization can also benefit from the delivered tools and accelerators such as role-based security, analytics, dashboards, reporting, and native mobile capabilities. Workday Launch Flex delivers a right-sized deployment approach designed to be prescriptive while flexing to meet you where you are • Preconfigured Tenant: Gives you a head start with relevant product configuration, reducing time & risk. • Flexible & Simplified: Simple or Complex - Choose what you need, go-live on time. • Feature-Rich: All the features & analytics needed to run your organization on day 1 • Operations Process Focused: End-to-End operational process approach, driving quick decisions & immediate operations outcomes • Ready for the Future & Evolution: Solid foundation full of additional features to adopt over time as your organization evolves During deployment and after go-live, we offer services that ensure your teams successfully engage with, adopt, and use Workday with confidence to realize your operational goals. These include: • Access to Workday Engagement Manager and Customer Success Manager to work closely with and support the customer's project administrator • Access to supported/packaged integrations and custom integration templates to assist the customer's integration team • Access to post-production support/updates of your production environment • Access to training, adoption, and enablement resources • Access to Workday's Modular Services, should you need services like Change Management, PMO Services or Test Lead services to round out your deployment (Modular Services optional services available for additional fees) Workday Launch Flex is designed to: • Accelerate your journey with Workday in order to elevate the performance of Finance, Human Capital, and Payroll in a modern, single system of records • Get you "live" with Workday predictably, on time and within budget • Provide orientation and knowledge, enabling you to optimize your use of Workday • Establish data access controls with role-based security for operational processes • Establish "always on" audit to track all changes to organizational data at an application level • Support employee and manager self-service for workforce information and operational transactions • Put built-in reporting and analytics to work • Provide streamlined workflow across targeted operational processes • Establish an integration framework, and plan for managing communications to/from internal and third-party applications • Leverage the power of the cloud to minimize your organization's investment in hardware, software maintenance, and application update Workday Launch Flex presumes the customer will: • Review and confirm scope • Attend training, workshops and meetings as required
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- Lead the collection, cleaning and validation of customer data
- Create test scenarios
- Test, identify problems and aid in issue resolution
- Own all internal change management required (if Workday change management services are not contracted)
- Own the creation of the User Training Plan and execution of the user training.
- Equip managers and employees to leverage self-service functionality
- Sign off on production readiness

Workday Launch Flex Deployment Approach
 Workday is committed to your organization's successful deployment of the Workday solution. Workday will work with you, as needed, to further define deployment options and project scope to provide you with a right-sized deployment plan designed to your unique needs.

The Workday Launch Flex approach (described below) will serve as the baseline roadmap for this engagement. The overall process is supported by a set of deployment tools, planning documents, activities, techniques, and deliverables necessary to effectively implement Workday applications for your organization.

Workday Launch Flex Deployment Methodology
 Workday Launch Flex leverages pre-configuration as a starting point for our projects to accelerate design decisions, allowing our customers to realize a return on their investment in Workday in record-time. The deployment consists of four stages, with cross-stage activity for project management, knowledge transfer, and production preparedness.

Plan Stage
 Communicate the project plan, complete training and deliver the Foundation Tenant.

- Project Start-up: Review Statement of Work, confirm scope and communicate project tasks and expectations.
- Customer Training: Customer project participants learn key Workday concepts necessary for successful Launch Flex engagement.
- Project Planning: Workday will communicate the project plan and discuss how we monitor project progression, timing of key deliverables, and assigned resources.
- Configuration Preparation: Workday consultants will collect configuration utilizing workbooks and questionnaires, conduct Foundation Data Model (FDM) sessions, where applicable and map unique customer items to the business process taxonomy.
- Data Preparation: You gather, transform, validate and enrich your data using data-gathering tools provided by Workday. Your Deployment team will collaborate and support you in collecting, validating and loading your data based on the initial prototype.
- Foundation Tenant Build: The Foundation Tenant will contain your unique information within the Workday pre-configured tenant.

Architect & Configure Stage
 Workday Professional Services or your Certified Workday Partner engage to align and validate your data in the Foundation Tenant; we use the Foundation Tenant to understand any adjustments necessary for a successful Go-Live. Customer participants must complete Workday prescribed education prior to this stage.

- Architect Sessions: Through Architect Sessions we review the Foundation Tenant, facilitating discussion of final configuration requirements, focused on:
 - Configuration: Matching Workday pre-configurations with your organization.
 - Role-based Security: Review and understand the Workday security model and how it impacts data disclosure and process participation.
 - Business Process: Review and understand how business processes work within the Workday.
- Customer Confirmation Sessions: Customer participants interact with the Workday prototypes to review configurations, processes and enhancements identified in the Foundation Alignment Sessions.
- Unit Testing: The customer completes unit testing that is meant to validate the initial configuration in the Foundation tenant. Workday provides standard test scenarios for customers to leverage to support unit testing.
- Integrations Build: Review integrations in scope, build and unit test.
- Reports Build: Compare reporting priorities to Workday Launch Flex reports and identify needed adjustments and unit test.
- Test Preparation: Workday provides testing strategy and scenario documents. Customer then leverages these to establish testing strategy, test plans, test scenarios, and issue resolution plans.
- End to End Tenant Build: This tenant build is based upon results of earlier phases. This build should include a full data conversion for customer data and will be used for end-to-end testing. The customer is responsible for validating tenant accuracy.

Test Stage
 Testing confirms functionality of Workday in scope features.

- End-To-End Test: Customer-conducted, end-to-end test of functionality and integrations in scope. Workday provides standard test scenarios that the Customer may tailor to their specific organizational needs.
- Parallel Testing: When payroll is in scope, parallel payroll testing is conducted with the tested end-to-end Workday tenant and customer's legacy payroll system to validate Workday Payroll's calculations.
- User Readiness Reviews: Validate notifications, worklets, and dashboards are ready for end-user training.
- Cutover Plan: The cutover plan, created and maintained by the customer project team, includes an overall plan, detailed cutover checklist, and go-live checklist to identify activities required for the cutover to Workday. This also plans for initial production support.
- Other Testing: Additional testing may be required, depending on scope:
 - Regression Testing as a retest to ensure that Workday performs correctly based on an upcoming Workday update – may not be required.
 - Performance testing for selected functionality.

Deploy Stage
 Once all test exit criteria are met, Workday is put into production use.

- Gold Tenant Build: The Gold Tenant build is the final configuration and full data conversion load used for production purposes. Workday confirms with Customer that they have reviewed and approved all data converted in the Gold Tenant.
- Go-Live: Customer approves and signs off on the move to production.
- Post-Production Data Conversion: Final update for customer catch-up transactions. For financial deployments, complete final data conversion as detailed in the post-go live cutover schedule for operational balances based upon customer's legacy system cutoff.
- Production Support: Provide functional consulting support to customer as needed during the first weeks of going live with Workday or as needed through the first Workday Financial Management month-end close and/or, Workday Payroll cycle depending upon scope.

Cross-Stage Delivery Activities
 Customers have a number of options available during deployment to measure operational readiness:

- Project Management: The Workday Engagement Manager communicates project planning documents and tenant management plans, tracks issues, schedules activities, and communicates progress. The Customer Project Administrator maintains the project plan while the Workday Engagement Manager manages the milestones in the project plan. Workday and Customer consistently review project statuses to assess and communicate issues that could impact the next stage for the executive sponsor and/or steering committee to review.
- Operational Readiness: Operational Readiness is introduced in the plan stage and updated throughout the project, providing the Customer with an understanding of requirements to support Workday in production. Workday provides Customer Pillars of Success series to support this process.
- Change Management: Workday delivers change management services as a recommended add-on service. Workday Change Management is designed to provide consulting support for Workday focused change and includes flexible options based on customer resourcing and internal capabilities. Customers are equipped to lead change with the guidance of our customizable tools, and templates.

Launch Flex Components

- Packaged Scope: Core Product, Regional Relevant & Industry Focused functionality designed to drive organizational outcomes across Workday's wide portfolio of products. Packaged Scope can be added with no impact to timelines
- Industry Scope: Additional packaged scope that is included to round out the base. Think Work Study for Higher Education or Supply Chain for Healthcare. We're building the blocks to drive prescriptive while relevant scope to meet your needs!
- Additional Scope & Reporting: Add additional scope to flex the packages & align your deployment to your unique needs. Need more absence plans, that's ok. Want more reporting, we've got you covered
- Integrations: Automation between systems is a critical aspect of any deployment whether it be to benefit providers, banks, background screening or other, we've got the right integration options to meet your needs
- Modular Services: Services designed to enhance your deployment experience including design services, test lead, change management & more
- Extended Design: Focused Design Activities where it's needed. Spend extra design time on features & functionality that have more complex requirements. Design activities strategically happen throughout Config-Prep, Architect Sessions & Testing. Applying added design time only where needed allows Workday to 'FLEX' to meet your needs while driving value & faster return on your investment

		• Tailored Design: Multiple design sessions per product to address our customers more complex needs, such as multiple operating companies, significant transformation or legacy system consolidation. Tailored Design includes additional design time for each product in scope, intended to collaboratively identify, test and validate more complex customer configuration and organizational processes. Workday Launch Flex Deployment Package Scope Workday Launch Flex Base is designed to be the low risk and low cost approach to the common functionalities of Workday. If you are larger or more complex, or simply want additional time and services, Launch Flex can scale to meet your needs. Your deployment will deliver a robust foundation of features, operational processes, security, and integrations packaged to deliver rapid value to your organization. The purpose of establishing scope is to define and agree on the set of functionalities and operational processes to be designed, configured, tested, and deployed for your organization. Workday Launch Flex includes a prescribed set of scope within each functional area being deployed. Please request a Workday Launch Flex Cost Guidance document from your Workday Account Executive and Service Executive to provide details about features and functionality associated with each functional area in scope. Foundation Workday Foundational elements such as dashboards, reporting, analytics, security model, Business Process Framework and employee self-service are built into every Workday module. Your Workday Launch Flex deployment will include the foundation elements associated with set-up of your Organizational Management, Staffing, People Data, Cost Centers and Locations, Global Address Localizations, Currencies, and more. In addition, Workday provides out of the box functionalities to perform most self-service activities within one Workday mobile application on devices including iPads, iPhones and Android devices. Business Processes Workday addresses the challenges that other enterprise applications can only solve with bolt-on workflow applications or costly customizations. With the Workday Business Process Framework, you can establish and leverage business processes that meet your organization's unique requirements without heavy involvement from IT. Business Process Framework is one of the core elements of the Workday platform since Workday's inception. The included business processes will come pre-configured, and consultants on your project will help you analyze, modify (if needed), test, and deploy these business processes. We have found that our customers adopt more than 70% of the pre-built business processes as delivered. This drives accelerated deployments, quicker time to value, and streamlines overall operations. The Business Process Framework, however, is flexible and easy to modify based upon your organization's needs. Functional Configurations Each functional area in scope has a robust list of features that will be reviewed and delivered during your deployment. These feature sets include all foundational elements associated with the functional areas in scope, taking into consideration all of your organizational requirements and eligibility. Throughout the deployment, the Consulting team will look to have your subject matter experts' confirm configuration and get them comfortable with how to maintain those functional areas once you go live. Reports Workday provides actionable analytics that are seamlessly available throughout the application. Your Launch Flex Deployment will allow you to take advantage of more than 1,000 pre-built and configurable dashboards, worklets, alerts, reports, and analytics. These reports are defined in more detail in relation to the functional areas in scope. Integrations Workday provides an enterprise-class Integration Platform-as-a-Service (iPaaS) for building, deploying, and managing integrations to and from Workday. To ease the burden of integration, Workday provides public, web services APIs, a built-in enterprise-class integration cloud platform, and pre-built packaged integrations to common third-party solutions that greatly reduce the time and effort associated with integration. Your Workday Service Executive will work closely with members to determine integrations in scope and whether pre-built package integrations can be utilized. Members can work with their Workday Account Executive to review specific functional details that will be associated with your Workday deployment.
Solution Category (Full Suite ERP, Best of Breed Solution, Specialty Municipal solution)	Best of Breed	Workday is a cloud-native, integrated ERP platform that natively delivers the core administrative functions required by municipalities and broader public-sector entities — including financial management and general ledger, accounts payable and receivable, procurement and contract lifecycle management, human capital management, Canadian payroll, time and absence management, budget development and forecasting (via Workday Adaptive Planning), inventory management, expense management, workflow automation with full audit trail and role-based access, and embedded analytics and reporting — all within a single platform, a single data model, and a single security framework. Workday classifies its offering as Best-of-Breed (Model 2) because, while the platform natively covers the breadth of core ERP requirements outlined in this RFP, certain specialized municipal operational domains — specifically utility billing (water, sewer, electric, gas), property tax administration, enterprise asset maintenance and work order management, and permitting/licensing — are delivered through integration with purpose-built third-party systems rather than within the Workday platform itself. This is an intentional architectural decision: these domains require deep operational functionality (e.g., meter-to-cash processing, assessment roll management, preventive maintenance scheduling, field mobility) that is best served by vendors who specialize in those areas, rather than by a core ERP attempting to replicate them. To address these domains, Workday offers Canoe Members access to a curated ecosystem of Independent Software Vendors (ISVs) through the Workday Marketplace (marketplace.workday.com), as well as open API-based integration with any third-party system the Member already operates. Examples of ISV solutions relevant to Canoe Members include: Utility billing and customer information: SpryPoint, a Canadian cloud-native utility software provider serving over 100 municipal utilities across North America, delivers a purpose-built meter-to-cash platform for water, sewer, electric, and gas billing, with customer self-service, mobile field service, and payment processing — integrating to Workday for GL postings, revenue recognition, and AR/collections. AP automation and intelligent finance: Auditoria.AI, a Workday Ventures portfolio company, provides AI-powered SmartBots for AP helpdesk, supplier accruals, and AR collections, certified and available directly on the Workday Marketplace with native Workday Financial Management integration. Health and safety, labour relations, and case management: Workday's innovation partner ecosystem includes Canadian firms offering integrated solutions for occupational health and safety, grievance tracking, and investigation case management that operate directly within the Workday environment. Additional Marketplace solutions spanning treasury, document management, and other specialized domains — all certified for compatibility with each Workday release and inheriting Workday's security model. In all cases, Workday remains the system of record for core administrative and financial data. The ERP platform includes open, well-documented REST and SOAP APIs, Enterprise Interface Builder (EIB) for file-based integration, Workday Studio for complex integration scenarios, and over 100 pre-built connectors — all included in the subscription at no additional cost. Integration with third-party systems is accomplished through these standard, vendor-supported methods in a straightforward manner, satisfying the Best-of-Breed requirements defined in this RFP.

Complexity of entity served (Small-mid, mid-market, large complex)	Other (please add comment)	Workday's architecture is designed to serve organizations across the full complexity spectrum on a single platform, without requiring different product editions, separate code bases, or architectural changes as an organization scales. Workday serves Canadian municipalities across small, mid-sized, and large-complex profiles, including municipalities with fewer than 500 employees and larger multi-department organizations. In addition to municipalities, Workday also serves Canadian public-sector, education, healthcare, Crown agency, municipal, Indigenous, and federal-government customers across multiple provinces. Specific customer names are available upon request subject to customer approval and confidentiality requirements."Globally, Workday supports organizations with hundreds of thousands of employees, processing over 93 billion journal lines monthly across 175 countries and 35 languages. The platform's in-memory architecture, single data model, and configurable business process framework scale without degradation, and a municipality that grows through amalgamation, shared-services arrangements, or expanded mandates does not face a system migration or re-implementation. Workday's "Power of One" architecture, where every customer operates on the same foundational version of the software, means that the platform a small municipality uses is architecturally identical to the platform serving a 100,000-worker provincial system. The difference is configuration, not product tier.
Implementation model (Vendor-Led, Partner-Led, etc)	Hybrid	Workday offers a flexible implementation model that combines a strong vendor-led capability with a mature, global partner-led ecosystem. This gives Canoe and its members choice in how projects are delivered, while maintaining consistent Workday standards, tools, and quality. Blended implementation model Workday leverages a thriving global ecosystem of certified services and deployment partners that are hand-picked for their skills, experience, and capacity to deliver on customers' business-critical needs. These certified partners are extensively trained on Workday products, tools, and methods, and must complete rigorous training and certification before they can staff deployments. By design, Workday uses a blended delivery model, allowing customers to choose an implementation that is Workday-led, partner-led, or hybrid, depending on your preferences, scale, and internal capacity. In all cases, teams use common Workday methodology, tools, and leading practices. Vendor-led (Workday Professional Services) Workday Professional Services brings deep product and delivery expertise: Over 2,000 certified Workday Professional Services resources across more than 60 global offices, with experience in 42+ industries, including Public Services. More than 6,440 projects completed globally, leveraging a proven deployment methodology refined through thousands of implementations. Direct interconnection with Workday Sales, Product, and Support teams, enabling rapid access to specialist expertise and early insight into roadmap and regulatory updates. A global delivery network that can align the right integration team and provide round-the-clock implementation coverage, helping projects move at the pace your business requires. In Canada specifically, Workday Professional Services has led more deployments than any of our partners to date and was responsible for deploying the first Public Sector organization in Canada using our Launch Flex deployment methodology. Working directly with Workday Professional Services also simplifies contracting and ensures clear responsibility and accountability for successful delivery. Partner-led and hybrid models For partner-led or hybrid projects, Workday certified partners lead day-to-day delivery, with Workday providing governance, solution assurance, and access to our tools and methodology. All partner resources are required to complete the same type of rigorous, role-based training and certification as Workday's own consultants, and they operate on the same version of the product with the same deployment assets. Workday will work with Canoe and its members to: Recommend a delivery model (Workday-led, partner-led, or hybrid) aligned to your scope, timelines, internal capacity, and risk tolerance. Help select the most appropriate implementation partner(s) where a partner-led or hybrid model is preferred. Align project team training and enablement so you can reach your desired level of self-sufficiency post-go-live. For additional information on Workday's Services Partners, you can refer to: https://www.workday.com/en-us/company/partners/services-partners.html?q=&partnerType=Services%20Partner.

Program offering

Describe your program offering.

Question	Response *
Provide a clear description of your ERP solution. Describe the core functional areas—such as finance, budgeting, procurement, commitment control, reporting, asset and inventory management, human resources, and workflow/approvals—and explain how your solution supports the business processes normally used by municipalities and broader-public-sector entities. If and when using proprietary module names, please define how they correspond to standard public-sector functions.	Workday is a unified, cloud-based platform that combines financial management, budgeting and planning, procurement, commitment control, reporting and analytics, asset and inventory management, human resources, and workflow/approvals in a single system. All functional areas are built on a common data model and security framework, providing real-time visibility, strong internal controls, and a consistent user experience. For municipalities and broader-public-sector (BPS) entities, the solution supports typical public sector processes such as fund accounting, multi-fund and multi-entity structures, encumbrance and commitment control, grant and capital project accounting, public procurement and competitive sourcing, regulatory and statutory reporting, and workforce management in unionized and non-unionized environments. Where proprietary module names are used below, we explicitly map them to standard public-sector functions. Finance (General Ledger, Accounting, Projects, Grants) Proprietary names and public-sector mapping Workday Financial Management → Core Finance / General Ledger, Accounts Payable/Receivable, Cash & Banking, Grants, Projects, Customers, Suppliers. Workday Projects →Capital projects and internal projects. Workday Grants Management →Grant (and contribution) lifecycle management. Core capabilities and public-sector processes General ledger and fund accounting: Supports multi-fund, multi-entity structures, allowing municipalities and BPS organizations to maintain separate funds (e.g., general fund, capital funds, utility funds, reserve funds) while still reporting at an aggregate level. Robust chart-of-accounts design supports dimensions such as fund, program, function, grant, project, cost center, and location. Accounts payable and receivable: End-to-end invoice-to-pay and bill-to-cash, including automated matching, approval routing, and integration with banking partners for electronic payments and collections. Public sector use cases include vendor/contractor payments, subsidies, fee-for-service billing, and utility or service charges. Project and capital accounting: Supports capital projects from initiation through construction and capitalization, including multi-year projects, funding sources, and asset creation upon project completion.

