



Request for Proposals
For
FSM Phase 2 - Revenue & Cash Management System

Request for Proposals No.: **2026-043**

Issued: **October 2, 2026**

Submission Deadline: **Friday, October 30, 2026, 2:00:00pm local time**

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PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS

1.1 Invitation to Proponents

1.1.1 Invitation

This Request for Proposals (the “RFP”) is an invitation by Sturgeon County (the “County”) to prospective proponents to submit proposals for a **Revenue & Cash Management System**, as further described in [Appendix B1- Deliverables](#).

The County has initiated this RFP as part of its Financial Systems Modernization (FSM) initiative to modernize and enhance its financial services platform. This phase includes replacing legacy systems supporting property taxation, utility billing, accounts receivable, cash receipting, and bank management functions that are approaching end of life, while improving business processes, operational efficiency, reporting capabilities, and the overall user experience. The initiative also includes implementing citizen self-service capabilities to provide residents with secure, convenient online access to services such as account management, billing, payments, and other customer interactions.

Sturgeon County is a municipal government in Alberta serving a diverse and growing region, delivering a full range of municipal services supported by a centralized corporate services structure and modern technology environment.

1.1.2 Proponent must be Single Entity

The proponent must be a single legal entity that, if selected, intends to enter into the contract with the County. If the proposal is being submitted jointly by two (2) or more separate entities, the proposal must identify only one of those entities as the “proponent”. The proponent will be responsible for the performance of the Deliverables.

1.1.3 Bidding System Registration

All proponents must have a vendor account with the County’s electronic bidding system at:

[STURGEON COUNTY E-SUBMISSION PORTAL](#)

and must be registered as a plan taker for this opportunity. This will enable the proponent to download the solicitation document, to ask questions, to receive addenda email notifications, download addenda, and submit their proposal electronically through the bidding system.

1.2 RFP Contact

For the purposes of this procurement process, the “RFP Contact” will be:

Shaheryar Ahsan
Procurement Coordinator
Risk & Procurement Services, Sturgeon County
Email: procurement@sturgeoncounty.ca
Phone: 780-939-8022

Questions and clarifications should be sent through the e-submission portal.

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials, or other representatives of the County, other than the RFP Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the proponent and the rejection of the proponent's proposal.

1.3 Contract for Deliverables

1.3.1 Type of Contract

The selected proponent will be required to enter into an agreement with the County for the provision of the Deliverables in the form identified as Appendix A (the "Agreement").

If changes to the County's provided terms and conditions are requested, the County reserves the right to adjust pricing to reflect the true cost of the award, or request legal fees be covered by the selected proponent.

1.3.2 Term of Contract

The term of the agreement is to be for a period of four (4) years, with an option in favour of the County to extend the agreement on the same terms and conditions for three (3) additional two (2) year terms up to a maximum contract term potential of ten (10) years.

1.4 RFP Timetable

1.4.1 Key Dates

Issue Date of RFP	October 2, 2026
Pre-Bid Meeting (Teams)	October 8, 2026, 9:00:00 am (MST)
Deadline for Questions	October 15, 2026, 11:59:59 pm (MST)
Deadline for Issuing Addenda	October 22, 2026, 11:59:59 pm (MST)
STAGE #1 MANDATORY SUBMISSION REQUIREMENTS REVIEW	
Submission Deadline	October 30, 2026, 02:00:00 pm (MST)
STAGE #2 FUNCTIONAL and NON-FUNCTIONAL REQUIREMENTS REVIEW	
Mandatory Requirements Review	Estimated – November 6, 2026
Minimum Requirements Review	Estimated – November 10, 2026
STAGE #3 SHORT LIST IDENTIFICATION	
Proposal Review	Estimated – November 13, 2026
Pricing Review	Estimated – November 13, 2026
Identification of Short List	Estimated – November 17, 2026
STAGE #4 – VENDOR DEMONSTRATIONS	
Short List Notifications to Proponents	Estimated – November 18, 2026
Vendor Demonstrations	Proponents contacted for this stage will be required to present their solutions over one and a half (1.5) days. Meetings will be held on site at the Sturgeon County offices in