Grants and contribution management: Enables tracking of grant awards and funding agreements (e.g., federal/provincial transfers, cost-sharing arrangements) with budgets, restrictions, and reporting aligned to granting agency requirements. These finance capabilities support common municipal and BPS processes such as annual and multi-year budgeting, period-end close, encumbrance accounting, and production of fund-based and consolidated financial statements.
Budgeting and Planning
Proprietary names and public-sector mapping
Workday Adaptive Planning → Operating and capital budgeting, multi-year financial planning, workforce planning, and what-if analysis. Workday Budgetary Control (within Workday Financial Management) → Commitment control/ budget controls. Core capabilities and public-sector processes
Operating and capital budgeting: Supports development of line-item budgets across funds, departments, programs, and projects. Organizations can manage both annual and multi-year budgets, including forecast cycles and mid-year adjustments. Workforce and position-based budgeting: Integrates directly with HR and payroll data to budget at the position or person level, taking into account salary, benefits, and collective agreement rules. Scenario and long-range planning: Allows municipalities and BPS entities to model tax rate changes, service level adjustments, capital plans, and grant funding scenarios. Budgetary control: Real-time commitment control enforces spending limits at configurable levels (e.g., fund/program/project) and stages (pre-encumbrance, encumbrance, actual). Users receive alerts or hard stops when proposed transactions exceed budget or violate control rules. These capabilities support the budget cycle from departmental submissions and central review to council/board approval, ongoing monitoring, and reforecasting. Procurement
and Commitments
Proprietary names and public-sector mapping
Workday Procurement → Purchasing, supplier management, requisitions, purchase orders. Workday Strategic Sourcing → Competitive sourcing and RFP/RFQ processes. Workday Supplier Management → Vendor registration, qualification, and onboarding. Core capabilities and public-sector processes
Requisitions and approvals: End users initiate purchase requisitions that route through configurable approval workflows based on thresholds, commodity, department, and funding source. This supports municipality/BPS delegation-of-authority and signing/approval bylaws or policies. Sourcing and tendering: Supports competitive bidding processes such as RFPs and RFQs, evaluation of bids, scoring, and award decisions, aligned with public procurement rules. Purchase orders and contracts: Converts approved requisitions into purchase orders; manages supplier contracts with pricing, terms, and expiration management. Enables blanket orders and releases for ongoing services. Three-way match and receiving: Ensures control over the procure-to-pay process by matching purchase orders, receipts, and invoices; supports partial and over-receipts, and returns. Supplier self-service: Optional portals for vendors to maintain profiles, upload documentation, and view purchase orders and payment status, consistent with public-sector transparency needs. The procurement capabilities tightly integrate with budgeting and commitment control so that requisitions and purchase orders automatically create pre-encumbrances and encumbrances against the appropriate budgets.
Commitment Control (Encumbrance Accounting)
Proprietary names and public-sector mapping
Workday Budgetary Control → Commitment control, encumbrance/pre-encumbrance management. Workday Financial Management (Encumbrance Accounting) → Encumbrance ledger and reporting. Core capabilities and public-sector processes
Pre-encumbrances and encumbrances: Requisitions create pre-encumbrances and purchase orders create encumbrances, reducing available budget in real time. When invoices are paid, encumbrances are relieved and expenditures are recorded. Configurable control rules: Administrators configure where and how controls are enforced (e.g., fund-program-project level, or fund-department-object level), providing flexibility to mirror municipal or BPS budgeting practices. Tolerance and override mechanisms: Supports soft and hard controls, with options for overrides by authorized users, fully audit-tracked for compliance. These capabilities directly support typical public sector requirements for managing commitments and preventing overspending at the fund and program level. Reporting and
Analytics
Proprietary names and public-sector mapping
Workday Prism Analytics and built-in reporting → Financial, HR, procurement, and operational reporting/analytics. Workday Discovery Boards → Interactive dashboards and self-service analytics. Core capabilities and public-sector processes
Real-time operational reporting: Reports and dashboards draw on live transactional data (not data copies), providing up-to-date views of budgets vs. actuals, commitments, and forecasts across funds, departments, and programs. Statutory and regulatory reporting: Supports configuration of financial and operational reports that align to municipal and BPS reporting requirements (e.g., PSAS-based statements, schedules by segment, grantor reports). Self-service and role-based access: Department managers and executives can view relevant dashboards (e.g., spending versus budget, overtime trends, vendor performance) while sensitive details are protected via role-based security. Cross-domain insights: Because finance, procurement, HR, and projects share a common data model, users can analyze end-to-end processes (for example, the impact of staffing levels on overtime costs and service delivery). Asset and Inventory Management
Proprietary names and public-sector mapping
Workday Financial Management (Assets) → Fixed asset management and capitalization. Workday Inventory → Inventory management for goods and materials. Core capabilities and public-sector processes
Fixed asset lifecycle: Manages capital assets such as roads, facilities, vehicles, and equipment from acquisition and construction-in-progress through capitalization, depreciation, impairment, and disposal. Supports multiple books and methods to align with public sector accounting standards. Integration with projects and procurement: Capital projects and procurement transactions can automatically create or update asset records, streamlining the CIP-to-asset process. Inventory management: Supports inventory of consumables and maintenance materials (e.g., public works parts, utilities spares) including stock levels, replenishment, and valuation methods. Asset and inventory reporting: Provides visibility into asset condition, useful life, and inventory usage to support long-term capital planning and operational efficiency. Human Resources and Workforce Management
Proprietary names and public-sector mapping
Workday Human Capital Management (HCM) → Core HR, position management, job profiles, organization management. Workday Time Tracking and Absence Management → Time and attendance, leave and absence. Workday Payroll (where applicable) → Payroll processing. Workday Talent Management → Performance, learning, succession, and development. Core capabilities and public-sector processes
Position- and job-based HR: Supports position management structures common in municipalities and BPS, including job classifications, pay grades, collective agreements, and multiple unions. Workforce administration:

Manages the full worker lifecycle from recruitment and onboarding through job changes, secondments, and offboarding for permanent, temporary, and casual employees.

	Time, attendance, and leave: Captures time for hourly staff and tracks leave (vacation, sick, statutory, union leaves) according to policies and agreements, with automatic calculation of entitlements and balances. Payroll and labor cost management: Where Workday Payroll is deployed, gross-to-net calculations, statutory deductions, and remittances are processed within the same platform as HR and finance, with full support for complex public-sector pay rules (e.g., multiple unions, premiums, allowances, and retroactive pay). Payroll results post directly to the general ledger and projects, ensuring accurate labor distribution across funds, programs, and grants and enabling end-to-end reconciliation from timesheet through payslip to financial statements. Integrated HR/Finance: HR events (hires, terminations, transfers) automatically update cost allocations and drive financial impacts, enabling accurate budgeting and labor cost reporting. Talent and learning: Supports performance reviews, training, certifications, and career development, which is particularly important for regulated professions and safety-critical roles in the public sector. Workflow and Approvals Proprietary names and public-sector mapping Workday Business Process Framework → Workflow, approvals, and orchestration of end-to-end business processes. Core capabilities and public-sector processes Configurable workflows: Every major process (e.g., hire, job change, purchase requisition, expense report, journal entry, budget amendment) is driven by a configurable business process definition, which can include conditional steps, multiple approval paths, and notifications. Delegation of authority and approval limits: Approval routing can be aligned with municipal bylaws and BPS policies—for example, different approval levels based on dollar thresholds, funding source, or type of expenditure. Auditability and transparency: Each step in a process is tracked with date/time stamps, approver identity, and any comments or overrides, creating a robust audit trail for internal and external auditors. Cross-functional workflows: Because the platform is unified, workflows can span domains—such as a capital project requiring HR approvals for new positions, procurement for tendering, and finance for budget adjustments—without custom integration.
Describe the maturity of your ERP platform, including years in market, installed base in Canada, and the number and type of public-sector clients currently using your solution.	Years in Market Workday was founded in 2005 by Dave Duffield, co-founder of PeopleSoft, and Aneel Bhusri. The company has been delivering enterprise cloud applications for 20 years. Workday Human Capital Management (HCM) launched in 2006, followed by Workday Financial Management (ERP) in 2007-2008. In 2011, Workday made a formal commitment to the public sector and higher education verticals. Workday deliberately staged its financial management product launch to ensure both product readiness and market fit. This measured approach to market entry has resulted in a platform that was purpose-built for the cloud from its inception, Workday has never been an on-premises product that was migrated to the cloud. Platform Scale and Market Position Workday currently serves over 10,500 customers globally, with more than 70 million licensed users. The platform processes over 93 billion journal lines monthly and supports operations in over 175 countries and 35 languages. Workday has been recognized as a Gartner Magic Quadrant Leader for Cloud ERP for five consecutive years, and was the only vendor named a Gartner Peer Insights Customers' Choice 2025 for Cloud ERP for Service-Centric Enterprises. Over 60% of Fortune 500 companies and over 70% of Fortune 50 companies are Workday customers. The platform maintains a 95%+ customer satisfaction rate. Global Public-Sector Footprint Workday serves over 340 public sector customers globally, representing a 20x increase in government customers since 2017. Over 1.3 million public sector users operate on the platform worldwide. 93% of public sector customers report satisfaction with the platform. Installed Base in Canada Workday has over 500 customers in Canada across all sectors, serving over 2 million employees nationwide. These customers include a cross section of public sector, education, healthcare, Crown agencies, municipalities, Indigenous organizations, utilities, and commercial industries, with named references and case studies available under an NDA. Growing Commitment to Canada. In January 2026, Workday publicly announced an additional \$1 billion CAD investment in the Canadian economy, reinforcing its long-term commitment to the Canadian market and the Canadian public sector. This investment encompasses the establishment of a Canadian Sovereign Cloud providing data residency, legal sovereignty, and operational sovereignty for Canadian customers; the growth of Workday's engineering, sales and operational Canadian workforce with a commitment to increase Canadian employment; the creation of a local Canadian support centre staffed with Canadian-cleared employees to serve Canadian customers; and a Indigenous participation commitment directing procurement spend to Indigenous businesses and communities. This investment signals that Canoe Members selecting Workday are partnering with a vendor that is building permanent Canadian infrastructure, not simply selling into Canada from abroad.

Describe your product roadmap for the next 36 months, including planned functional enhancements, architectural changes, module expansions, and end-of-life notices. State your release cadence and how you communicate changes to clients.	Workday is committed to continuous innovation across our unified business solutions. Since Workday is natively designed for the Cloud delivery model, our customers are always on the most current release of our business services, including patches, fixes, and upgrades to all system operations and system maintenance. Workday provides continuous updates on a weekly basis, with major update events occurring twice a year. Workday invests heavily in Research and Development to provide the best experience to our customers. Whether this investment is based on infrastructure and technology or on functionality, all the investment benefits ERP/HCM because our single application is Workday's sole line of business. Workday constantly monitors the marketplace and enhances the architecture, delivering the benefits of these investments to our customers and our modern technology platform and true multi-tenant cloud applications enable us to innovate continually in the product set; Workday is constantly working on bringing together our domain knowledge, experience and data with new and innovative technologies to deliver customer benefit. Workday recognizes the value of sharing what is on our roadmap with prospects and will be more than happy to share our product strategy and targeted features upon being shortlisted, during our final presentation. We also encourage you to visit our blog page (blogs.workday.com) to stay abreast of what our leaders are planning from an innovation perspective. Our commitment to continuous innovation and acting on our roadmaps consists of a combination of development and acquisition strategies. Through acquisition strategies, Workday has expanded our product footprint in recent years including: Prism Analytics: acquired in 2017 and based on Platfora, permits data analytics and reporting capabilities for Workday and non-Workday data (e.g., combining ERP and data from operations related systems). Adaptive Planning: acquired in 2018, provides Workday with a comprehensive solution for operating/capital budgeting, financial forecasting, and reporting. Scout RFP/Strategic Sourcing: acquired in 2019, helps Workday develop a comprehensive source-to-pay solution with a best-in-class strategic sourcing offering, elevating the office of procurement in strategic importance and transforming the procurement function. Peakon: acquired in 2021, an employee success platform that converts feedback into actionable insights. With Peakon now part of Workday, organizations will have access to a continuous listening platform, including real-time visibility into employee experience, sentiment, and productivity, to help drive engagement and improve organizational performance. Zimit: acquired in 2021, Zimit will allow Workday to provide organizations with a comprehensive quote-to-cash process automation offering for services industries, including communications, media, technology, and professional and business services. The combination will provide organizations increased visibility across the entire revenue cycle and will help further expand the Workday product portfolio that is enabling the office of the CFO to digitally transform. VNDLY: acquired in 2022, is designed for hiring managers and vendor account management teams to come together on a common platform for end-to-end external labor recruiting, SOW negotiation, external labor onboarding, time/deliverable compliance and billing. HiredScore: acquired in 2024, provides responsible AI-powered talent orchestration solutions, which enable companies to use explainable AI-driven insights to match, rediscover, and coordinate talent and hiring stakeholders more easily and effectively. Evsort: acquired in 2024, provides AI-powered document intelligence solutions across our finance and HR suite that enable customers to surface critical insights within their untapped data to make key business decisions and take action faster than ever before. Paradox: acquired in 2025, Paradox is a conversational AI to provide simple, frictionless hiring experiences. Paradox adds intelligent automation, including two-way texting, candidate screening, and interview scheduling to help Workday clients around the world save time — and money — with conversational experiences on career site or mobile that candidates love. Sana: acquired in 2025, Sana's leading AI platform, together with Workday's deep context around people and money, creates an intelligent and intuitive AI-native experience that will truly empower people with the capabilities of agentic AI. Flowise - acquired in 2025, Flowise is a low-code platform that makes it easy to build and deploy AI agents with greater control and scalability across the enterprise—from simple chatbots to complex automated workflows. Pipedream - acquired in 2025, Pipedream is a leading integration platform for AI agents with more than 3,000 pre-built connectors to the most widely used business applications. Pipedream will give AI agents the ability to initiate workflows, pull data, and execute tasks wherever work happens—across Workday and critical third-party systems Data Cloud - Workday Data Cloud empowers customers to eliminate complex and costly data extraction, transfer, and loading processes and seamlessly connect their most trusted people and money data to their broader enterprise data landscape through bi-directional zero copy data access for advanced enterprise-wide analytics, reporting, and AI initiatives.
Include the third party certifications you have related to ERP systems cloud storage such as ISO, ANSI, CSA, SOC etc.	Workday is certified to ISO 27001, ISO 27017 (for cloud vendors), ISO 27018 (for data privacy), ISO 27701 (also for data privacy) and ISO 42001 (for AI functionality). The ISO certifications generate policies, processes, and controls which describe our role as a Data Processor. These policies, processes and controls are then audited under SOC 2, which uses all 5 of the Trust Principles – Confidentiality, Availability, Integrity, Security and Privacy. Workday also maps our relevant SOC 2 controls to the NIST CSF, NIST PF, NIST AI RMF and NIST 800-171 standards. It is very uncommon for a vendor to use all 5 ISOs and all 5 Trust Principles, resulting in an extremely-strong security and privacy architecture for customers to rely upon. In addition, the Canadian Centre for Cyber Security (CCCS) established the Cloud Service Provider (CSP) Information Technology Security (ITS) Assessment Program to assist Government of Canada (GC) departments and agencies in their evaluation of CSP services. CCCS provides advice and guidance on the technical, operational, and procedural ITS capabilities of CSPs. The assessment determines if security processes and controls meet the GC public cloud security requirements for information and services up to Protected B, Medium Integrity, and Medium Availability (PB/M/M) as published by the Treasury Board of Canada Secretariat. Workday has passed these stringent requirements to the point where High Sensitivity Protected B (HSPB) privacy is supported. Built upon existing Cloud Security Alliance programs, the TrustedCloud Provider program allows organizations like Workday to demonstrate their commitment to holistic security and serves as a reference point for customers looking to identify cloud providers that are aligned with their security requirements. The Cloud Security Alliance (CSA) Security, Trust & Assurance Registry (STAR) Consensus Assessments Initiative Questionnaire (CAIQ) consolidates current information regarding security risks and controls into one industry-standard questionnaire. Many Workday customers use CSA's questionnaires for their own internal vendor assessment procedures. Workday is STAR Level 1 Certified on the CSA STAR Registry. Access the Workday listing on the STAR Registry.

Identify the platform(s) who host your solution, where customer data is stored, processed, and backed up (primary, secondary, disaster recovery). Describe your security certifications, data protection practices, access controls, and incident-response protocols applicable to Canadian public-sector organizations.	Customer tenants are hosted on AWS infrastructure, with data at rest in Canada. AWS provides numerous redundant Availability Zones (AZs) which ensures availability and redundancy within the country. Data is also continuously replicated within AWS regions in Canada, leveraging a sovereign path within Canada. Workday provides customers with RTO (recovery time objective) i RPO (recovery point objective) targets within a standard SLA model. Workday performs a backup, every single transaction, in real-time. As new transactions enter the system, they are immediately encrypted (with a unique encryption key per customer) and stored in the customer's primary database. This transaction then syncs immediately to a local backup as well as a remote backup with standardized intervals and testing, with test results automatically sent to customers, with data remaining encrypted at rest. Workday is certified to ISO 27001, ISO 27017 (for cloud vendors), ISO 27018 (for data privacy), ISO 27701 (also for data privacy) and ISO 42001 (for AI functionality). The ISO certifications generate policies, processes, and controls which describe our role as a Data Processor. These policies, processes and controls are then audited under SOC 2, which uses all 5 of the Trust Principles – Confidentiality, Availability, Integrity, Security and Privacy. Workday also maps our relevant SOC 2 controls to the NIST CSF, NIST PF, NIST AI RMF and NIST 800-171 standards. It is very uncommon for a vendor to use all 5 ISOs and all 5 Trust Principles, resulting in an extremely-strong security and privacy architecture for customers to rely upon. Each customer has a unique database and unique encryption key. Workday automatically encrypts each transaction with AES 256-level encryption and persists to the database immediately. In this way, customer data is never commingled, even in a multi-tenant model. BYOK (Bring-Your-Own-Key) is supported. In-flight, Workday encrypts all data with standard TLS 1.3, using strong ciphers. PGP encryption for integrations can also be used. Workday maintains documented security incident response policies and procedures designed to identify, investigate, respond to, and communicate security incidents in accordance with applicable laws, policies, and contractual requirements. Detailed incident response procedures are available under appropriate confidentiality terms. The Customer may notify the Company's Support team of a potential incident or breach by email or via the web-based Customer support ticketing tool. Internal or Customer-initiated incident tickets are assigned to the appropriate team and are prioritized based on policy and business impact. An internal tracking system is used to document issues through to resolution.
Describe your upgrade process, including frequency, required customer involvement, backward-compatibility, test environments, and support for customizations or third-party components during upgrades	Workday performs a release update twice each year, in March and September. All 11,000+ customers move from the current version to the new version, simultaneously. Workday provides customers with a Preview tenant, which is available year-round, and is always on the "next" version of Workday, giving your subject matter experts early warning to the next release, all year round. In addition to the Production tenant, the Workday subscription includes 2 other tenants, as well. Your Sandbox tenant is an exact replica of Production, including all data, configurations and production security rules. Sensitive datasets (SIN, bank account, etc) are masked by default. Workday refreshes the Sandbox automatically, weekly, at no charge. Customers can request exemptions if they are not yet ready to promote a config. The Sandbox is used for ongoing configuration changes throughout the year. Most vendors don't offer an equivalent of Sandbox; their Sandbox tenant ("Test Environment") is also used for patching, ongoing data conversion, regression testing and performance tuning. None of this adds any value for customers, and during this time period (which takes up months out of the year) the equivalent of Sandbox cannot be used to promote configurations, because it is not on the same version as Production. Instead, Workday provides customers with an additional tenant. Your Preview tenant is also available year-round, but is always on the "next" version of Workday, giving your subject matter experts early warning to the next release, all year round. 5 weeks prior to a Feature Release (March & September each year), Workday does a refresh from Production. Over the course of 5 weeks, customers take a relaxed pace to release validation testing. This work is not "regression" testing, because there is no concept of an existing customer configuration being in conflict with a new Workday feature. Workday does all data conversion and updating, automatically. We deliver new features in off mode, with simple instructions to toggle them on, so that customers remain in full control of the features they choose to use, without the vendor imposing changes on customers when they are not ready. New features can be turned on at the time of the Feature Release, or at any time thereafter. Customers can also subscribe to any additional tenants required for training and or development purposes, however most customers require only these 3 tenants on a continuous basis.
Describe the configuration tools, low-code/no-code capabilities, and workflow engines available to clients. Identify which capabilities business users can configure without vendor or partner intervention.	In Workday, all extensibility is performed with configuration instead of customization. Customization is defined as design-time coding, scripting, SQL and XML, for example. All of these concepts break the upgrade path and slow the system down. Only IT can perform customizations, which does not scale. Workday uses configuration, instead. Configuration is defined as runtime, declarative metadata, where customers instruct Workday "what to do" but without having to specify "how" to do it. Configuration uses controls such as radio buttons, drop downs, date pickers, numbers and text boxes. Because customers are simply adding runtime data to the system, Workday can incorporate the extension into the next update, forever. There is no concept of regression testing or conflict resolution. And because all configuration is runtime, the audit trail takes care of source control, automatically. Key examples of configuration in Workday include custom reports, custom fields, business processes, calculated fields, security groups, account posting rules, compensation/benefit plans, and so forth. Even integrations are configurations. Because everything is configuration, all customer subject matter experts, including IT, are available to participate in platform extensibility. At the end of the day, because customers are not customizing the system (and therefore slowing it down), Workday provides a contractual Service Response which guarantees that Workday will be as fast ten years from now as we are on day 1. All capabilities are available for business users to configure without vendor or partner intervention.
Describe if and how your solution supports multi-entity, multi-department, or shared-services environments, including controls, reporting, and segregation of duties.	Workday supports complex multi-entity, multi-department, and shared-services environments through its flexible organizational framework and role-based security model. There is no practical limit to the number of legal entities, companies, or departments that can be configured, and these can be structured in any hierarchy or configuration required by the organization. Security is fully role-based, ensuring that both data access and system functionality remain aligned with the appropriate organizational unit, maintaining strict segregation of duties. Shared-services teams can be granted broader cross-organizational roles to efficiently support multiple entities or departments while still operating within controlled permissions. Workday also includes configurable business rules and validations that identify invalid data sharing or processing scenarios, helping prevent inappropriate transactions or access. These controls operate in real time and are supported by robust reporting and audit capabilities, allowing organizations to monitor compliance, track activity, and ensure governance across all entities, departments, and shared-service functions within the enterprise.

Describe your reporting and analytics capabilities, including built-in reports, self-service tools, data export methods, and support for external BI platforms.	In Workday, reporting and analytics are always live. While this is a popular statement for all vendors to make, only Workday's data model is based on the concept of a true, single data model. There is no second copy of data, ever. The security rules that govern access to the data model (using the concepts of user, role, position, cost centre, company, job, etc) are simply part of the core data, itself. Workday does not have "modules" that need to export data to a separate "data warehouse" or "analytics cloud" under the covers. That would mean that (1) reporting would always be on stale data and (2) you could only report on the subset of data fields that were actually exported. And if a new custom field is created, it would have to be extracted/transformed/loaded, and re-secured, in the reporting module. None of this adds any value for customers. This is why Workday uses a modern in-memory object approach, instead of a relational database, which was invented in the 1960s. When a user runs a particular report or analytic, their unique security profile strips out any rows, columns and cells the user is not entitled to see. In this way, a single report can be distributed to the entire workforce, securely. Workday provides thousands of standard reports and analytics based on the collective strength and scrutiny of 11,000+ customers, and these reports are automatically available to put on dashboards. In fact, over 100 Workday-delivered dashboards are provided by default. Customers can also create custom reports directly in Workday, using a powerful report writer, which has all the usual bells and whistles like filtering, prompting, grouping, summarization, and so forth. Workday reports also include native APIs for CSV, XML and JSON so they can instantly be plugged into any third-party reporting tool like Power BI or Tableau. Workday also provides Discovery Boards, a powerful ad hoc drag-and-drop reporting capability where users with no technical know-how can simply drag fields from left to right onto a canvas. This encourages the "democratization" of data so that all users, regardless of their technical ability, have the ability to securely slice and dice only the data made available by their unique security profile. Users can change visualizations very easily and share key insights with other users, knowing that the data is never shared, only the right to visualize the data according to the other users' unique security profile.
Describe how your solution supports public-sector financial controls, including approval workflows, delegation of authority, commitment control, audit trails, and compliance reporting.	Workday serves a broad range of public-sector organizations, including municipal governments, federal agencies, and especially healthcare institutions, providing robust financial controls to meet complex regulatory and compliance requirements. Financial controls in Workday are implemented through its Business Process Framework (BPF), which uses role-based security to ensure that approvals are assigned to the correct users based on their position and responsibilities. Delegation of authority is fully supported, allowing users to delegate specific tasks for defined reasons while maintaining accountability. Users can also hold multiple positions simultaneously, enabling them to act in different capacities across departments or functions. All HR, payroll, and finance transactions are routed through the BPF, which enforces approval hierarchies, validations, and compliance rules consistently. Every process step, including approvals, delegations, and changes, is fully auditable, ensuring complete traceability of actions. Workday also captures both the versions of business process definitions and the actual instantiated processes in real time, providing full transparency for governance, compliance, and reporting purposes. Organizations can generate detailed compliance reports, track historical approvals, monitor segregation of duties, and verify that all financial transactions adhere to internal policies and public-sector regulations. This combination of configurable workflows, security, and auditability ensures strong financial governance across all public-sector entities.
Do Canoe members have the ability to choose or restrict the hosting region (including test, staging, and analytics environments)? Can the customer prohibit cross-region failover?	Customer tenants are hosted on AWS infrastructure, with data at rest in Canada. AWS provides numerous redundant Availability Zones (AZs) which ensures availability and redundancy within the country. Data is also continuously replicated within AWS infrastructure, leveraging a sovereign path within Canada. There is no failover to the U.S.; a sovereign path inside Canada is always enforced.
Describe how your solution meets accessibility requirements, keyboard navigation, screen-reader compatibility, and mobile usability for public-sector staff.	Workday is compliant to WCAG 2.2 Level AA, EN 301 529 and Section 508. Each page, screen and form in Workday is based on the same, consistent approach to the accessible user experience, ensuring that the full scope of Workday is compliant, including lesser-used "back office" screens as well as HTML pages that are "further away" from the end-user employee experience. Workday provides a task in the application called "Accessibility Interaction Overview", which allows customers to directly test a wide array of HTML controls using screen readers (i.e. "JAWS") and other accessible tooling, making it easier to ensure compliance against these standards as well as the Accessibility for Ontarians with Disabilities Act (AODA). Workday works with our in-house accessibility team as well as a third party (to balance testing) to provide an ACR (Accessibility Conformance Report) which outlines how we comply with accessibility standards, based on the Voluntary Product Accessibility Template (VPAT) framework.
List and describe all agreements that govern the use, support, hosting, and management of your ERP solution.	Please see https://www.workday.com/en-us/legal/universal-contract-terms-and-conditions/index.html?tab=US---Canada for full details. Key documents include the Universal Main Subscription Agreement. Workday offers 24x7 support for critical Severity 1 tickets and remains accessible for troubleshooting until the issue is resolved. Lesser severity levels are 24x5, Monday to Friday. When support tickets are closed, Workday does not invoice our customers for work performed, as is commonplace in our industry. Customers get to choose the severity level of their tickets. Often, the vendor will do this for them, but not with Workday. Customers also close their tickets when satisfied with our performance, not when we automatically do it for them, another common problem in our industry. Workday takes customer support very seriously and offers customers detailed severity level features as part of an SLA model. The end result is a resounding 97% customer satisfaction rating, year over year. Workday's support team is not incented to simply close cases; customer satisfaction is what incentivizes this team, which offers better value for customers. Customer tenants are hosted on AWS infrastructure, with data at rest in Canada. AWS provides numerous redundant Availability Zones (AZs) , which ensures availability and redundancy within the country. Data is also continuously replicated within AWS infrastructure, leveraging a sovereign path within Canada.
List anything else you would like to include as part of your offering.	While terms like "unified", "integrated" and "real-time" are pervasive in the marketplace, Workday is the only vendor who truly runs upon a single data model and a single security model. While all HCM/ERP vendors of course will position themselves in this fashion, only Workday reporting and analytics run on original data, rather than a stale batch copy of data running upon an old data warehouse. While this is of course a technical differentiator, the business differentiators that derive from this technical concept are vast and diverse: There is only one security model to manage, supporting mobile, workflow, reporting, analytics, integration and the core application, simultaneously 100% data audit, 100% transaction audit, 100% data encryption and 100% data masking are core features of the solution with no added subscription cost, implementation cost or ongoing maintenance cost There are no "upgrades", only "updates", meaning, customers' IT staff does not need to aid in the patching of the solution, or facilitate conflict resolution of customizations during upgrades Report writing as well as workflow become business activities that anyone can participate in, rather than a technical activity only for a few; with 100% of all data available for use (including custom and calculated fields), not just what data got synched to the underlying data warehouse We provide over 600 pre-built business processes and 5000 analytics to fast track your implementation - all of which are derived from the collective scrutiny of 11,000+ global enterprises, allowing customers to draw upon the collective expertise of those organizations who would come before you Workday uniquely provides a Service Response SLA (service level agreement) that contractually guarantees the speed of reports and analytics regardless of the number of concurrent users, length of the audit trail or number of years you are a customer We provide 24x7x365 follow-the-sun support, any time of day, at no added cost; customers themselves choose ticket severity and close their own tickets when satisfied, not when the vendor says so Workday is the most-certified vendor in the industry, certified to ISO 27001 (standard), ISO 27017 (for cloud processors), ISO 27018 (for data privacy), ISO 27701 (also for data privacy) and ISO 42001 (for AI functionality), covering BOTH the software and hardware layers; these certifications are then audited as part of SOC 2, but using ALL 5 of the Trust Criteria - Confidentiality, Integrity, Availability, Security and Privacy. This "4x5" approach is by far the strongest security and privacy foundation with which to store your most-sensitive employee data

Core ERP Capability Coverage

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

ADD N/A if no answer

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

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

Capability Category	Offered *	Name and Description *	Native (OOB) Support *	If not Native: Configuration *	Requires Customization *	Third-Party Required *	Known Limitations *	Typical use case that require customization or 3rd party *	Evidence
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Finance	☒ Yes ☐ No	Workday Financial Management is a unified, cloud-based solution that combines core financials, procurement, projects, and budgeting on a single data model, providing real-time visibility and control for public sector organizations. For municipalities, Workday supports fund and public sector accounting via a configurable, multidimensional ledger that handles funds, programs, grants, projects, and cost centers, with embedded budget controls (commitments, obligations, and encumbrances) to prevent overspending and enforce appropriations. The solution is designed to support Canadian PSAS/PSAB requirements through configurable accounting treatments, reporting structures, and financial statement layouts, while maintaining a complete audit trail and robust segregation of duties across configurable business processes. Workday also supports Canadian indirect tax (GST/HST/PST/QST) through flexible tax configuration, line-level calculation and recoverability rules, and reporting to support CRA and Revenu Québec compliance. Differentiators for Workday in the public sector include a single, in-memory ledger and reporting platform (eliminating the need for a separate data warehouse) for real-time, drill-down insight; a no-code business process framework to configure approvals and controls; and a consistent security model across finance, HR, and payroll. Embedded AI further enhances finance operations by automating routine tasks (such as anomaly detection, matching, and data enrichment), surfacing predictive insights, and assisting users with natural language interaction, while Workday's responsive, role-based mobile experience enables employees, managers, and finance staff to review transactions, approve workflows, and access real-time financial information securely from any device.	☒ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	Workday is not designed to replace the following specialized municipal operational systems, which are typically retained as best-of-breed solutions and integrated to Workday for GL, AR, revenue recognition, and financial reporting: • Enterprise Asset Maintenance (EAM) — Workday does not perform asset maintenance functions such as repairs, service scheduling, or work order management. • Property Tax billing and assessment. • Utility Billing (water, wastewater, waste, electricity). • Advanced Treasury — debt and investment management, hedging, and portfolio risk analytics are typically served by a dedicated treasury solution. • Point-of-Sale (PoS) billing. Workday provides the financial system of record and control; operational systems feed Workday via standard APIs and pre-built connectors.	1. Advanced treasury and investments Where the municipality operates complex treasury functions a dedicated treasury/investment management system is typically used alongside Workday. Workday remains the system of record for cash, GL, AP/AR, and bank integrations, while the treasury system manages deal capture, valuation, and risk, with summarized entries integrated back to Workday. 2. Enterprise asset management and work orders For detailed operational asset maintenance (roads, water/wastewater, facilities, parks, fleet), municipalities usually retain or implement a specialized EAM/CMMS. These solutions handle asset hierarchies, inspections, preventive/corrective maintenance, crew scheduling, GIS integration, and field mobility. Workday provides project and fixed asset accounting, capitalization and depreciation, and budgetary control, with work order costs (labor, materials, services) integrated from the EAM/CMMS. 3. Municipal line-of-business revenue systems Workday is not intended to replace specialized systems such as property tax, utility billing, permits and licensing, or transit/parking platforms. These systems typically remain in place as operational systems of record, integrating to Workday for billing, revenue recognition, collections, and GL postings. Integration patterns leverage Workday's standard APIs, file-based interfaces, or partner accelerators.	https://www.workday.com/content/dam/web/en-us/documents/datasheets/datasheet-financial-mgmt-gov-us.pdf
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Procurement	☒ Yes ☐ No	Workday Procurement is a unified, cloud-based source-to-pay solution that operates on the same data model as Workday Financial Management, providing municipalities with end-to-end visibility and control over requisitions, sourcing events, contracts, purchase orders, receipts, and supplier invoices. It supports public sector procurement practices through configurable business processes, multi-level approvals, encumbrance and budget checks at the point of requisition and PO, and tight integration to funds, programs, projects, and grants to enforce spending authority and appropriations. Workday enables strategic sourcing and contract management with standardized RFx processes, supplier evaluation, and contract lifecycle management, linking awarded contracts directly to POs and spend for compliance and auditability. Supplier onboarding, risk and performance management, and catalog-based purchasing are delivered via a modern supplier and employee experience, including punchout catalogs and support for competitive pricing. Differentiators include a single, in-memory platform where procurement, finance, and projects share real-time data (eliminating reconciliation between systems); a configurable, no-code workflow engine for approvals and controls that can reflect municipal delegation of authority; embedded analytics and AI that surface spend insights, policy exceptions, and savings opportunities directly in the business process; and responsive web and mobile access so requesters, approvers, and procurement teams can initiate and approve transactions, review contracts, and manage suppliers anytime, from any device.	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	Specialized inventory, warehouse, and MRO operations (e.g., transit depots, utilities fleet, facilities) are typically served by dedicated EAM/CMMS or WMS systems, with Workday handling procurement, POs, receipts, and financial inventory valuation. Workday does not replace operational warehouse management for complex pick/pack/ship scenarios.	Specialized inventory, warehouse, and MRO operations Transit, utilities, fleet depots, or other operations using WMS or EAM/CMMS for sophisticated warehousing, picking, and MRO planning. Workday handles procurement, POs, receipts, and financial inventory valuation; the operational system manages day-to-day warehouse and maintenance activity.	https://www.workday.com/en-us/resources.html?application.id=spend-management&industry.id=public_sector_government
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Human Resources / Payroll (if applicable to your suite)	☒ Yes ☐ No	The Workday Human Capital Management (HCM) and Payroll suite is an enterprise-grade, cloud-native platform that unifies the entire employee lifecycle into a single system of record. Unlike traditional "modular" HR software where data is synced between different databases, Workday uses a single data model. This means that when an employee is hired, their information flows instantly to payroll, benefits, and time tracking without manual exports or integrations. Workday: The platform now embeds generative AI across all modules. It can draft job descriptions, summarize performance reviews, and even use "Frontline Agents" to automate shift swaps for retail and hospitality workers. Continuous Calculation: Because HR and Payroll are one, if a manager enters a retroactive promotion today, Workday immediately calculates the "back pay" owed in the next check without HR needing to run a manual "off-cycle" calculation. Mobile-First Self-Service: Employees can view payslips, request vacation, swap shifts, and clock in/out directly from a mobile app, which significantly reduces the administrative burden on HR teams.	☒ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	No known limitations are described in the provided context.	The provided context does not indicate typical use cases requiring customization or third-party solutions for Human Resources / Payroll.	https://www.workday.ca/content/dam/web/en-us/documents/datasheets/datasheet-workday-human-capital-management.pdf https://www.workday.ca/content/dam/web/ca/documents/datasheets/datasheet-workday-payroll-ca.pdf
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Budgeting and Planning	☒ Yes ☐ No	Workday delivers comprehensive budgeting and planning capabilities through Workday Adaptive Planning and Workday Financial Management, working together on a unified cloud platform. Workday Adaptive Planning is a flexible, scalable platform that enables budgeting, forecasting, modeling, scenario planning, reporting, and analysis, powered by embedded AI. With over 6,925 customers across 50+ countries, Workday is the global leader in enterprise planning. Budgeting methods supported include driver-based, top-down, bottom-up, incremental, zero-based, rolling and periodic forecasting, expense planning, and long-range strategic planning. Flexible modeling allows users to build and maintain models with virtually no limits on dimensions, scenarios, or complexity, all with a click-not-code interface owned by finance, not IT. Unlimited scenario planning enables users to dynamically model multiple what-if scenarios in real time, including personal scenarios that can be shared for collaboration, with embedded AI-driven predictive forecasts, anomaly detection, and outlier reporting. Federated planning architecture lets each department plan at its own level of detail while individual plans roll up into a holistic, fully linked enterprise plan. Built-in reporting and analytics include web reporting, Microsoft Office integration (OfficeConnect), and active dashboards — all self-service, with changes auto-consolidating in real time. Workday Financial Management completes the picture with transactional budget control and spend management. Users can drill directly from plan actuals in Adaptive Planning to accounting transactions in Financials with the provided integration. Integration is built in -> Adaptive Planning connects to any ERP, HCM, CRM, or transactional system using a built-in integration framework, enabling a single platform to plan, budget, forecast, execute, and analyze. Workday is recognized as a Leader in the 2024 Gartner Magic Quadrant for Financial Planning Software (third consecutive year) and a Gartner Peer Insights Customers' Choice in 2025. 93% of customers have accelerated planning cycle times by 30% or more.	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	No known limitations are described in the provided context.	The provided context does not indicate typical use cases requiring customization or third-party solutions for budgeting and planning.	https://www.workday.com/content/dam/web/en-us/documents/datasheets/datasheet-workday-financial-management.pdf
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Inventory / Asset Management	☒ Yes ☐ No	Workday provides integrated inventory and asset management capabilities built on the same data model as its financials, projects, and procurement, giving municipalities end-to-end visibility from requisition through receipt, stocking, consumption, capitalization, and retirement. For inventory, Workday supports multi-location stock management, issues and returns, replenishment, and costing, tied directly to funds, programs, projects, and worktags to ensure that material movements are properly accounted for and subject to budgetary control. Catalogs, purchase orders, and receipts flow seamlessly into inventory, enabling municipalities to manage common stores (e.g., facilities, IT, public works materials) and track usage to projects and services. For assets, Workday delivers robust fixed asset and project-to-asset accounting, covering acquisition, construction-in-progress, capitalization, depreciation, impairment, and retirement, with flexible worktags to report by asset class, location, fund, and program. Embedded analytics and AI surface real time insights into inventory issues, asset costs, and resource trends, and the audit log provides a secure and transparent view of any device.	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	Specialized inventory, warehouse, and MRO operations (e.g., transit depots, utilities fleet, facilities) are typically served by dedicated EAM/CMMS or WMS systems, with Workday handling procurement, POs, receipts, and financial inventory valuation. Workday does not replace operational warehouse management for complex pick/pack/ship scenarios.	Warehouse management (WMS) / advanced inventory ops - Used when the municipality runs complex warehouses (e.g., transit parts depots, large central stores) with advanced picking, automation, or labor management. Enterprise Asset Management / CMMS (esp. for municipalities) - Used for operational asset and maintenance management across roads, water/wastewater, facilities, fleet, and parks. MRO / service and fleet maintenance - Where transit or fleet operations are particularly complex, customers may use specialized fleet or MRO systems (sometimes overlapping with EAM above).	https://www.workday.com/en-us/resources.html?application.id=spend-management&industry.id=public_sector_government
Reporting / Analytics	☒ Yes ☐ No	In Workday, reporting and analytics are always live. While this is a popular statement for all vendors to make, only Workday's data model is based on the concept of a true, single data model. There is no second copy of data, ever. The security rules that govern access to the data model (using the concepts of user, role, position, cost centre, company, job, etc) are simply part of the core data, itself. Workday does not have "modules" that need to export data to a separate "data warehouse" or "analytics cloud" under the covers. That would mean that (1) reporting would always be on stale data and (2) you could only report on the subset of data fields that were actually exported. And if a new custom field is created, it would have to be extracted/transformed/loaded, and re-secured, in the reporting module. None of this adds any value for customers. This is why Workday uses a modern in-memory object approach, instead of a relational database business model with actual employees, organizations, cost structures, etc tables. When a user runs a particular report or analytic, their unique security profile strips out any rows, columns and cells the user is not entitled to see. In this way, a single report can be distributed to the entire workforce,	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	For the Mobile (Google Android and Apple iOS) : Not all report types or complex visualizations (like dual-axis charts) are supported on the Workday mobile app.	While Workday Core Reporting is highly configurable, it is designed as a transactional reporting engine. Certain "high-complexity" or "high-volume" scenarios typically require either Workday Prism Analytics (an internal "data hub" extension) or 3rd-party BI tools (like Tableau, PowerBI, or a Data Warehouse) 1.	

		securely. Workday provides over 5200 standard reports and analytics based on the collective strength and scrutiny of 11,000+ customers, and these reports are automatically available to put on dashboards. In fact, over 100 Workday-delivered dashboards are provided by default. Customers can also create custom reports directly in Workday, using a powerful report writer, which has all the usual bells and whistles like filtering, prompting, grouping, summarization, and so forth. Workday reports also include native APIs for CSV, XML and JSON so they can instantly be plugged into any third-party reporting tool like Power BI or Tableau. Workday also provides Discovery Boards, a powerful ad hoc drag-and-drop reporting capability where users with no technical know-how can simply drag fields from left to right onto a canvas. This encourages the "democratization" of data so that all users, regardless of their technical ability, have the ability to securely slice and dice only the data made available by their unique security profile. Users can change visualizations very easily and share key insights with other users, knowing that the data is never shared, only the right to visualize the data according to the other users' unique security profile.						t	
Integration and Data Architecture	☒ Yes ☐ No	Workday Core Integration & Data Architecture I. Data Architecture Workday uses an object-oriented data model rather than a traditional relational database (SQL). Data is stored in Business Objects, which function like tables, and these objects contain Instances, which function like rows. Users access this data through Report Data Sources (RDS). To ensure high performance, Workday uses Indexed Data Sources for large-scale data processing. All data access is governed by a unified Security Model, where permissions are granted at the functional domain level, ensuring that integration users and employees only see data they are authorized to view. II. Core Integration Framework Workday provides four primary methods for moving data in and out of the system: 1. Enterprise Interface Builder (EIB): The most common tool for simple integrations. It allows users to perform bulk data uploads or extracts using Excel-based templates and is managed directly within the Workday tenant. 2. Workday Connectors: These are pre-built, functional integration templates designed for specific third-party vendors (such as Canadian payroll providers or benefit	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	API Rate Limiting: Workday enforces strict Rate Limits to prevent a single integration from overwhelming the tenant. Integrations that require "Real-Time" syncing of massive volumes may receive errors. Timeout Thresholds: Standard synchronous API calls (SOAP/REST) generally time out after 5 minutes. Background/Import processes have longer windows but are still capped Data Latency: While Workday is "real-time," the search index (used for the global search bar and some indexed reports) can have a slight delay (seconds to minutes) before new transactions appear in search results.	While Workday provides robust pre-built connectors, certain high-complexity or multi-system scenarios often require customization (via Workday Studio or Workday Orchestration for Integration, both are standard tools) or 3rd-party middleware	

carriers). They minimize the need for custom coding by using standardized data maps.

3. Workday Studio: A sophisticated development environment used for highly complex, multi-system integrations. It supports custom logic, data transformation, and advanced error handling for scenarios that EIBs cannot manage.

4. Web Services (API): Workday offers both SOAP-based Workday Web Services (WWS) for comprehensive programmatic access and modern REST APIs for smaller, faster data transactions. These allow external systems to securely "talk" to Workday in real-time.

III. Management and Auditing All integrations run under an Integration System User (ISU), which is a restricted account with specific security permissions. Every execution is tracked as an Integration Event, providing a full audit trail and technical log files for troubleshooting and compliance.

Platform Tools (workflow, low-code, roles/permissions, extensibility)	☒ Yes ☐ No	Workday is 100% process-driven. Based on the collective scrutiny of 11,000+ customers, Workday's Business Process Framework (BPF) delivers over 600 pre-built best-practice business processes for HR, Financials and other functional areas. Customers configure the default definitions of any process for their own specific needs, by adding steps, removing steps, or maintaining step conditions, all without writing code or requiring a technical background. Process steps are much more than linear approvals and notifications. Workday includes steps for taking action within Workday, approvals, document review/e-signature capture, questionnaire distribution and many others. As steps are modified, the details are fully audited and versioned. BPF is Workday's singular approach to process management, and enables business users to easily maintain compliance across functional areas, rather than providing simple, differing workflow capabilities per module, as is the case with Legacy Cloud. Advanced capabilities include: - Create one common global process shared by every organization, or use different processes in different organizations - Route work to dynamic security groups representing users, roles, locations and many other security facets - View any process in visual swimlane mode - Perform steps in parallel to maximize throughput - Perform steps conditionally to maximize efficiency, without writing any code and using regular business English	☒ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	Unlike PaaS providers (such as AWS, Azure, or Heroku) where you can build any type of application from scratch, Workday is a finance and people-centric ecosystem. All extensibility and configuration are designed to enhance your Workday data and processes—not to serve as a blank slate for non-Workday applications. The Workday Philosophy: Configuration Over Customization Workday's architecture is built on a "Power of One" principle—one source of data, one security model, and one user experience. Tailored, Not Transformed: You do not "customize" the underlying source code (which would break during updates). Instead, you configure existing frameworks (Business Processes, Security Groups, Report Data Sources) to match your unique business requirements. Tenant Safety: Because you are configuring within a structured framework, your changes are "update-safe." When Workday releases its semi-annual updates, your configurations persist without requiring the expensive "re-coding" typical of legacy ERPs. Workday Extend: Building "Inside the Box" For needs that go beyond standard configuration, Workday Extend allows you to build custom apps. However, these are strictly Workday-native extensions: Purpose-Built for Workday: Workday Extend is intended for apps that live inside the Workday UI and use	No External Web Hosting: You cannot host non-Workday websites or public portals on the Workday platform. Data Model Constraints: You can extend Workday's data model with Custom Objects, but you cannot create a completely independent relational database structure. All data must relate back to a Workday entity (like a Worker, Organization, or Journal).	

		Include integrations directly in processes to allow real-time event-driven integrations to complement business user activity Maintain step delays and help-text, translatable to any supported language Embed pop-up analytics and reports into process steps directly to give approvals the information they need to approve without having to pick up the phone or send an email 100% effective-dated versioning and audit of every single process, allowing customers to meet their own internal and external process audit requirements Sandbox environment copy of production, refreshed weekly, to test what-if scenarios without impacting production (at no extra charge) Comprehensive set of step types including Action, Approval, Approval Chain, Batch/Job, Checklist, Complete Questionnaire, Integration, Report, Report Group, Review Documents (for e-signature) and To Do Business processes are simply configurations in Workday and have no upgrade impact. Workday is based on the fundamental concept of a single data model and single security model, all defined as runtime data. Users are fundamentally restricted to the portions of the data model, as well as the actions they can take, as defined by the concept of security groups. These groups are based on the concepts of user, job, role, position, supervisory organization, location, cost centre, company, management level, and any combination therein. Workday is pre-built with the most-common security configurations based on the collective scrutiny of thousands of existing customers, to ensure implementations are as short as possible. In this way, Workday is fundamentally based on the Principle of Least Access, also known as Need-to-Know. Every single aspect of Workday is filtered through the live security model, from core functions, to workflow, to integration and even reports and analytics, which universally respect the live security rules without having to re-build them in a separate data warehouse under the covers. The security rules are also reportable, meaning, if there are any invalid rule combinations (time entry clerk can also run the pay calc, AP specialist can create supplier invoices and also pay them), customers are immediately alerted to segregation of duty violations and can take immediate corrective action. In Workday, all extensibility is performed with configuration instead of customization. Customization is defined as design-time coding, scripting, SQL and XML, for example. All of these concepts break the upgrade path and slow the system down. Only IT can perform customizations, which does not scale.				Workday data (e.g., a "Canadian Tuition Reimbursement" app or a "Company Asset Tracker"). Inherited Governance: These apps automatically use your existing Workday security and audit trails. You cannot use Workday Extend to build a standalone customer-facing CRM, a gaming app, or an independent e-commerce site. Canvas Design System: All extensions must use the Workday "Canvas" layout. This ensures that a custom-built app looks and feels exactly like the rest of Workday, providing a seamless employee experience. Platform Limits: What Workday Is Not To maintain peak performance for all global customers, Workday enforces "Guardrails" that prevent it from being used as a general-purpose development environment: No External Web Hosting: You cannot host non-Workday websites or public portals on the Workday platform. Data Model Constraints: You can extend Workday's data model with Custom Objects, but you cannot create a completely independent relational database structure. All data must relate back to a Workday entity (like a Worker, Organization, or Journal). Logic Limitations: Workday Extend uses a specialized, low-code logic language. It is not a place for high-performance computing, complex 3D rendering, or heavy scientific data processing.		
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		Workday uses configuration, instead. Configuration is defined as runtime, declarative metadata, where customers instruct Workday "what to do" but without having to specify "how" to do it. Configuration uses controls such as radio buttons, drop downs, date pickers, numbers and text boxes. Because customers are simply adding runtime data to the system, Workday can incorporate the extension into the next update, forever. There is no concept of regression testing or conflict resolution. And because all configuration is runtime, the audit trail takes care of source control, automatically. Key examples of configuration in Workday include custom reports, custom fields, business processes, calculated fields, security groups, account posting rules, compensation/benefit plans, and so forth. Even integrations are configurations. Because everything is configuration, all customer subject matter experts, including IT, are available to participate in platform extensibility. At the end of the day, because customers are not customizing the system (and therefore slowing it down), Workday provides a contractual Service Response which guarantees that Workday will be as fast ten years from now as we are on day 1.							
	☐ Yes ☒ No	N/A	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	N/A	N/A	

Extensibility, integration and interoperability

Integration and Extensibility Overview

Area	Native Integration Features *	Limits or Constraints *	Need for Customization or Middleware *
API	Workday includes all necessary integration capabilities directly within the solution, in order to connect to and from any other third party system, at any frequency. Tools include: SOAP APIs: Located at https://community.workday.com/sites/default/files/file-hosting/productionapi/index.html, Workday provides a comprehensive, backwards-compatible API catalogue allowing any third party the ability to read and write data, in bulk REST APIs: Located at https://community.workday.com/sites/default/files/file-hosting/restapi/index.html, these APIs are used for targeted, user-specific transactions Reports-as-a-Service (RaaS): Workday reports have native APIs over HTTPS, for formats such as CSV, XML and JSON; RaaS allows customers to quickly collect an optimized set of fields that can be immediately plugged into any third party system, in real-time Workday Query Language (WQL): Third party apps can write comprehensive SQL statements and query Workday over HTTPS Enterprise Interface Builder (EIB): Whereas the tools above are real-time, EIB is Workday's batch interface tool for configuring inbound and outbound data flows, using only clicks and configuration Cloud Connectors: A rich library of pre-built interfaces between Workday and popular solutions like Active Directory, benefit providers, the CRA, Service Canada and a myriad of widely-used third party tools that most-often integrate with Workday, please see marketplace.workday.com for full details Workday Studio: A rich, integrated development environment (IDE) to create any integration pattern, no matter how complex, that does not fit into the patterns above Workday Orchestrations: A tool for building integrations between Workday and external systems. The Orchestration Builder is a browser-based, drag-and-drop tool where you create workflows called orchestrations which automate business processes, transform data, and facilitate real-time, event-driven API interactions with other services, without writing code. Workday Extend: Whereas the items above are all related to data integration, Extend is about user interface integration; customers can re-arrange Workday's screens and forms in new ways, and build all-new user interface components that create, read, update and delete data from APIs from any other third party application	N/A	N/A

Events/webhooks	Workday is 100% process-driven. Based on the collective scrutiny of 11,000+ customers, Workday's Business Process Framework (BPF) delivers hundreds of pre-built best-practice business processes for HR, Financials and other functional areas. Customers configure the default definitions of any process for their own specific needs, by adding steps, removing steps, or maintaining step conditions, all without writing code or requiring a technical background. Process steps are much more than linear approvals and notifications. Workday includes steps for taking action within Workday, approvals, document review/e-signature capture, questionnaire distribution and many others. As steps are modified, the details are fully audited and versioned. BPF is Workday's singular approach to process management, and enables business users to easily maintain compliance across functional areas, rather than providing simple, differing workflow capabilities per module, as is the case with Legacy Cloud. Advanced capabilities include: Create one common global process shared by every organization, or use different processes in different organizations Route work to dynamic security groups representing users, roles, locations and many other security facets View any process in visual swimlane mode Perform steps in parallel to maximize throughput Perform steps conditionally to maximize efficiency, without writing any code and using regular business English Include integrations directly in processes to allow real-time event-driven integrations to complement business user activity Maintain step delays and help-text, translatable to any supported language Embed pop-up analytics and reports into process steps directly to give approvals the information they need to approve without having to pick up the phone or send an email 100% effective-dated versioning and audit of every single process, allowing customers to meet their own internal and external process audit requirements Sandbox environment copy of production, refreshed weekly, to test what-if scenarios without impacting production (at no extra charge) Comprehensive set of step types including Action, Approval, Approval Chain, Batch/Job, Checklist, Complete Questionnaire, Integration, Report, Report Group, Review Documents (for e-signature) and To Do Business processes are simply configurations in Workday and have no upgrade impact.	N/A	N/A
Reporting Data Models	Instead of a legacy relational database, Workday is based on a single, in-memory data model, with no second copy of data required, ever. Each object (e.g. Worker, Position, Job Profile, Supplier, Invoice, Organization, etc) is linked to other objects in a 1-to-many or many-to-many fashion. There is no need to ever denormalize data or make copies of it. There is no need for IT to have to maintain the database. By leapfrogging legacy relational database technology, a vast world of business benefits become available to our customers. For example, analytics simply run on live data (filtered through live security rules), which has never been done before. Further, an audit trail is built into every field and transaction in the system, by default. And lastly, when a custom or calculated field is created, it is instantly available to the entire application, without ever breaking the upgrade path. These are just 3 of the business benefits that can never be realized in the relational database world, which is still the basis for data storage for all vendors in our space, except for Workday.	N/A	N/A
Workflow Engine	Please see Events/Webhooks – These 2 items are one and the same	N/A	N/A

Technical Support

Question	Answer *
Describe the customer support services available for technical issues, including support channels, hours of availability, response and resolution targets, escalation paths, and any service-level commitments for Canoe Members.	Workday offers 24x7 support for critical Severity 1 tickets and remains accessible for troubleshooting until the issue is resolved. Lesser severity levels are 24x5, Monday to Friday. When support tickets are closed, Workday does not invoice our customers for work performed, as is commonplace in our industry. Customers get to choose the severity level of their tickets. Often, the vendor will do this for them, but not with Workday. Customers also close their tickets when satisfied with our performance, not when we automatically do it for them, another common problem in our industry. Workday takes customer support very seriously and offers customers features based on severity levels shared within SLAs The end result is a resounding 97% customer satisfaction rating, year over year. Workday's support team is not incented to simply close cases; customer satisfaction is what incentivizes this team, which offers better value for customers.

Describe your technical support model, including the distinction between vendor-provided support and partner-provided support. Identify which types of issues are handled directly by your company.	The Global Customer Support team empowers customer success with on-demand assistance and provides resources that enable customers to learn, innovate, and collaborate. We believe in proactive problem solving. Our team constantly monitors all production, sandbox, and implementation tenants, performing 1.2 million checks on system performance across all our data centers every 7 minutes, around the clock. Our teams are immediately aware whenever something doesn't seem to be performing at its best, and we quickly gather the right subject matter experts to take a look. Our subject matter experts diagnose the issue and begin looking for ways to resolve it. If we determine the issue could affect our customers, we begin outreach right away. After we've found a fix, we quickly implement it and follow up with impacted customers to let them know when the issue has been resolved. We view every issue we uncover and resolve as an opportunity to strengthen Workday products. We carefully analyze what went wrong and we engage the right teammates to implement solutions that will keep it from happening again. If we don't find and solve the problem first, our experts around the world are here to assist. Every Workday customer receives support guided by our service level agreements as well as access to best-in-class resources including Workday Community. Our customer portfolio has widely varying needs, and meeting each customers' individual needs is our key priority. Our approach provides additional flexibility for our customers to select the support level they require to meet their needs while continuing to achieve their business goals. We measure success by customer satisfaction, not by how many cases we close. When an issue is resolved for one customer, it's resolved for everyone. Because all customers are on the same version of software, issue resolution is faster and more complete. When an issue involves a product or service from a Workday partner, the resolution process is a collaborative effort that usually begins with the partner. The partner will investigate the issue to determine the root cause since they are responsible to support their service/solution. If the partner determines the issue is with Workday or is unresolved, a support case should be created with Workday to begin a joint review of their issue to determine how to resolve. Workday Support initially triages all interface API/Integrations cases and will work with Named Support Contacts (NSC) to gather additional details needed to analyze the issue. If it is deemed that more technical resources are required from the customer or vendor side, Workday Support will request that the NSC engage with those parties on Workday's behalf. If we need to work directly with those resources, the NSC must be present for those interactions and Support will document this via our case management system. Support is provided for issues found with the Workday API, Workday packaged integrations, ESB issues, and environmental issues within the Workday data center. Support for any issue that requires configuration or development assistance can be requested through Professional Services.
Describe how support responsibilities are divided between your company and implementation partners, including issue triage, root-cause analysis, and platform-level defects	After go-live, support for Workday is shared between Workday and your implementation/AMS partner, with clearly defined responsibilities for user support, issue triage, root-cause analysis, and platform-level defects. In addition, Workday offers complementary services (Success Plans, Education, and Professional Services) to help you optimize and extend your solution over time. Overall support model and tiers Post-production / hypercare. Immediately after go-live, customers typically receive a defined period of post-production ("hypercare") support from the implementation partner (or Workday Professional Services, if Workday led the deployment). The duration and scope are agreed in the Statement of Work. During this period, the deployment team remains closely involved in triaging issues, stabilizing configuration, and completing any agreed post-go-live activities. Beyond hypercare, most customers adopt a three tier model with responsibilities split between the Customer, Workday and Partners. To complement the core support model, Workday offers additional services: Workday Success Plans (subscription-based): Provide proactive and continuous support, including access to experts, in-tenant guidance, optimization services, and a rich library of self-service tools. Different tiers (Accelerate Essentials, Accelerate, Accelerate Plus) offer increasing levels of tailored guidance, technical advisory, and strategic support. Workday Education Services: Offers fundamental and advanced training for Workday Administrators, Functional Leads, and Business Users, helping you build internal capability and reduce operational tickets over time. Workday Professional Services (a la carte): Provides targeted assistance for enhancements, new modules, integrations, tenant optimization, or complex changes that go beyond business-as-usual support. In summary, partners and your internal team primarily own user support, configuration, and process-level remediation, while Workday owns platform-level support, deep diagnostics, and resolution of product defects. This clear division of responsibilities ensures efficient triage, robust root-cause analysis, and that any platform-level issues are addressed directly by Workday.

Describe how technical support interacts with your update and release process, including communication of upcoming releases, support for regression issues, and schedule stability	Workday provides email updates for each cycle and customers can view upcoming maintenance windows, feature updates, and release schedules in Community. At Workday, our goal is to deliver functionality at a rapid pace to provide you with the functionality and enhancements your organization needs. We deliver product features and services in two ways: Weekly Service Updates - which occur within the weekend maintenance window and deliver timely fixes and enhancements that are non-impactful to customers. Feature Releases - delivered on a 6-month schedule, which contain a significant number of new features and functionality; these features are delivered "turned off", so you can review them before putting them into production. Below we provide further insight into what is appropriate for delivery in a Weekly Service Update and in contrast what we will target for a Feature Release. Weekly Service Update Net new features or enhancements to existing functionality Minor UI modifications (e.g., field spacing, font sizing, etc.) Architecture and Data Center Improvements New capabilities New Reporting components New or updates to existing web services Payroll Compliance Updates Bug fixes All updates are documented in the Weekly Service Update Notes Feature Release Net new features Enhancements to existing functionality, including UI improvements New or updates to existing web services Bug Fixes New Products A 5-week preview window leading up to the Feature Release date is provided to test, plan and build communications for the upcoming release Within an update cycle, we provide customers early access to the update before it is applied to their production environment, including the customer's data, in a separate environment called a sandbox preview tenant. Besides your Production and Sandbox environments, the Sandbox preview tenants contain a copy of your current production system with the new updates applied so that they can see and test the full-featured release and "turn on" the features applicable to your organizations needs and requirements. Customers may access new update features in their sandbox preview tenant up to five weeks prior an update being delivered into production. Workday also has standard maintenance windows in which we apply critical patches. These patches are part of our Service Level Agreement (SLA) and scheduled maintenance and patch dates are published on Workday Community. As a cloud service provider, Workday patches and upgrades are included as part of our service.
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Suitability and Member profile

Question	Reponse *
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Beyond the financial cost, what is the specific Full-Time Equivalent (FTE) commitment required from the client's internal team during a standard implementation to ensure success, and what specific technical skill sets must those internal staff possess	Workday's implementation model is designed to be collaborative, with the majority of technical configuration and build effort performed by a certified implementation partner rather than the client's internal team. The client's role is focused on providing organizational knowledge, validating business requirements, participating in testing, and driving internal change management. This approach is intentional: it minimizes the operational burden on public-sector organizations that must maintain continuity of services throughout a deployment. Internal Team Size and Structure The FTE commitment required from a Canoe Member's internal team will vary based on the scope of the deployment (e.g., modules selected), organizational size, and implementation approach. These commitments are not static across the project lifecycle. Internal team involvement is lower during early planning and configuration phases, peaks during testing and user acceptance, and tapers to a steady-state support model following go-live. Key Roles and Responsibilities Regardless of organizational size, the following role categories represent the internal team structure Workday recommends for a successful deployment: Executive Sponsor and Project Leadership. A senior leader with authority to make decisions, remove organizational barriers, and maintain strategic alignment. This is typically a part-time commitment but critical throughout the project. A dedicated Project Manager is also recommended to coordinate internal activities, manage timelines, and serve as the primary liaison with the implementation partner. Functional Subject Matter Experts. Internal staff with deep knowledge of the organization's business processes in areas such as human resources, payroll, finance, budgeting, and procurement. These individuals do not need technical system expertise — their role is to define requirements, validate configurations, and confirm that the system reflects how the organization operates. They participate most actively during design workshops and user acceptance testing. Technical and Data Resources. A Technical Lead or IT representative who understands the organization's existing systems landscape, integration requirements, and data architecture. This individual works closely with the implementation partner on data migration planning, integration development, and security configuration. Depending on complexity, a Data Lead may also be designated to manage data extraction, cleansing, and validation from legacy systems. Change Management and Training. A Change Management Lead responsible for stakeholder communications, adoption planning, and end-user training coordination. For public-sector organizations with diverse user populations, this role is essential to ensuring smooth transition and minimizing disruption to operations. Testing Participants. Business users drawn from across the organization who participate in end-to-end testing, user acceptance testing, and parallel testing phases. These individuals do not require dedicated FTE allocation but must be available during defined testing windows. Required Skill Sets Workday does not require clients to possess deep technical expertise in the Workday platform prior to implementation. The implementation partner provides the certified Workday configuration knowledge. However, the following skill sets within the internal team contribute to project success: Business process expertise — thorough knowledge of the organization's current operations in HR, payroll, finance, and procurement, including any collective bargaining agreements, government compliance requirements, and public-sector reporting obligations. Data management fundamentals — ability to extract, organize, and validate data from existing legacy systems; familiarity with data mapping concepts and quality assurance processes. Integration awareness — understanding of the organization's current IT environment, including systems that will need to interface with Workday (e.g., banking, tax remittance, time and attendance, benefits providers). Detailed integration development is performed by the implementation partner, but internal knowledge of existing system touchpoints is essential. Change management and communication — skills in stakeholder engagement, training delivery, and organizational change planning, particularly relevant for public-sector environments where transparency and staff engagement are priorities. Analytical and reporting capability — ability to define reporting requirements and validate outputs; experience with data analysis and business intelligence concepts is beneficial for the reporting design phase. How Workday Reduces the Burden on Members Workday's deployment methodology is specifically designed to reduce internal effort through several mechanisms: Preconfigured tenants — Workday's implementation environments include out-of-the-box configurations, predefined integrations, and role-based security templates that significantly reduce the volume of decisions the client team must make from scratch. Implementation partner expertise — Workday's certified partners carry the primary configuration and technical build workload, allowing the client team to focus on business validation rather than system construction. Workday Engagement Manager — each deployment includes a Workday Engagement Manager who provides guidance, monitors project health, and connects the client to Workday best practices and resources. Training and certification — Workday offers training programs, including Workday Pro certification, to help internal team members build platform expertise during and after the implementation, supporting long-term self-sufficiency. Ongoing community access — following go-live, Members have access to the Workday Community for peer collaboration, best-practice documentation, and continuous learning resources. This approach ensures that Canoe Members can execute a successful implementation with a right-sized internal team, without requiring the organization to recruit or contract for specialized Workday technical skills in advance. It is also important to note that the scope of engagement requested by a member from a Systems Implementation Partner can also impact the size and range of internal roles, as these implementation firms can offer dedicated and on-demand project resources to compliment internal capacity.
Describe a specific client profile (size, complexity, or industry vertical) where your solution is NOT the best fit, and explain why a competing product might serve that specific profile better.	Workday is committed to providing Canoe Members with an honest assessment of where our solution delivers the greatest value, and where alternative approaches may better serve a Member's needs. In the context of Canadian municipalities and broader public-sector entities, we identify the following profiles where Workday may not represent the optimal fit. Workday is architected to support organizations of all sizes, in any industry, with any level of complexity. Our configurable architecture, extensibility (including Workday Extend), and continuous innovation allow us to serve everything from small, single entities and consortium models to highly diversified, global enterprises across all verticals. That said, there are some specific profiles where a different product may be a better fit for how the organization wants to operate today. Example profile: An organization that is focused purely on short-term, transactional needs, with a strategy centered on maintaining multiple disconnected, legacy, or on-premise systems, and that explicitly does not want to standardize processes, consolidate data, or adopt a modern cloud platform. In this scenario: Workday is still technically a strong fit — it can absolutely support their size, industry, and complexity — but it is intentionally designed as a unified, cloud-native platform for organizations that want to modernize, standardize, and gain insight from a single source of truth. In other words, the "misfit" is not about industry, size, or complexity — Workday supports all of those exceptionally well. The rare situation where another solution may be more appropriate is when an organization's strategy is to deliberately avoid the kind of standardization, configurability, and continuous innovation that Workday is built to deliver. Entities Whose Primary Need Is Asset-Intensive Operations Management Some public-sector entities — particularly utilities, public works departments, or infrastructure-focused agencies — have a primary system requirement centred on physical asset management, work order management, fleet maintenance, or capital project tracking at a level of operational granularity that extends beyond ERP functionality. Workday's platform provides robust financial management of assets (acquisition, depreciation, disposal, and reporting), but it is not designed to serve as a full asset lifecycle management or maintenance management system. For entities where this operational asset management capability is the primary driver of a technology investment, purpose-built asset management or enterprise asset management (EAM) platforms may provide a more direct fit. Workday integrates well with these specialized systems, and many public-sector organizations choose to pair Workday's financial and HR capabilities with a dedicated asset management solution in a complementary architecture.

Describe a specific client profile (size, complexity, or industry vertical) where your solution is the best fit, and explain why a competing product might serve that specific profile better.	Workday supports public-sector organizations across a broad range of sizes and complexity. Fit is primarily determined by functional scope, transformation objectives, operational complexity, and readiness to adopt a unified cloud platform rather than employee count alone. Profile Description The ideal Workday client in the Canoe context is a municipality, regional government, healthcare authority, school board, or Crown entity that has outgrown its existing administrative systems — often a combination of aging on-premise applications, disconnected point solutions, and manual processes across HR, payroll, finance, budgeting, and procurement. The organization operates across multiple departments or locations, manages diverse employee groups (including unionized staff, part-time and seasonal workers, and multiple pay groups), and faces increasing demands for real-time reporting, financial transparency, and regulatory compliance. These entities are typically at an inflection point: their current systems cannot support modern workforce management, integrated financial planning, or the data-driven decision-making their stakeholders expect. They have or are prepared to invest in a core project team, and they recognize that modernization requires adopting best-practice processes rather than replicating legacy workflows in a new system. Why Workday Is the Best Fit for This Profile Unified platform for people and money, Workday delivers human capital management, payroll, financial management, budgeting, procurement, and analytics within a single platform and a single data model. For municipalities managing thousands of employees across dozens of departments, this eliminates the data silos, manual reconciliation, and reporting gaps that plague organizations running separate HR and finance systems. A council member asking "what is our total compensation cost by department against budget" gets a real-time answer from a single system, not a multi-week exercise across spreadsheets. Purpose-built for the public sector, Workday has invested specifically in public-sector capabilities, including fund accounting, grant management, capital project tracking, multi-entity budgeting, position management, and collective bargaining agreement support. A robust existing install base means the platform is continuously refined based on actual public-sector operating requirements, not adapted from a commercial template. Continuous innovation without disruption. Workday delivers two major platform updates annually, included in the subscription at no additional cost, with backward compatibility that ensures existing configurations are preserved. For public-sector organizations that historically defer upgrades for years due to cost and complexity, this model represents a fundamental shift — Members always operate on the current release with access to the latest capabilities. Scalability across the Member spectrum. Workday's architecture supports organizations from several hundred to hundreds of thousands of employees on the same platform, without performance degradation or architectural changes. A mid-size municipality that grows through amalgamation, shared-services arrangements, or expanded mandates does not face a system migration or re-implementation, the platform scales with the organization. Measurable operational impact. Public-sector organizations that have deployed Workday consistently report significant reductions in budgeting cycle times, payroll processing effort, requisition-to-purchase-order timelines, and employee onboarding duration. These efficiency gains are particularly meaningful for municipalities operating under staffing constraints and public accountability requirements. Where an Alternative Solution Type May Serve This Profile Better Even within this mid-to-large public-sector segment, certain organizational characteristics may favour a different solution type: Organizations with deep legacy infrastructure investments that are not prepared to transition to a cloud-native platform may find more immediate compatibility with traditional on-premise or hybrid ERP solutions that integrate directly with their customized existing database and middleware environments. Some vendors can offer product customization and can replicate legacy processes, though typically at substantially higher cost of higher long-term maintenance burden and slower innovation cycles. Relatively, while Workday offers extensive configuration capabilities, the entire global customer base operates on the same foundational version. Entities whose primary requirement is a specialized municipal operational system — such as utility billing, property tax administration, court case management, or permitting — rather than a core administrative ERP platform, may be better served by vendors that specialize in these municipal operational domains. Workday is designed to serve as the financial and human capital management backbone of the organization, and integrates well with specialized operational systems, but it does not replace them and instead offers a diverse ecosystem of integration partners and open integration capabilities that can extend into most of these use cases. In each of these cases, the distinction is not about capability gaps but about alignment between the organization's current state, appetite for transformation, and primary system requirement. For the Canoe Member that is ready to modernize its core HR, payroll, finance, and planning systems on a unified, continuously updated platform, Workday is purpose-built to deliver that outcome.
Identify functional gaps that your past public-sector clients (within the last three years) have raised during implementation.	Workday values transparency with its clients and actively incorporates implementation feedback into its product roadmap. Over the past three years, public-sector clients have raised the following functional areas during implementation. Municipal Operational Systems Certain functions central to municipal operations, such as tax and utility billing, property tax management, and enterprise asset management, are addressed through integration with specialized systems rather than within Workday's native platform. Workday provides the financial management foundation for these areas (including general ledger, fund accounting, and asset financial reporting) and supports these integrations through its open API framework and pre-built connectors. Implementation partners routinely deliver these integrations as part of standard municipal deployments. Health and Safety, Labour Relations, and Case Management Canadian public-sector employers operate under specific occupational health and safety, grievance management, and labour relations requirements. Workday's HCM platform provides the workforce data foundation, and these operational capabilities are extended through Workday's innovation partner ecosystem, which includes Canadian firms offering integrated solutions for health and safety, grievance tracking, and investigation case management that work directly within the Workday environment. Legacy Data Migration Clients transitioning from long-established on-premise systems have identified data migration, i.e.: extraction, cleansing, and mapping of historical data, as one of the most effort-intensive aspects of implementation. Workday and its implementation partners provide structured migration methodologies and pre-built conversion tools, but clients should anticipate meaningful internal effort in this area. Government-Specific Reporting Municipal clients have noted that certain government-specific reports, require configuration using Workday's reporting tools. Workday's reporting framework is flexible and supports these requirements, but initial configuration effort should be expected. How Workday Responds to Client Feedback Workday addresses functional gaps through its semi-annual release cycle (incorporating hundreds of customer-driven enhancements per release), a curated innovation partner ecosystem that extends the platform into specialized domains, preconfigured public-sector deployment content, and the deep implementation experience of its certified partner network. This approach ensures that Canoe Members benefit from both ongoing platform investment and the lessons learned from prior public-sector deployments.
Describe compatibility with commonly used public-sector systems (procurement portals, AP automation tools, asset systems, financial reporting tools).	Workday integrates with commonly used public-sector systems through open APIs, web services, and middleware platforms, enabling seamless connectivity with procurement portals, AP automation tools, and reporting solutions. For example, Workday can integrate with Canadian public procurement platforms such as Bids&Tenders and CanadaBuys to support supplier sourcing and tender management. It also connects with accounts payable automation solutions like Basware for invoice processing and supplier payments. For financial reporting and compliance, Workday integrates with reporting platforms such as Workiva, allowing organizations to extend reporting, regulatory submissions, and audit documentation across their financial ecosystem.
Identify typical integration points where members often require customization.	In Workday, all extensibility is performed with configuration instead of customization. Customization is defined as design-time coding, scripting, SQL and XML, for example. All of these concepts break the upgrade path and slow the system down. Only IT can perform customizations, which does not scale. Workday uses configuration, instead. Configuration is defined as runtime, declarative metadata, where customers instruct Workday "what to do" but without having to specify "how" to do it. Configuration uses controls such as radio buttons, drop downs, date pickers, numbers and text boxes. Because customers are simply adding runtime data to the system, Workday can incorporate the extension into the next update, forever. There is no concept of regression testing or conflict resolution. And because all configuration is runtime, the audit trail takes care of source control, automatically. Key examples of configuration in Workday include custom reports, custom fields, business processes, calculated fields, security groups, account posting rules, compensation/benefit plans, and so forth. Even integrations are configurations. Because everything is configuration, all customer subject matter experts, including IT, are available to participate in platform extensibility. At the end of the day, because customers are not customizing the system (and therefore slowing it down), Workday provides a contractual Service Response which guarantees that Workday will be as fast ten years from now as we are on day 1.
	N/A
	N/A
	N/A

Comparative Positioning

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

Dimension	Strengths of your Solution *	Limitations of your solution *	Typical competitor approaches *	Members types best served *
Finance	Unified cloud-native GL, AP/AR, cash, grants, and projects on a single data model. Fund accounting, encumbrance/commitment control, and multi-fund structures built in natively. In-memory ledger delivers real-time drill-down from summary KPIs to transaction detail — no separate data warehouse. Configurable Canadian tax support (GST/HST/PST/QST) and support for Canadian Public Sector reporting. No-code business process framework for approvals and delegation of authority. Bi-annual updates preserve configuration — no disruptive upgrade projects. Embedded AI for anomaly detection, matching, and data enrichment.	Workday is not intended to replace specialized municipal operational systems such as property tax administration, utility billing, detailed enterprise asset maintenance and work-order management, advanced treasury, or point-of-sale systems. These functions are typically supported through integration with purpose-built applications, with Workday remaining the financial and administrative system of record.	ERP solutions vary in their functional scope, architecture, integration model, reporting capabilities, and approach to updates and configuration. Members should assess each solution against their operating requirements, existing technology environment, and desired level of platform consolidation.	Small to medium municipalities, cities, regional districts, provinces, crown corporations, higher education institutions, and healthcare organizations seeking to modernize core finance on a unified cloud platform — particularly those ready to move away from aging, heavily customized on-premise systems and wanting real-time financial visibility, strong internal controls, and continuous innovation. Organizations that already use or plan to retain specialized systems for property tax, utilities, and EAM will benefit from Workday as the financial backbone integrated to those operational systems.
Procurement	End-to-end source-to-pay on the same data model as Finance — requisitions, sourcing (RFI/RFQ), contracts, POs, receipts, invoices, and payments in one system. Encumbrance and budget checks enforced at point of requisition and PO. Configurable multi-level approvals aligned to public-sector delegation of authority. Supplier self-service portal for onboarding, profile maintenance, and payment visibility. Guided buying experience for end users. Embedded analytics surface spend insights, policy exceptions, and savings opportunities within the business process.	Specialized warehouse, maintenance, and complex inventory operations may require dedicated warehouse-management, enterprise-asset-management, or maintenance-management systems. Workday can support the related procurement, receipt, valuation, accounting, and integration requirements.	ERP solutions vary in their functional scope, architecture, integration model, reporting capabilities, and approach to updates and configuration. Members should assess each solution against their operating requirements, existing technology environment, and desired level of platform consolidation.	Public-sector organizations with formal procurement policies, delegation of authority requirements, and a need for end-to-end spend visibility and compliance. Particularly strong for entities managing complex multi-fund, multi-department, or shared-services procurement environments where budget control at point of commitment is critical.
Reporting	True single data model — no copy of data, no ETL to a separate warehouse. Over 5,200 standard reports and 100+ delivered dashboards available out of the box. Security-aware: a single report can be distributed organization-wide and each user sees only the data their role permits. Powerful self-service report writer for custom reports with filtering, grouping, prompting, and summarization. Native APIs (CSV, XML, JSON) on every report — instantly connectable to Power BI, Tableau, or other BI tools. Real-time reports always reflect live transactional data.	Certain government-specific reports require configuration during implementation. Advanced use cases involving high volumes of external data, complex data transformation, or extensive historical trending may require Workday Prism Analytics or an external analytics platform.	Reporting approaches vary by ERP provider. Members should consider whether reporting is embedded or separately provisioned, how security is applied, the availability of self-service tools, and the effort required to combine ERP and external data.	Organizations that want real-time, self-service analytics across finance, HR, and payroll without investing in a separate data warehouse or BI infrastructure. Ideal for Members whose leadership prioritizes evidence-based decision-making and who want finance and HR teams — not IT — to own and adapt their own reports and dashboards.
Extensibility	Open, well-documented SOAP and REST APIs for real-time programmatic access. Reports-as-a-Service (RaaS) and Workday Query Language (WQL) for flexible data extraction over HTTPS. Enterprise Interface Builder (EIB) for batch inbound/outbound data flows — clicks, not code. Workday Studio and Workday Orchestrate for complex multi-system integration scenarios. Pre-built packaged integrations to common third-party solutions. Integration Platform-as-a-Service (iPaaS) built into the platform — no middleware required for standard patterns. Every integration tracked via audit trail and technical logs.	Complex multi-system orchestration, legacy protocols, or highly specialized integration requirements may require Workday's advanced integration tools or third-party middleware. The appropriate approach depends on transaction volume, external-system capabilities, security requirements, and the desired integration frequency.	Integration capabilities and commercial models vary by provider. Members should assess API coverage, packaged connectors, event-driven capabilities, integration governance, update compatibility, and any additional middleware requirements.	Organizations that operate a best-of-breed technology ecosystem and need their ERP to be the integration hub — connecting to municipal operational systems (property tax, utilities, asset management, permitting) via open APIs and standard connectors. Well-suited for Members seeking to reduce technical debt and middleware complexity while maintaining integration with specialized line-of-business systems.

Experience

Describe your experience.

Line Item	Question	Response *
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1	Provide a high level description of the services you are offering in your proposal.	Workday is proposing a unified, cloud-native Enterprise Resource Planning (ERP) platform delivered as Software-as-a-Service. Our offering combines core Financial Management, Human Capital Management (HCM), Payroll, Procurement, and Budgeting & Planning (Workday Adaptive Planning) in a single system with one security model, one data model, and a consistent user experience. Within this proposal, Workday will provide: Core ERP applications for general ledger, budgeting, forecasting, accounts payable and receivable, expenses, project and grant accounting, procurement, inventory, payroll, time and absence, and HR/people management (positions, jobs, talent, and workforce analytics). Workday Adaptive Planning for multi-year budgeting, forecasting, scenario modeling, and reporting across finance, HR, and operations, tightly integrated to Workday Financials and HCM. Platform capabilities including role-based security, workflow and approvals, reporting and analytics, dashboards, integrations, and configuration tools that allow public sector organizations to adapt business processes without custom code. SaaS operations and support: secure hosting in Workday's cloud, bi-annual feature releases, continuous compliance updates, 24x7 monitoring, online support, and access to documentation, training, and community resources. Implementation via certified partners: while implementation services are out of scope for this RFP, Workday will support Members through our certified implementation partner network and Workday advisory resources to ensure successful deployments. We provide deployment advisory and assurance support to help customers establish a baseline for implementation, define options, and refine cost guidance. These services focus on functional, integration, and data conversion scope requirements, supporting their scope towards securing a Professional Services Agreement and Statement of Work with a 3rd party Systems Implementation Partner from the Workday accredited ecosystem or Workday itself. Workday's Change Management supports integrate into the overall project plan, supporting customers in planning and executing programs focused on end-user adoption through toolkits, onboarding, strategy development, impact analysis, communication plans, training plans, and train-the-trainer sessions. Independent Software Vendor (ISV) ecosystem via the Workday Marketplace. Beyond Workday's native capabilities, Canoe Members benefit from a curated ecosystem of Independent Software Vendors (ISVs) whose solutions are certified on the Workday platform and available through the Workday Marketplace (marketplace.workday.com). These ISV solutions seamlessly extend the Workday platform into specialized municipal and public-sector domains that sit outside of core ERP and HCM functionality. For example for Utility billing and customer information systems; SpryPoint, delivers a cloud native meter-to-cash platform for water, sewer, electric, and gas billing, customer self-service portals, mobile field service, and payment processing (SpryWallet). SpryPoint integrates with Workday for GL postings, revenue recognition, and AR/collections, allowing Workday to remain the financial system of record while the municipality operates a best-in-class utility billing system. Similarly for AP automation Auditoria AI, provides AI-powered AP Helpdesk and AP Accruals SmartBots that integrates directly with Workday Financial Management, automating vendor email processing, invoice handling, month-end supplier accruals, and AR collections. These solutions inherit Workday's security model and are tested for compatibility with each Workday release, ensuring that Members can extend the platform with confidence and without disrupting their core ERP environment. Following a go-live of the system: Our customer support and maintenance services are designed for customer success, offering robust online resources, global support, and access to Workday Community. We provide proactive problem-solving by monitoring system performance across all data centers, ensuring immediate awareness and resolution of issues. Workday Success Plans, available as an optional add-on, including the Accelerate Essentials, Accelerate, and Accelerate Plus packages, offer flexible, results-oriented additional support, direct access to experts, and a rich library of education and self-guided resources tailored to business needs. Workday Education Services help customers deploy and make the best use of our solutions through fundamental and advanced courses delivered via instructor-led virtual training, self-directed learning, and on-demand content. We also offer additional vendor support such as Deployment Services, Review and Recommend engagements, Production Integration Assistance, Knowledge Management, and the Workday Pro certification program to enhance expertise and optimize Workday applications. In summary, Workday is offering Canoe Members a modern, integrated ERP platform that covers the full administrative lifecycle: finance, HR/payroll, procurement, and planning backed by Workday's global SaaS operations and partner ecosystem.
2	What is your Canadian public sector market share for the solutions you are proposing?	Workday is a recognized global leader in cloud-based enterprise resource planning, consistently positioned as a Leader in analyst evaluations for Cloud ERP, Human Capital Management, and Enterprise Planning. Workday serves over 10,500 customers worldwide across all sectors, including many of Canada's largest employers in financial services, healthcare, education, telecommunications, and the public sector. Canadian Market Presence Workday maintains a significant and growing customer base in Canada across both the private and broader public sectors. Canadian organizations across healthcare, education, Crown corporations, and government agencies have selected Workday for human capital management, payroll, financial management, and planning. Canada Workday ULC, supports these customers with dedicated Canadian sales, support, and customer success resources. While Workday does not publicly disclose market share figures by country sub-segment, our Canadian presence is substantial and expanding, particularly within the broader public sector, where our direct sales (typically through competitive public procurements run by customers) is being supplemented through participation with purchasing cooperatives that have selected Workday as an approved provider for financial management and human capital management solutions. Canadian Public-Sector Growth Trajectory Workday's Canadian public-sector market share is growing as more municipalities and broader public-sector entities move to modernize legacy administrative systems through cloud-native ERP platforms. The Canadian public-sector ERP market has historically been served by on-premise and legacy vendors, and the transition to cloud-based solutions is still underway across much of the MASH sector, especially as several market leading solutions have received end-of life notice or decreased product investment projected over the next 5 years. Relatively, Workday is actively investing in this market, and sees Public Sector as one of the highest organizational growth priorities within Canada, with over 100% YoY increase in dedicated public-sector sales coverage, pursuit of cooperative procurement, a growing network of implementation partners, and the continued development of Canadian-specific enablement and deployment resources, and we expect our Canadian public-sector market share to grow meaningfully as this transition accelerates. We believe Workday's combination of a mature, proven platform, an extensive North American public-sector installed base, and a deliberate Canadian market investment strategy positions us to become a leading ERP provider for Canoe Members in the years ahead.

3	Describe the maturity of your ERP platform, including years in market, installed base in Canada, and the number and type of public-sector clients currently using your solution. Include a representative sample of public entities currently using your solution.	Note: This response and especially customer references are shared under implied confidentiality. Years in Market Workday was founded in 2005 by Dave Duffield, co-founder of PeopleSoft, and Aneel Bhusri. The company has been delivering enterprise cloud applications for 20 years. Workday Human Capital Management (HCM) launched in 2006, followed by Workday Financial Management in 2007-2008. In 2011, Workday made a formal commitment to the public sector and higher education verticals. Workday deliberately staged its financial management product launch to ensure both product readiness and market fit. This measured approach to market entry has resulted in a platform that was purpose-built for the cloud from its inception — Workday has never been an on-premises product that was migrated to the cloud. Platform Scale and Market Position Workday currently serves over 10,500 customers globally, with more than 70 million licensed users. The platform processes over 93 billion journal lines monthly and supports operations in over 175 countries and 35 languages. Workday has been recognized as a Gartner Magic Quadrant Leader for Cloud ERP for five consecutive years, and was the only vendor named a Gartner Peer Insights Customers' Choice 2025 for Cloud ERP for Service-Centric Enterprises. Over 60% of Fortune 500 companies and over 70% of Fortune 50 companies are Workday customers. The platform maintains a 95%+ customer satisfaction rate. Installed Base in Canada Workday has approximately 500 customers in Canada across all sectors, serving over 2 million employees nationwide. Global Public-Sector Footprint Workday serves over 340 public sector customers globally, representing a 20x increase in government customers since 2017. Over 1.3 million public sector users operate on the platform worldwide. 93% of public sector customers report satisfaction with the platform.
4	What do you consider to be the top three market differentiators of your services relative to this solicitation?	Differentiator 1: A truly unified platform — one data model, one security model, one version of the truth. Workday is built from the ground up as a single cloud-native platform for finance, HR, payroll, procurement, and planning. Unlike competitor suites assembled through acquisitions — where separate code bases for GL, budgeting, HCM, and reporting require integration and data replication — Workday operates on a single in-memory data model. This means there is only one security model to manage across mobile, workflow, reporting, analytics, integration, and the core application simultaneously. For Canoe Members, the practical impact is significant: finance, HR, and payroll leaders can drill from summary KPIs to transaction-level detail in real time, without waiting for overnight batch processes or relying on IT to build reports from a separate data warehouse. 100% data audit, 100% transaction audit, 100% data encryption, and 100% data masking are core features with no added subscription, implementation, or maintenance cost. Differentiator 2: Configuration, not customization — continuous innovation without disruption. Workday delivers two major platform updates and continuous weekly updates per year, included in the subscription at no additional cost. All customer configurations — business processes, workflows, custom reports, custom fields, security groups, integrations — are preserved through every update. There is no concept of regression testing or conflict resolution because Workday uses runtime configuration (declarative metadata) rather than design-time customization (code, scripting, SQL). New features are delivered in "off mode" and toggled on when the organization is ready, so the vendor never imposes changes on Members who are not prepared. For public-sector organizations that historically defer upgrades for years due to cost and complexity, this model is a fundamental shift — Members always operate on the current release with access to the latest capabilities. Workday invests a significant share of revenue into in R&D annually and because Workday's single application is its sole line of business, 100% of that investment benefits the platform Canoe Members use. Differentiator 3: Purpose-built for the public sector, with proven scale across the Member spectrum. Workday has invested specifically in public-sector capabilities including fund accounting, grant management, capital project tracking, encumbrance and commitment control, position management, and collective bargaining agreement support.. The platform's architecture supports organizations from several hundred to hundreds of thousands of employees without performance degradation or architectural changes — a mid-size municipality that grows through amalgamation, shared-services arrangements, or expanded mandates does not face a system migration. Customer tenants are hosted on AWS infrastructure with data at rest in Canada, continuously replicated to secondary datacentres via a sovereign path within Canada. This combination of public-sector depth, Canadian data sovereignty, and a 97% year-over-year customer satisfaction rating gives Canoe Members confidence that they are adopting a platform that is both proven and continuously improving.

5	Describe your experience with group purchasing, including a list of current cooperative purchasing contracts in North America.	Workday has extensive experience with cooperative and group purchasing across North America*, participating in a broad portfolio of pre-competed contract vehicles that enable public-sector, education, and non-profit organizations to procure Workday solutions through compliant, streamlined procurement pathways. *An exact list can be provided under a signed bilateral NDA, in the interim, for the purposes of this proposal, we are sharing a generalized overview of the breadth of our experience under implied confidentiality. North American Cooperative Procurement Portfolio Workday currently holds or participates in over a dozen active cooperative purchasing and statewide contract vehicles across the United States and Canada. These agreements span multiple contract types and sectors, including: Statewide government contracts. Workday is an approved provider under multiple statewide ERP and technology procurement vehicles, held either directly by Workday or through authorized reseller partners. These contracts serve state agencies, municipalities, counties, school districts, and other public entities within their respective jurisdictions. Nationwide cooperative purchasing agreements. Workday participates in several nationwide cooperative contracts that allow public-sector and non-profit organizations across the United States to procure Workday solutions without conducting independent competitive solicitations. These vehicles are administered by nationally recognized cooperative purchasing organizations and are available to thousands of eligible public entities. Education-sector cooperatives. Workday holds contracts directly with education-focused cooperative purchasing organizations, providing colleges, universities, and related institutions with a compliant procurement pathway for enterprise ERP solutions. Canadian cooperative vehicles. In Canada, Workday has been awarded contracts with public sector, education and healthcare sector focused purchasing cooperatives. These Canadian vehicles represent the foundation of Workday's cooperative procurement presence in the Canadian market and are actively informing our approach to the Canoe solicitation. Operational Experience and Maturity Across this portfolio, Workday has developed mature operational capabilities in the management of cooperative purchasing programs, including: Administration of contract-specific pricing, terms, and compliance requirements across multiple concurrent agreements Sales team enablement and training on cooperative procurement vehicles, including how to guide eligible customers through the purchasing process Reporting and administrative fee remittance in accordance with each contract's specific requirements Coordination with authorized reseller partners where contracts are held through the reseller channel Ongoing contract maintenance, including renewals, amendments, and performance reporting This experience ensures that Workday is operationally prepared to administer the Canoe Program Agreement from contract award forward, including compliance with Canoe's monthly reporting requirements, administrative fee obligations, and Member engagement expectations as outlined in Schedule C and Schedule D of the Draft Program Agreement. Commitment to the Canadian Market Workday views cooperative procurement as an increasingly important channel for serving the Canadian public sector, and the Canoe solicitation represents a significant expansion of our Canadian cooperative portfolio. Our organizational experience managing a diverse mix of U.S. and Canadian cooperative contracts across direct-hold and reseller models, statewide and nationwide scopes, and government and education sectors provides a proven operational foundation that we will apply to the Canoe Program Agreement.
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Engagement , Marketing and Training

Line Item	Question	Response *
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1	Describe the engagement and marketing strategy your company will implement if successful in this solicitation. Your answer should be specific to the various types stakeholders involved.	Workday will implement a structured engagement and marketing strategy designed specifically for a group purchasing organization model, focusing on Canoe and its members across the full lifecycle: awareness, evaluation, implementation, and long-term adoption. Engagement with Canoe Central Organization Strategic governance and program management - Establish a joint governance model (e.g., Steering Committee and Working Groups) with Canoe to oversee the overall program, member engagement, and roadmap. - Co-develop a multi-year adoption plan that defines target segments (by size, sector, or maturity), onboarding waves, and success metrics for Canoe and its members. - Provide regular executive briefings to Canoe leadership on progress, value realization, lessons learned, and upcoming innovation relevant to public sector and Canadian regulatory requirements. Co-branded program identity and messaging - Collaborate with Canoe to create a clear program brand (name, visual identity, key messages) that Canoe can use consistently with its members. - Develop a shared value proposition that speaks to both the collective benefits (standardization, negotiated terms, shared best practices) and member-level benefits (modern user experience, efficiency, data-driven decision-making). Engagement and Marketing to Canoe Members Awareness and education campaign - Run a structured awareness campaign to Canoe's member base using co-branded materials such as solution overviews, public sector-specific use cases, benefit statements, and short explainer videos. - Host regular virtual briefings and demo sessions tailored to different member profiles - Provide playbooks that Canoe can share with members outlining "what to expect" from a Workday deployment under the Canoe agreement, including timelines, options (Workday-led vs. partner-led), and typical resource commitments. Segmented member outreach - Work with Canoe to identify priority member segments and target early adopters, then use their experience and results as references and case studies for subsequent waves. - Offer tailored discovery workshops for interested members to align their specific objectives (e.g., modernizing HR, consolidating financials, improving reporting) with the broader Canoe program. Engagement with Executive and Business Stakeholders Public sector leadership (CAOs, CFOs, CHROs, CIOs) Conduct executive visioning sessions that link Workday capabilities to public-sector outcomes: transparency, accountability, workforce planning, financial stewardship, and citizen service. Provide reference briefings and peer connections with existing Canadian and public sector Workday customers where appropriate (subject to approvals). Create executive-level dashboards and value frameworks to track ROI, adoption, and risk reduction over time. Functional leaders (HR, Finance, Payroll, Procurement) - Deliver role-specific deep-dive demonstrations and workshops that focus on day-in-the-life scenarios for each function. - Co-design change and adoption plans within each function, including communications, training paths, and readiness activities. - Provide templated artifacts (communications, FAQs, configuration leading practices) that can be reused and tailored by each member organization. Engagement with IT, Security, and Technical Stakeholders Architecture, security, and integration teams - Host detailed technical and security briefings for member IT teams to address architecture, data residency, integrations, and operational considerations. - Provide standardized integration patterns, reference architectures, and migration approaches that Canoe members can adopt or adapt. - Offer joint planning sessions early in the cycle to clarify roles between Workday, partners, and member IT (e.g., for identity management, reporting, and integration ownership). Ongoing technical community - Establish a Canoe Workday technical community (e.g., regular technical forums or user groups) where IT representatives from member organizations can share design approaches, integration patterns, and lessons learned. - Use this community to rapidly disseminate information on new Workday features and how they might be leveraged in the Canoe context. Engagement with End Users and People Leaders Change management and communications support - Provide Canoe and its members with change management toolkits (communication templates, FAQs, key messages, launch campaigns) that can be tailored to local context while preserving consistency across the program. - Support member organizations in developing stakeholder-specific communication plans - for example, for people managers, employees, approvers, and finance/HR power users. Training and enablement - Promote Workday Education offerings and Workday Community resources to build internal capability across Canoe members. - Support "train-the-trainer" and super-user networks so each member can sustain ongoing training and handle most day-to-day questions locally, reducing reliance on external resources. Engagement with Partners and Extended Ecosystem Aligned partner marketing and delivery - Align Workday's certified implementation partners with the Canoe program so that partner messaging, methods, and collateral are consistent with Workday and Canoe's objectives. - Where appropriate, include partners in Canoe/member information sessions and demos to provide a clear picture of implementation options, timelines, and responsibilities. Reference, advocacy, and continuous improvement - As early Canoe members go live, Workday will work with them and Canoe to develop case studies, testimonials, and user group sessions that highlight benefits achieved and lessons learned. - Use these stories and metrics as a core part of the ongoing marketing and engagement strategy for future member adoptions and for extending footprint (e.g., adding new modules) Overall, the strategy is to treat Canoe as a strategic program, not a single project—pairing consistent, co-branded messaging and structured governance at the Canoe level with tailored engagement and change support for each member and stakeholder group.
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?	Workday views Canoe as a trusted procurement authority whose credibility with Members is essential to driving contract adoption. Specifically, we see Canoe's role in four areas: Validation. Canoe's competitive solicitation process, backed by over 100 years of group procurement authority and over 5,000 Members nationally, provides the independent assurance Members need that the contract represents best value. This is a message no vendor can deliver as effectively on its own. Member awareness. We expect Canoe to promote the agreement through its online communication channels, information sessions, webinars, and Member events, introducing the Canoe contract as a compliant, ready-to-use procurement path for Workday solutions. Facilitation. Canoe's role in business relationship management, performance monitoring, issue resolution, and marketing Supplier promotions gives Members confidence to engage with the contract. Ongoing governance. Through Program Lead reviews, we expect Canoe to partner with Workday in assessing progress, addressing concerns, and refining the engagement plan to keep the program responsive to evolving Member needs. On our side, Workday will actively educate our sales team and partner network on the value of the Canoe contract, drive direct Member engagement, and participate with Canoe at Member events. Together, Canoe and Workday will work collaboratively to encourage adoption, each leveraging its unique strengths

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.	Workday will ensure that the Canadian public sector sales team and partner ecosystem are informed, equipped, and aligned to recognize and leverage the Canoe Procurement contract as a streamlined procurement vehicle for eligible public-sector and non-profit organizations. Our approach is designed to be practical, sustainable, and integrated into existing sales operations rather than relying on stand-alone programs that are difficult to maintain over a multi-year contract term. Onboarding and Awareness. Upon contract award, the Workday Canada public sector sales leadership team will brief all relevant Account Executives (AEs) and Solution Consultants covering Canadian public sector, education, healthcare, and non-profit accounts on the Canoe contract. This briefing will cover the nature of the cooperative purchasing vehicle, the eligible entity types, the value proposition for Members, and the operational mechanics of engaging a Member through the Canoe agreement. The Canoe contract will be added to Workday's internal enablement materials for the Canadian public sector sales team, ensuring that new hires joining the team receive Canoe-specific context as part of their onboarding into the territory. Introduction to Canoe Leadership. Workday will facilitate introductions between new Canadian public sector sales staff and Canoe's program management team at the outset of the relationship and on an ongoing basis as team changes occur. This ensures that Canoe has a direct line to Workday's front-line sellers and that sellers understand the people and resources available to them within Canoe's organization. Enablement Materials. Workday will develop and maintain a concise internal reference guide covering the Canoe contract, including eligible entity types, the ordering process, Canoe-specific pricing references, and the administrative fee structure. This guide will be maintained within Workday's internal sales enablement platform and updated as needed when contract terms are refreshed or Canoe's membership base evolves. Partner Awareness. Workday's certified implementation partners typically do not resell the Workday platform; almost all software agreements are executed directly between Workday and the customer (or in this case, the Member) by general preference, we also assume given the nature of the split procurement RFPs for vendors and implementation partners that Canoe prefers to configure the eventual contracts to allow Workday to directly transact with its members. However, implementation partners often play an advisory role with prospective customers. Workday will ensure that its Canadian public sector-focused implementation partners, are made aware of the Canoe contract and understand that it provides an alternative, pre-competed procurement path for eligible entities. This will be communicated through Workday's existing partner engagement channels, including partner briefings and the Workday Partner Portal. Ongoing Engagement Cadence. Workday commits to considering the following engagement touchpoints to sustain awareness and momentum: Routine webinars (at least semi-annually) for the internal Canadian public sector sales team to review Canoe contract utilization, share Member engagement updates, and address questions. Inclusion of Canoe contract activity in existing quarterly internal pipeline reviews for the Canadian public sector territory, ensuring that leadership has visibility into how the contract is being leveraged. Annual business review with Canoe's program management team, as required under the Program Agreement, to discuss sales performance, deployment of marketing strategies, and program refinement. Share out of successful contracting engagements leveraging Canoe the overall Workday Sales leadership and specialists through internal channels (e.g.: email & communications tools like Slack) to raise awareness of the vehicle. Monitoring and Accountability. Workday will track Canoe contract utilization through its internal CRM (Salesforce), including tagging opportunities associated with the Canoe vehicle. This allows the Canadian public sector sales leadership to monitor adoption, identify where the contract is being underutilized, and take corrective action, such as additional coaching or targeted outreach, as part of normal management cadence rather than through a separate formal process. Practical Scope. Workday is candid that the Canoe contract will be one of several procurement vehicles available to Canadian public-sector customers, alongside provincial standing offers and other cooperative agreements. The training and enablement approach is designed to ensure that the sales team treats the Canoe vehicle as a first-consideration option for eligible Members, particularly municipalities and smaller public entities for whom cooperative purchasing could provide significant procurement efficiency, while remaining proportionate to Workday's broader Canadian public sector go-to-market priorities.
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.	Deployment Methodology During deployment and after go-live, we offer services that ensure your team's successfully engage with, adopt and use Workday with confidence to realize your organizational goals. Most organizations face the same challenge, how to re-platform to take advantage of the innovations from Workday in a predictable, low-risk, and more cost-efficient manner. Workday Launch Flex was developed for this purpose. Workday Launch Flex is a prescriptive, yet flexible deployment approach that leverages knowledge gained from all past Workday implementations. Through this approach, you can see your data in a pre-configured tenant that gives you a prescriptive yet relevant foundation to build upon. With Launch Flex, you'll have the flexibility to make tweaks based on the uniqueness of your own organization. In addition, Workday Launch Flex comes with advancements and best practices including a pre-configured tenant, packaged scope, fixed fees, and predictable timelines, giving you faster time to value. Your organization can also benefit from the delivered tools and accelerators such as role-based security, analytics, dashboards, reporting, and native mobile capabilities. Workday Launch Flex delivers a right-sized deployment approach designed to be prescriptive while flexing to meet you where you are Preconfigured Tenant: Gives you a head start with relevant product configuration, reducing time & risk. Flexible & Simplified: Simple or Complex - Choose what you need, go-live on time. Feature-Rich: All the features & analytics needed to run your organization on day 1 Operations Process Focused: End-to-End operational process approach, driving quick decisions & immediate operations outcomes Ready for the Future & Evolution: Solid foundation full of additional features to adopt over time as your organization evolves During deployment and after go-live, we offer services that ensure your teams successfully engage with, adopt, and use Workday with confidence to realize your operational goals. These include: Access to Workday Engagement Manager and Customer Success Manager to work closely with and support the customer's project administrator Access to supported/packaged integrations and custom integration templates to assist the customer's integration team Access to post-production support/updates of your production environment Access to training, adoption, and enablement resources Access to Workday's Modular Services, should you need services like Change Management, PMO Services or Test Lead services to round out your deployment (Modular Services optional services available for additional fees) Workday Launch Flex is designed to: Accelerate your journey with Workday in order to elevate the performance of Finance, Human Capital, and Payroll in a modern, single system of records Get you "live" with Workday predictably, on time and within budget Provide orientation and knowledge, enabling you to optimize your use of Workday Establish data access controls with role-based security for operational processes Establish "always on" audit to track all changes to organizational data at an application level Support employee and manager self-service for workforce information and operational transactions Put built-in reporting and analytics to work Provide streamlined workflow across targeted operational processes Establish an integration framework, and plan for managing communications to/from internal and third-party applications Leverage the power of the cloud to minimize your organization's investment in hardware, software maintenance, and application update Workday Launch Flex presumes the customer will: Review and confirm scope Attend training, workshops and meetings as required Lead the collection, cleaning and validation of customer data Create test scenarios Test, identify problems and aid in issue resolution Own all internal change management required (if Workday change management services are not contracted) Own the creation of the User Training Plan and execution of the user training. Equip managers and employees to leverage self-service functionality Sign off on production readiness Workday Launch Flex Deployment Approach Workday is committed to your organization's successful deployment of the Workday solution. Workday will work with you, as needed, to further define deployment options and project scope to provide you with a right-sized deployment plan designed to your unique needs. The Workday Launch Flex approach (described below) will serve as the baseline roadmap for this engagement. The overall process is supported by a set of deployment tools, planning documents, activities, techniques, and deliverables necessary to effectively implement Workday applications for your organization. Workday Launch Flex Deployment Methodology Workday Launch Flex leverages pre-configuration as a starting point for our projects to accelerate design decisions, allowing our customers to realize a return on their investment in Workday in record-time. The deployment consists of four stages, with cross-stage activity for project management, knowledge transfer, and production preparedness. Plan Stage Communicate the project plan, complete training and deliver the Foundation Tenant. Project Start-up: Review Statement of Work, confirm scope and communicate project tasks and expectations. Customer Training: Customer project participants learn key Workday concepts necessary for successful Launch Flex engagement. Project Planning: Workday will communicate the project plan and discuss how we monitor project progression, timing of key deliverables, and assigned resources. Configuration Preparation: Workday consultants will collect configuration utilizing workbooks and questionnaires, conduct Foundation Data Model (FDM)

	sessions, where applicable and map unique customer items to the business process taxonomy. Data Preparation: You gather, transform, validate and enrich your data using data-gathering tools provided by Workday. Your Deployment team will collaborate and support you in collecting, validating and loading your data based on the initial prototype. Foundation Tenant Build: The Foundation Tenant will contain your unique information within the Workday pre-configured tenant. Architect & Configure Stage Workday Professional Services or your Certified Workday Partner engage to align and validate your data in the Foundation Tenant; we use the Foundation Tenant to understand any adjustments necessary for a successful Go-Live. Customer participants must complete Workday prescribed education prior to this stage. Architect Sessions: Through Architect Sessions we review the Foundation Tenant, facilitating discussion of final configuration requirements, focused on: Configuration: Matching Workday pre-configurations with your organization. Role-based Security: Review and understand the Workday security model and how it impacts data disclosure and process participation. Business Process: Review and understand how business processes work within the Workday. Customer Confirmation Sessions: Customer participants interact with the Workday prototypes to review configurations, processes and enhancements identified in the Foundation Alignment Sessions. Unit Testing: The customer completes unit testing that is meant to validate the initial configuration in the Foundation tenant. Workday provides standard test scenarios for customers to leverage to support unit testing. Integrations Build: Review integrations in scope, build and unit test. Reports Build: Compare reporting priorities to Workday Launch Flex reports and identify needed adjustments and unit test. Test Preparation: Workday provides testing strategy and scenario documents. Customer then leverages these to establish testing strategy, test plans, test scenarios, and issue resolution plans. End to End Tenant Build: This tenant build is based upon results of earlier phases. This build should include a full data conversion for customer data and will be used for end-to-end testing. The customer is responsible for validating tenant accuracy. Test Stage Testing confirms functionality of Workday in scope features. End-To-End Test: Customer-conducted, end-to-end test of functionality and integrations in scope. Workday provides standard test scenarios that the Customer may tailor to their specific organizational needs. Parallel Testing: When payroll is in scope, parallel payroll testing is conducted with the tested end-to-end Workday tenant and customer's legacy payroll system to validate Workday Payroll's calculations. User Readiness Reviews: Validate notifications, worklets, and dashboards are ready for end-user training. Cutover Plan: The cutover plan, created and maintained by the customer project team, includes an overall plan, detailed cutover checklist, and go-live checklist to identify activities required for the cutover to Workday. This also plans for initial production support. Other Testing: Additional testing may be required, depending on scope: Regression Testing as a retest to ensure that Workday performs correctly based on an upcoming Workday update – may not be required. Performance testing for selected functionality. Deploy Stage Once all test exit criteria are met, Workday is put into production use. Gold Tenant Build: The Gold Tenant build is the final configuration and full data conversion load used for production purposes. Workday confirms with Customer that they have reviewed and approved all data converted in the Gold Tenant. Go-Live: Customer approves and signs off on the move to production. Post-Production Data Conversion: Final update for customer catch-up transactions. For financial deployments, complete final data conversion as detailed in the post-go live cutover schedule for operational balances based upon customer's legacy system cutoff. Production Support: Provide functional consulting support to customer as needed during the first weeks of going live with Workday or as needed through the first Workday Financial Management month-end close and/or, Workday Payroll cycle depending upon scope. Cross-Stage Delivery Activities Customers have a number of options available during deployment to measure operational readiness: Project Management: The Workday Engagement Manager communicates project planning documents and tenant management plans, tracks issues, schedules activities, and communicates progress. The Customer Project Administrator maintains the project plan while the Workday Engagement Manager manages the milestones in the project plan. Workday and Customer consistently review project statuses to assess and communicate issues that could impact the next stage for the executive sponsor and/or steering committee to review. Operational Readiness: Operational Readiness is introduced in the plan stage and updated throughout the project, providing the Customer with an understanding of requirements to support Workday in production. Workday provides Customer Pillars of Success series to support this process. Change Management: Workday delivers change management services as a recommended add-on service. Workday Change Management is designed to provide consulting support for Workday focused change and includes flexible options based on customer resourcing and internal capabilities. Customers are equipped to lead change with the guidance of our customizable tools, and templates. Launch Flex Components Packaged Scope: Core Product, Regional Relevant & Industry Focused functionality designed to drive organizational outcomes across Workday's wide portfolio of products. Packaged Scope can be added with no impact to timelines Industry Scope: Additional packaged scope that is included to round out the base. Think Work Study for Higher Education or Supply Chain for Healthcare. We're building the blocks to drive prescriptive while relevant scope to meet your needs! Additional Scope & Reporting: Add additional scope to flex the packages & align your deployment to your unique needs. Need more absence plans, that's ok. Want more reporting, we've got you covered Integrations: Automation between systems is a critical aspect of any deployment whether it be to benefit providers, banks, background screening or other, we've got the right integration options to meet your needs Modular Services: Services designed to enhance your deployment experience including design services, test lead, change management & more Extended Design: Focused Design Activities where it's needed. Spend extra design time on features & functionality that have more complex requirements. Design activities strategically happen throughout Config-Prep, Architect Sessions & Testing. Applying added design time only where needed allows Workday to 'FLEX' to meet your needs while driving value & faster return on your investment Tailored Design: Multiple design sessions per product to address our customers more complex needs, such as multiple operating companies, significant transformation or legacy system consolidation. Tailored Design includes additional design time for each product in scope, intended to collaboratively identify, test and validate more complex customer configuration and organizational processes. Workday Launch Flex Deployment Package Scope Workday Launch Flex Base is designed to be the low risk and low cost approach to the common functionalities of Workday. If you are larger or more complex, or simply want additional time and services, Launch Flex can scale to meet your needs. Your deployment will deliver a robust foundation of features, operational processes, security, and integrations packaged to deliver rapid value to your organization. The purpose of establishing scope is to define and agree on the set of functionalities and operational processes to be designed, configured, tested, and deployed for your organization. Workday Launch Flex includes a prescribed set of scope within each functional area being deployed. Please request a Workday Launch Flex Cost Guidance document from your Workday Account Executive and Service Executive to provide details about features and functionality associated with each functional area in scope. Foundation Workday Foundational elements such as dashboards, reporting, analytics, security model, Business Process Framework and employee self-service are built into every Workday module. Your Workday Launch Flex deployment will include the foundation elements associated with set-up of your Organizational Management, Staffing, People Data, Cost Centers and Locations, Global Address Localizations, Currencies, and more. In addition, Workday provides out of the box functionalities to perform most self-service activities within one Workday mobile application on devices including iPads, iPhones and Android devices. Business Processes Workday addresses the challenges that other enterprise applications can only solve with bolt-on workflow applications or costly customizations. With the Workday Business Process Framework, you can establish and leverage business processes that meet your organization's unique requirements without heavy involvement from IT. Business Process Framework is one of the core elements of the Workday platform since Workday's inception. The included business processes will come pre-configured, and consultants on your project will help you analyze, modify (if needed), test, and deploy these business processes. We have found that our customers adopt more than 70% of the pre-built business processes as delivered. This drives accelerated deployments, quicker time to value, and streamlines overall operations. The Business Process Framework, however, is flexible and easy to modify based upon your organization's needs. Functional Configurations Each functional area in scope has a robust list of features that will be reviewed and delivered during your deployment. These feature sets include all foundational elements associated with the functional areas in scope, taking into consideration all of your organizational requirements and eligibility. Throughout the deployment, the Consulting team will look to have your subject matter experts' confirm configuration and get them comfortable with how to maintain those functional areas once you go live. Reports Workday provides actionable analytics that are seamlessly available throughout the application. Your Launch Flex Deployment will allow you to take advantage of more than 1,000 pre-built and configurable dashboards, worklets, alerts, reports, and analytics. These reports are defined in more detail in
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		relation to the functional areas in scope. Integrations Workday provides an enterprise-class Integration Platform-as-a-Service (iPaaS) for building, deploying, and managing integrations to and from Workday. To ease the burden of integration, Workday provides public, web services APIs, a built-in enterprise-class integration cloud platform, and pre-built packaged integrations to common third-party solutions that greatly reduce the time and effort associated with integration. Your Workday Service Executive will work closely with you to determine integrations in scope and whether pre-built package integrations can be utilized. Please work with your Workday Account Executive to review specific functional details that will be associated with your Workday deployment. Ongoing review, monitoring, and measures Workday employs a multi-pronged, collaborative approach to monitoring implementation performance and overall contract use, with clear measures at both the project and portfolio levels. At the project level, we track: Schedule and effort: Percent work complete (effort hours), percent duration complete (schedule days), and milestone progress. Financials: Percent budget expended versus plan. Quality and readiness: Testing progress, defect trends, cutover readiness, and operational readiness indicators (e.g., trained users, open issues, support model in place). These are monitored through regular status reports, executive summary status meetings, and internal portfolio views that roll up financial and schedule status. Regional leadership and engagement management review these metrics and intervene as needed (e.g., rescoping, risk mitigation). At the contract/program level, we extend this monitoring to: Adoption and utilization: Number of entities using the contract, modules and scope adopted, implementation status (planned/in progress/live), and time-to-go-live. Value and satisfaction: Post-go-live feedback, support trends, and where available, indicators such as process cycle times, self-service uptake, and reduction of legacy systems. Continuous improvement: Recurring governance sessions to review what is working well, common challenges across customers, and updates to Launch Flex templates, scope packages, and change/adoption approaches. Together, Launch Flex's prescriptive methodology, structured deployment and support services, and a clearly defined measurement and governance model provide a repeatable framework for successful start-up, implementation, and ongoing monitoring and promotion of the contract.
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?	Workday will monitor adoption and utilization of the Canoe contract through a combination of internal tracking, structured reporting, and regular joint reviews with Canoe. Internal monitoring. Workday will tag all Canoe-originated opportunities within our CRM to track the full lifecycle, from initial Member inquiry through to contract execution. Our dedicated Public Sector sales team in Canada will be accountable for promoting the Canoe contract, and Canoe-specific pipeline and bookings data will be reviewed as part of regular sales management cadences. Monthly sales reporting. As required under the Program Agreement, Workday will provide monthly sales reports to Canoe detailing all Member purchases, including Member name, province, purchase order numbers, transaction dates, and total spend, ensuring full transparency into contract utilization. Annual business reviews. Workday will provide a business review to Canoe at least annually to discuss Program sales performance and the deployment and effectiveness of marketing strategies. Program Lead reviews. Through the quarterly reviews outlined in the Draft Agreement, Workday and Canoe Program Leads will formally assess progress, address concerns, and refine the engagement plan. Key performance indicators that will be evaluated and finalized could include: Number of new Members onboarded onto the Canoe contract per quarter Total contract spend (monthly and cumulative) segmented by province and provincial association Pipeline volume — number and value of Canoe-attributed opportunities in progress Conversion rate — percentage of Canoe-sourced inquiries that convert to executed agreements These KPIs will be shared with Canoe through the monthly reports and quarterly/annual reviews, ensuring both parties have visibility into program health and can take action to drive continued adoption.
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.)	Workday maintains a multi-million dollar annual budget allocated across public sector and commercial verticals to support marketing, events, and partner engagement. Our Sales and Marketing functions collaborate on a proactive annual plan as well as reactive support of strategic opportunities as they arise throughout the year. Today, Workday already supports a diverse set of external partner organizations and events in the municipal and higher education space — both independently and in collaboration with our Global Implementation Partner Network. This includes sponsorships, speaking engagements, educational sessions, and attendance at conferences and trade events relevant to our public sector Members. Upon execution of the Canoe Program Agreement, Canoe will be added to our roster of strategic channels for consideration of sponsorship, attendance, and co-marketing support. Workday is committed to supporting all quality opportunities to engage with prospective and existing Members — whether that takes the form of reverse trade shows, conventions, educational offerings, golf tournaments, retreats, or other Canoe-hosted events. We will work directly with our Canoe Program Lead to evaluate upcoming events on an annual basis, prioritize those with the highest Member engagement potential, and evaluate the appropriate level of Workday participation, from attendance and co-presentation to full event sponsorship.
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.	Workday Canada is a member of Technation, Canada's national technology industry association, which provides a direct connection to the broader Canadian technology and public sector ecosystem. Beyond formal membership, Workday actively engages with key public sector and higher education associations across Canada through conference attendance, sponsorship opportunities. e.g: MISA (Municipal Information Systems Association), CAUBO (Canadian Association of University Business Officers) & CANHEIT (Canadian Higher Education Information Technology) Workday participates in these organizations' annual conferences and events both independently and in collaboration with our Global Implementation Partner Network, which includes firms with deep Canadian public sector expertise and established relationships across municipal, provincial, and higher education markets. These existing partnerships and event relationships position Workday well to promote the Canoe contract to the very audiences it serves. Upon award, we will leverage these channels, alongside Canoe's own Member engagement activities to raise awareness of the Canoe contract as a compliant, streamlined procurement path for Workday solutions across the Canadian public sector.

Sales and distribution network

Question	Response *
Describe your company's capability to meet the CANOE Member needs across Canada or for each geographical area the Proponent wishes to do business in. Your response should address at least the following areas. a. Sales force. b. Reseller network or distribution methods if any. Please include details, such as the locations of your network of sales.	Workday has a strong presence in Canada, with local resources located in offices in Toronto, Montreal, Calgary, Vancouver and Victoria with many additional employees operating remotely across other provinces. These offices house a Canadian presence for Sales, Customer Success, and Implementation Services, ensuring that Workday is well-equipped to meet the needs of customers across Canada. This local investment of over 1130 individuals demonstrates Workday's commitment to the Canadian market and the success of our Canadian customers. Workday's sales force in Canada operates directly from these established offices. This direct sales approach allows for close engagement with customers, understanding their specific requirements, and aligning Workday solutions to address their unique business challenges. The presence of sales teams in key Canadian cities ensures comprehensive coverage and accessibility for customers throughout the country. The core sales team and broader specialists (solution consultants, enterprise architects etc) also have a sizeable broad budgetary permissions to meet customers onsite for discovery, demonstrations and other engagements. While Workday primarily utilizes its direct sales force, our ecosystem in Canada is also supported by local services practices at partners. This network of partners extends Workday's reach and provides additional implementation and support capabilities, ensuring that customers receive comprehensive assistance and expertise. This combination of a direct sales presence and a robust partner ecosystem allows Workday to effectively serve customers across Canada, providing tailored solutions and support. The localized teams and partner network are instrumental in delivering Workday Financial Management and Workday HCM to Canadian organizations, facilitating their successful adoption and ongoing use of Workday solutions.
Describe your how you manage government sales. Include details on the sales and training structure and how you specifically address sales and marketing with public sector clients in a group procurement context.	Dedicated Public-Sector Sales Organization. Workday maintains a dedicated public-sector sales organization in Canada, separate from our commercial sales teams, staffed by Account Executives and leadership with specialized knowledge of government procurement requirements, public-sector financial controls, legislative compliance, and the unique needs of municipalities, provincial agencies, healthcare organizations, and broader public-sector entities. This team operates from our distributed Canadian offices, with coverage across all provinces and territories included in this RFP. The Canadian public-sector team is supported by Workday's broader Public Sector practice, which includes dedicated solution consultants, value engineers, and industry advisors with deep expertise in the MASH (Municipalities, Academic, School Boards, and Hospitals) sector. This structure ensures that Canoe Members, regardless of size or location, have access to professionals who understand their operating environment. These individuals also collaborate with Workday's North American State & Local Government and Public Sector practice and global entities in other commonwealth countries (e.g.: United Kingdom, Australia & New Zealand) Government Sales Management. Workday's government sales process is designed to align with public-sector procurement requirements. Account Executives are trained in competitive and cooperative procurement processes, including the use of pre-competit contract vehicles. Opportunities are managed through a structured sales methodology that includes needs assessment, solution alignment, value demonstration, and procurement pathway identification, including directing eligible customers to available group purchasing agreements where those vehicles offer the most efficient contracting route. Sales leadership conducts regular pipeline reviews to track public-sector engagements and ensure that compliant procurement vehicles, including the Canoe agreement, are surfaced to Account Executives at the opportunity qualification stage. Group Procurement Enablement and Training. Workday is actively investing in group procurement enablement for the Canadian market, building on an established foundation of cooperative purchasing experience in the United States. Workday currently holds or participates in over a dozen cooperative and statewide contract vehicles across North America. This portfolio of active cooperative agreements gives Workday operational maturity in managing compliant group purchasing programs, including pricing administration, contract reporting, sales enablement, and administrative fee remittance. Should Workday be awarded the Canoe Program Agreement, we will implement the following training and enablement measures: Initial Orientation. All Canadian public-sector Account Executives and Solution Consultants will receive structured orientation on the Canoe agreement, covering contract scope, pricing terms, administrative processes, Member eligibility, and the value proposition of cooperative purchasing for public-sector entities. This orientation will be delivered within the first 30 days of contract award. Sales Enablement Materials. Workday will develop Canoe-specific sales artifacts, e.g.: a contract summary guide, a Member-facing leave-behind documents, a quick-reference pricing card, and objection-handling guidance for Account Executives who may be engaging prospects unfamiliar with cooperative procurement. Cross-Border Best Practice Transfer. Workday's Canadian team will engage directly with our U.S. Public Sector Alliances and Channels team to transfer proven practices from the management of similar cooperative vehicles. This includes playbooks for contract utilization tracking, sales crediting processes, and Member onboarding workflows. Ongoing Cadence. Canoe-specific training will be reinforced through scheduled collaborative enablement sessions, integrated into existing sales team meetings, and updated as the agreement evolves. Marketing to Public-Sector Clients in a Group Procurement Context. Workday's marketing approach for the Canoe agreement will focus on awareness and accessibility. This includes co-branded communications with Canoe to Member organizations, participation in Canoe-hosted engagement events, and targeted outreach to public-sector prospects in which the Canoe vehicle is positioned as a compliant, pre-competit pathway to access Workday's platform offerings. Consistent with Schedule C of the Draft Program Agreement, Workday will work with Canoe on a launch strategy and provide customer engagement materials, webinar access, and escalation process documentation following contract award. Workday's existing relationships with Canadian public-sector industry associations and our growing presence in the cooperative procurement landscape position us to be an active and committed partner in promoting the Canoe agreement to Members across Canada.
Describe in details the process and procedure of your customer service program, if applicable. Include your response-time capabilities and commitments, as well as any incentives that help your providers meet your service goals or promises.	Workday's customer service program is built on a foundation of proactive problem-solving and comprehensive support. Our Global Customer Support team offers on-demand assistance and resources to empower customers to learn, innovate, and collaborate. We proactively monitor all production, sandbox, and implementation tenants, performing 1.2 million system performance checks across our data centers every 7 minutes, around the clock. This allows us to identify and resolve potential issues before they impact customers. If an issue is detected, we immediately engage subject matter experts to diagnose and resolve it, communicating with impacted customers throughout the process. When an issue is resolved for one customer, it is resolved for everyone due to our single-version software model, leading to faster and more complete resolutions. For inquiries requiring research or problem resolution, after a Named Support Contact Admin (NSCA) submits a case, it is assigned to an expert with the best skills to resolve the issue. The Support Analyst triages the issue and attempts to replicate the error. Most cases are quickly resolved. If a product defect is identified, a ticket is logged with the Development team for resolution in the next release. Open issues are tracked with a unique case number and confirmation email. Case comments are used for answers, additional information requests, and documenting interactions. The case workflow provides status information (New, In Progress, Resolved, Closed), with communication between the Support Analyst and Named Support Contact occurring via Workday Community. Workday provides Service Level Availability (SLA) policies that guide our response times for customer-identified issues. These policies are actively monitored to ensure commitments are met. Our support is available 24x7 for Workday Success Plans Customers and for Severity 1 issues for all customers. For customers without Workday Success Plans, responses to cases are guided by SLAs 24x5 (Monday-Friday) in their local time zones. Severity 1 issues have a standard response time of 1 hour (24/7 coverage), while Workday Success Plans customers receive a response within 30 minutes (24/7 coverage). Other severity levels have varying response times, from 6 hours for Severity 2 (standard) to 48 hours for Severity 5 (standard). If an issue requires a more extensive solution or development, an internal ticket is opened and linked to the customer's case. The assigned Support Analyst keeps the customer updated on the resolution status. If an issue cannot be fixed, Support collaborates with the customer to address their needs, with all communication documented in case comments. For complaints, an NSCA can escalate a case at any time. Level 1 cases are automatically escalated if not resolved within 60 minutes. When a case is escalated, a Support Manager or Critical Accounts Specialist is engaged to expedite resolution. Workday's Service Level Agreements are outlined in the Workday Production Support and Service Level Availability Policy, and SLA credits are offered in the Main Subscription Agreement.

Member access to program offering

Line Item	Question	Response
1	List the necessary steps for a Canoe member to set up an account and access your program offering for the first time should you be awarded a contract.	Step 1A — Initial Engagement and Purchase Order The Canoe Member contacts their Workday Account Executive or the designated Canoe program contact to express interest. The Member issues a purchase order directly to Workday referencing the Canoe contract, selecting the Workday product suite and subscription terms applicable to their needs. Workday validates the order against the Canoe program pricing and terms. Step 1B — Implementation Partner Selection Workday maintains a network of certified deployment partners with specialized expertise across products, geographies, and public-sector industries. The Member will presumably select their preferred partner either through a public procurement process, direct tender or through selection from Workday certified partners potential selected by Canoe as part of the parallel RFP process currently underway. Regardless of their choice, they will be supported by Workday's Services Executive, who facilitates introductions and partner evaluation. All partners are rigorously certified and recertified biannually to ensure quality standards. We advise that customers select their implementation partner approach in close timeline proximity to their agreement with Workday. Step 2 — Subscription Agreement Execution Workday and the Member execute a subscription agreement, which is Workday's Universal Master Services Agreement and Order form. This agreement confirms the licensed products, subscription period, user counts, and any applicable Canoe Member discounts or incentives. Step 3 — Tenant Provisioning and Account Setup Within five (5) business days of the signed agreement, Workday provisions the Member's cloud tenant environment. The Member's designated Customer Support Contact receives login credentials, a welcome email with onboarding resources, and access to the Workday platform. Key administrative roles are assigned, including a Training Coordinator and Named Support Contact Administrator (NSCA), to manage the Member's ongoing relationship with Workday. Step 4 — Access to Workday Community and Support Resources The Member gains access to the Workday Community portal — a self-service knowledge base including documentation, peer forums, best-practice guides, and training resources. The Member also receives access to the Workday Service Platform for raising and tracking support cases. Workday provides 24/7 technical support, and optional Workday Success Plans are available for enhanced service levels. Step 5 — Engagement Manager Assignment and Project Planning Workday assigns a dedicated Engagement Manager to the Member's account. Within the first three weeks, the Engagement Manager works with the Member to align on project goals, timelines, and resourcing requirements, and to facilitate the selection of a certified implementation partner from Workday's partner ecosystem. Step 6 — Deployment Kickoff With the implementation partner selected within 1B, the project formally begins. Workday offers tailored deployment approaches based on organizational size and complexity, ranging from rapid guided configurations to comprehensive full-suite implementations. The Member's preconfigured tenant includes out-of-the-box best practices, predefined integrations, and role-based security configurations to accelerate time to value. The timeline for these deployments varies based on the size, complexity, certified partner, deployment methodology and capacity of the customer. Step 7 — Ongoing Support and Continuous Innovation Following go-live, the Member transitions to Workday's production support model, which includes continuous platform updates (delivered twice annually at no additional cost), access to training programs, feature adoption workshops, and a dedicated Customer Success Manager to ensure sustained value realization.
2	Describe how members can access information, pricing, discounts, services, get a quote and place an order.	Almost all 5000 members listed within Canoe's current membership list are already assigned to an (Sales) Account Executive within Workday Canada's CRM systems. These assignments are typically based on a mix of size and geographical alignment. If a member is not currently listed within Workday's CRM, a new entry will be created and assigned to an Account Executive. Following an inbound lead from Canoe channels and/or direct inquiry from a representative of a member, the Account Executive will engage the member through their preferred channel (email, voice), present additional information about Workday offerings, their contract with Canoe, and initiate other value-based discovery to validate their interest in Workday offerings and fit for core platforms and additional modules. If a member has connected with Workday outside of Canoe channels, we expect that AEs will consider presenting Canoe as a potential purchasing vehicle to ease the path to contracting. Typically, prospects sign a mutual NDA with Workday at this stage. Following this typically, the AE will call on a bench of Solutions Consultants, Enterprise Architects, Product Specialists, Value Consultants, Legal and other technical specialists to present additional information (e.g.: Architecture Design Review, Live Demos, Q&A) to coordinate with members and supply them with additional multimedia resources on Workday offerings. (The AE will remain the sole point of contact for members from initial contact to contract signature and further along to project launch) For quoting, final commercial licensing relative to the the list prices shared with Canoe will be established in negotiation with the members and in consideration of the scope of their engagement (e.g.: scope of modules in the contract), size, budget constraints, and other considerations accordance with Workday's approved commercial processes and the program agreement. The AE will also guide the members towards Canoe's potential roster of Workday certified implementation partners and/or advise them of the broader roster of certified partners to simultaneously select implementation services, establish a Statement of Work in tandem. The order will be placed in alignment with Canoe policies, and the members will be presented with an order form and uMSA and related Infosec artifacts (e.g.: Universal Data Privacy and Security Exhibits) and upon signature will be guided towards the processes described in the previous question.
3	In a case where your company has an existing public sector customer who desires to be onboarded onto the Canoe offering, how would you address this situation?	Workday is fully committed to supporting existing public-sector customers who wish to leverage the Canoe Program Agreement as their procurement vehicle. Identification and Awareness. Workday's Canadian public-sector sales team will be trained on the Canoe contract and its benefits as part of our program launch activities. Account Executives managing existing public-sector relationships will proactively inform customers of the availability of the Canoe agreement as a compliant procurement pathway, particularly where customers are considering expanding their Workday footprint with additional modules, user subscriptions, or service tiers. Streamlined Onboarding for Existing Customers. Because the customer already operates a Workday tenant and has an established relationship with our support and account management teams, onboarding to the Canoe offering is straightforward. The process involves: The customer confirms their intent to purchase under the Canoe Program Agreement and issues a purchase order referencing the Canoe contract number. Workday validates the order against the applicable Canoe program pricing and terms. Any new subscriptions or modules are provisioned within the customer's existing tenant environment, preserving their current configurations, integrations, and data. No disruption to the customer's ongoing operations or existing support arrangements occurs. Coexistence of Agreements. Where a customer has existing subscription agreements with Workday entered into outside of the Canoe program, those agreements will continue to be honoured under their original terms. New purchases, expansions, or renewals may be executed under the Canoe Program Agreement at the customer's election, providing the flexibility to use whichever procurement pathway best serves their organizational requirements. Public Procurement Compliance Benefit. For many public-sector entities, expanding an existing ERP platform can trigger lengthy re-procurement processes. Our interest in this engagement stems from our confidence that the Canoe Program Agreement potentially offers these customers a pre-competed, compliant procurement vehicle that significantly reduces administrative burden and accelerates access to additional Workday capabilities. Workday views this as a meaningful benefit for our mutual customers and will actively communicate this advantage through our account management teams. Dedicated Support. Existing customers onboarding to the Canoe offering will continue to be served by their current Workday Account Executive and Customer Success Manager, ensuring continuity of relationship. Canoe-specific reporting and administrative requirements will be managed internally by Workday's Canoe program team to ensure seamless compliance with program obligations.

Implementation Network

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

Question	Answer *
Do you have a partner network? Enter "yes" or "no", if "no", explain how clients implement your software. If "yes" move on to question 2.	yes

Describe your implementation partner network, including tiers, mandatory certifications, areas of specialization, and any restrictions or required approvals that limit our choice of partner for specific modules or deployments.	Workday leverages a broad, global ecosystem of certified services and deployment partners to help our customers plan, deploy, and continuously optimize their Workday solutions. Our partners are carefully selected based on their skills, experience, and capacity to deliver against our customers' most critical business needs. Whether you're looking to accelerate time-to-value, deploy new capabilities, or integrate with third-party systems, you can depend on Workday partners to help you achieve consistent, high-quality outcomes. Partner ecosystem and tiers Workday's partner network includes a range of firm types and tiers, such as global systems integrators, regional and boutique deployment partners, and specialized firms focused on specific industries or solution areas. Within this ecosystem, Workday distinguishes partners based on factors such as certified headcount, customer satisfaction, solution and industry credentials, and their track record of successful Workday deployments. This tiering allows us to recommend partners who are the best fit for each customer's size, scope, location, and functional requirements. Mandatory training and certifications All Workday Services Partners are required to complete rigorous, role-based training and certification programs before they can lead or staff a Workday deployment. This includes: Product-specific training and certification (e.g., HCM, Financials, Adaptive, SCM, Payroll, Talent, etc.). Methodology and tools training aligned to Workday's deployment approach. Ongoing recertification tied to our regular product releases, to ensure consultants stay current with new capabilities and leading practices. These same standards apply to Workday's own Professional Services organization, which means partner and Workday resources operate with a consistent level of product knowledge, methodology, and quality expectations. By design, Workday Professional Services leads approximately 20% of our total deployments, while certified partners lead the remaining ~80%. This model ensures ample choice of partners for our customers while maintaining a consistently high bar for quality and accountability across all deployments. Areas of specialization Within the ecosystem, many partners develop additional specializations, including: Functional specializations (e.g., core HCM, Payroll, Time & Absence, Talent & Performance, Learning, Financial Management, Procurement, Projects, Planning). Industry specializations (e.g., public sector, higher education, healthcare, financial services). Geographic and regulatory expertise (e.g., Canadian public sector, provincial legislation, bilingual environments). Technical and integration capabilities (e.g., Workday Extend, integrations to ERP/finance/procurement systems, data conversion). For Canoe and its members, this means you will have access to partners with deep public-sector experience, knowledge of Canadian regulatory and procurement requirements, and a proven track record implementing Workday for organizations with similar governance structures. Restrictions, approvals, and partner selection To protect customer outcomes and ensure quality, Workday applies certain controls to its partner ecosystem: Only Workday-certified partners and certified resources may lead or participate in Workday deployments. Workday approves partner involvement and team composition for each deployment, based on scope, complexity, and required skill sets. For certain specialized products or complex multi-pillar deployments, Workday may recommend or require partners with specific certifications, solution experience, or industry credentials. Workday maintains ongoing oversight and governance of partner performance, and may intervene, adjust partner resourcing, or recommend alternative partners if needed to safeguard the success of the deployment. Within these quality and certification guardrails, customers retain a high degree of choice. Workday will work collaboratively with Canoe and its members to understand your requirements, evaluate candidate partners, and ensure your selected partner (and project team) is appropriately certified, experienced, and approved for the specific modules and deployment approach you choose. For additional information about Workday's Services Partners, including examples of partner firms and their focus areas, please refer to our Services Partners page: https://www.workday.com/en-us/company/partners/services-partners.html?q=&partnerType=Services%20Partner.
Describe your partner certification process.	Workday maintains a rigorous, role-based certification program for all consultants in our Professional Services ecosystem, including both Workday and partner resources. No partner consultant can be staffed on a customer engagement until they have completed Workday-delivered training on the relevant application areas and our deployment methodology. For each major product area (for example, HCM or Financials), this typically includes several weeks of intensive training with multiple assessments and a final practical test scenario overseen by Workday experts. Workday offers structured core and specialized certifications. To become certified, consultants request the applicable curriculum in the Workday Learning Center and must complete all required courses, labs, and exams. At least one core certification is mandatory before a consultant can work as an implementer on a Workday deployment. Once core-certified, consultants may pursue additional product or functional specializations (for example, Absence, Payroll, Talent, Procurement, and others), all of which rely on the core certification as a prerequisite. Certification is actively maintained, not one-time. With every Workday release, Workday Product Acceleration and Optimization and Workday Education publish "Update Training" as short, focused "Knowledge Bytes" that cover new features and changes. To keep a certification in active status, consultants must complete all required update training for that certification by the specified due date. If they do not, their certification lapses until the required learning and any associated assessments are completed. This ensures that all Workday and partner consultants on your project are both properly certified and current on the latest Workday capabilities.

Describe how you monitor performance of your implementation network, performance review and circumstances under which the partnership status would be revoked.	Workday applies a formal, data-driven framework to monitor the performance of our implementation partners, ensure quality for customers, and manage partner standing within our ecosystem. This framework combines quantitative metrics, qualitative feedback, governance reviews, and strict certification controls. Ongoing performance monitoring Workday continuously measures partner performance across dimensions that are critical to customer outcomes, including: Project delivery quality: on-time/on-budget delivery, achievement of agreed scope, and adherence to Workday's deployment methodology and leading practices. Customer satisfaction: post-project surveys and NPS-style measures, executive-level feedback, and escalation history. Solution quality: configuration quality, testing rigor, number and severity of post-go-live issues attributable to design or build, and production incident patterns. Competency and staffing: number of certified consultants, mix of experience levels, resource stability, and compliance with Workday certification and update-training requirements. Commercial and ethical compliance: adherence to Workday's partner program terms, code of conduct, and any applicable regulatory or contractual obligations. These data points are consolidated into partner scorecards and reviewed by Workday's partner management teams on a regular cadence. Governance and performance reviews To maintain high standards across the ecosystem, Workday uses structured governance and review processes, such as: Periodic partner performance reviews: formal sessions between Workday partner management and each partner to review scorecards, customer feedback, delivery risk indicators, and improvement plans. Deal and project oversight: Workday reviews proposed implementation teams and approaches for larger or higher-risk projects, and may require specific certified roles, mentoring by Workday Services, or additional quality gates. Quality interventions: for projects showing early warning signs (e.g., schedule slippage, escalations, design concerns), Workday can provide advisory support, conduct targeted health checks, or recommend adjustments to the partner's team or approach. This governance model allows Workday to proactively address issues and continuously improve partner performance, rather than relying solely on after-the-fact measures. Circumstances for remediation and potential revocation If a partner's performance falls below Workday's standards or program requirements, Workday can take a range of actions, escalating as needed based on severity and persistence: Targeted remediation Requiring corrective action plans tied to specific metrics (e.g., customer satisfaction, quality, methodology adherence). Imposing additional oversight on in-flight projects (for example, design reviews, solution assurance checkpoints, or Workday-approved staffing plans). Limiting the partner's ability to lead certain types of deployments (for example, complex multi-pillar or industry-specific solutions) until performance improves. Restrictions on partner status Suspending or restricting the partner's eligibility for new certifications, new product areas, or certain regions / industries. Adjusting the partner's tier or status within the Workday ecosystem to reflect observed performance and risk. Suspension or revocation of partnership status Persistent poor delivery quality or repeated customer escalations that are not resolved through remediation. Systematic non-compliance with Workday's certification, training, or methodology requirements. Material violations of Workday's partner agreements, code of conduct, or legal / regulatory obligations. Behavior that materially damages customer trust, Workday's brand, or the integrity of our ecosystem. In these cases, Workday may suspend the partner from participating in new Workday deployments, and in severe or unresolved situations, revoke the partner's status within the Workday partner program. For Canoe and its members, this means any implementation partner you work with is operating under a clearly defined performance and compliance framework, with Workday actively monitoring results and empowered to intervene whenever necessary to protect project outcomes and long-term customer success.
How do you support the implementation of your software through your implementation network?	Workday supports implementation through a governed, collaborative model between Workday Professional Services and a global ecosystem of over 250 services partners and 20,000+ certified resources. Our ecosystem is intentionally exclusive and quality-focused: only Workday-approved partners can certify their consultants and lead initial deployments, and all teams work on the same version of the product, with a common architecture, tools, and deployment methodology. This drives consistency, reduces risk, and accelerates time-to-value. Collaborative delivery model and common methods Workday drives the majority of projects through this partner network, while Workday Professional Services leads a portion of deployments directly and provides governance, solution assurance, and expert advisory support on many partner-led projects. Partners have access to the same deployment assets as Workday consultants, including: Standardized deployment methodology tailored by product area (e.g., HCM, Financials, Procurement). Configuration workbooks, data-conversion and testing templates, and design leading practices. Integration frameworks and release/tenant strategy guidance. Because Workday, our partners, and our customers all use the same methods and tools, implementations are more efficient, repeatable, and delivered with higher quality and expertise. Governance, quality controls, and partner oversight Workday maintains high-touch governance and partner accountability around how our methodology is applied: For each engagement, Workday validates that the proposed partner team holds the appropriate Workday certifications and experience for the in-scope products and complexity. For higher-risk or complex, multi-pillar projects, Workday may review implementation plans, staffing models, timelines, and key design decisions. Workday can perform solution assurance checkpoints or health checks at critical milestones (design, testing, pre-go-live) to identify risks, validate readiness, and recommend mitigation actions. This ensures Workday remains actively involved and accountable for deployment quality, even when a partner leads day-to-day delivery. Services Executive support for Canoe and its members To help Canoe and its members select and manage the most appropriate deployment partner, Workday assigns a Services Executive from the Workday Professional Services organization. This role is to act as a trusted advisor by: Recommending partners based on your requirements, industry, scope, geography, and organizational culture. Participating in partner orals and evaluations, if desired, to support selection. Advising on project team composition and training/enabement plans for your internal staff. Helping compare and interpret partner RFP responses and budgetary estimates, ensuring they reflect the full scope and risk profile - not just the lowest price. Enabement and post-go-live During implementation, Workday and partner teams execute structured knowledge transfer and administrator/process-owner training, supported by Workday Education offerings. After go-live, Workday provides ongoing application support, while partners can deliver application management, optimization, and enhancement services as needed. This model ensures Canoe and its members are supported from initial design through stabilization and continuous improvement under a consistent Workday framework and oversight.
Do you offer the same level of support to all your implementation partners?	yes

Environmental and social governance ESG

Question	Response *
Describe your corporate ESG initiatives.	Workday's ESG initiatives are comprehensive and detailed in our 2025 Global Impact Report. Our environmental sustainability strategy focuses on reducing our carbon footprint, investing in renewable energy, and responsibly disposing of electronic waste. We have science-based targets approved by SBTi in 2022, aligned with 1.5°C across all three scopes of emissions. These targets include annually sourcing 100% renewable electricity through fiscal year 2030, reducing absolute scope 3 business travel greenhouse gas emissions by 25% by fiscal 2026, and ensuring 70% of our suppliers by spend will have science-based targets by fiscal year 2026. Our social initiatives are driven by the Workday Foundation, which aims to elevate human potential through purposeful work and meaningful connection in the AI era. The Foundation invests in organizations that provide job skills training, AI skills development, and stackable credentials. Workday also fosters community engagement through employee volunteer programs and global Green Teams across 56 of our largest offices. These Green Teams help implement sustainable solutions and educate employees on environmental issues. Our governance strategy includes a dedicated Sustainability team, led by our Chief Sustainability Officer, who is responsible for setting and implementing our environmental strategy and programs. This role presents annually to the Board of Directors on progress. The Sustainability team reports to our Chief Legal Officer and Head of Corporate Affairs, who is part of the executive leadership team. We also have a Supplier Code of Conduct that sets strict policies and global standards for our supply chain, including social and environmental aspects. We generate diversity awareness through our VIBE (Value Inclusion, Belonging, and Equity) for all vision, starting with the VIBE Mindset, which encourages curiosity, compassion, and courage. Programs like Employee Belonging Councils, Global Self-ID Expansion, Level Up, and Aspire foster an inclusive environment and promote professional development for diverse talent. Workday is also participating in the MLT Black Equity at Work Certification, which focuses on representation, compensation, an inclusive and anti-racist work environment, racially just business practices, and racial justice contributions and investments. Workday's Environmental Sustainability Policy can be found at: https://www.workday.com/content/dam/web/en-us/documents/reports/wday_sustainability_policy.pdf For more information, please refer to our 2025 Global Impact Report.

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.
- Nina Moritsugu, Director, Canada Workday ULC Conflict of Interest

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

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

☒ Yes ☐ No

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

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

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

Schedule “B1”

PRICING

Schedule "C"**MARKETING AND PROMOTION OF AGREEMENT**

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

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

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

The Supplier will actively promote the Agreement to Members by:

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

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

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

Schedule "D"

SAMPLE SALES REPORT



CANOE SUPPLIER ADMIN FEE TEMPLATE
Monthly Submission of Data Required

Supplier Name: OFFICE SUPPLY COMPANY
Canoe Contract Number: CAN-2024-III
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	2024039	9955625	Whiteboard	Parts	1,555.20	-	20.30	1,575.50	110.29	78.78	1,764.56	1,555.20	5.00%	77.76
TOTALS											2,112.82	0.20	20.80	2,133.82	143.47	106.69	2,383.98	2,112.82	5.00%	105.64

Schedule E

**SAMPLE ORDER FORM
MAIN SUBSCRIPTION AGREEMENT**

Sample Order Form

Workday's MSA is available at

<https://www.workday.com/en-us/legal/universal-contract-terms-and-conditions/umsa/us-canada.html>