	Morinville, AB and will have both subject matter experts and advisors from across the County. Refer to Appendix B6 - Evaluation Stages and Criteria for details on evaluation. Demonstration Requirements have been provided in Appendix H - Demonstration Requirements. The demonstrations are planned to take place between December 1 and December 18, 2026. The following three time slots have been tentatively booked. <u>VENDOR DEMO #1</u> Thursday, December 3 (8:30AM – 4:30PM) Friday, December 4 (8:30AM – 12:00PM) <u>VENDOR DEMO #2</u> Monday, December 7 (8:30AM – 4:30PM) Tuesday, December 8 (8:30AM – 12:00PM) <u>VENDOR DEMO #3</u> Wednesday, December 9 (8:30AM – 4:30PM) Thursday, December 10 (8:30AM – 12:00PM) Proponents are advised to prepare schedules in advance and be available for any of the three demonstration periods above in the event they are contacted for this stage.
Reference Checks	Estimated – December 1-17, 2026
STAGE #5 – CONTRACT	
Notification of Award	Estimated – December 18, 2027
Contract Development	45 calendar days
Contract Execution	Estimated – February 19, 2027
Implementation Start	Estimated – March 15, 2027
Target Go Live Date	January 1, 2028

The RFP timetable is tentative only and may be changed by the County at any time.

1.4.2 Pre-Bid Meeting

To provide maximum support to proponents participating in this process, a pre-bid meeting is scheduled for October 8th at 9:00 am (MDT). This is a non-mandatory meeting that proponents are encouraged to attend.

To register for this meeting, please email procurement@sturgeoncounty.ca and provide your company name, contact information and email addresses for your attendees. The meeting link will be sent within 24-48hrs of your request.

1.5 Submission Instructions

1.5.1 Submission of Proposals

Proposals must be submitted electronically through the bidding system at:

[STURGEON COUNTY E-SUBMISSION PORTAL](#)

Submissions by other methods will not be accepted. In the event of any technical issues, proponents should contact the bidding system's technical support.

1.5.2 Proposals to be Submitted on Time

Proposals must be finalized and fully uploaded in the bidding system on or before the Submission Deadline. The time of receipt of proposals shall be determined by the bidding system web clock. Late submissions will not be accepted by the bidding system and will be disqualified as late.

Proponents are cautioned that the timing of submission is based on when the proposal is received by the bidding system, not when a proposal is submitted by a proponent. As transmission can be delayed due to file transfer size, transmission speed or other technical factors, proponents should plan to submit proposals well in advance of the Submission Deadline to avoid submitting late due to technical issues. Proponents submitting near the Submission Deadline do so at their own risk.

The bidding system will send a confirmation email to the proponent advising when the proposal was submitted successfully. If you do not receive a confirmation email, contact the bidding system's technical support immediately.

1.5.3 Proposals to be Submitted in Prescribed Format

Proposal materials should be prepared and submitted in accordance with the instructions in the bidding system, including any maximum upload file size.

Documents should not be embedded within uploaded files, as the embedded files may not be accessible or evaluated.

1.5.4 Amendment of Proposals

Proponents may amend their proposals prior to the Submission Deadline. However, the proponent is solely responsible for ensuring that the amended proposal is received by the bidding system by the Submission Deadline.

1.5.5 Withdrawal of Proposals

Prior to the Submission Deadline, proponents may withdraw a submitted proposal through the bidding system.

[End of Part 1]

PREVIEW
YOU MUST BE A REGISTERED PLAN TAKER
TO DOWNLOAD AN UNMARKED VERSION OF THIS FILE
WWW.BIDSANDTENDERS.COM – ORIGINAL DOCUMENT SOURCE

PART 2 – EVALUATION AND AWARD

2.1 Stages of Evaluation

The County will conduct the evaluation of proposals in the following stages:

- Stage 1: Mandatory Submission Requirements
- Stage 2: Functional and Non-Functional Requirements Review
- Stage 3: Short List Identification
- Stage 4: Vendor Demonstrations
- Stage 5: Contract Award and Execution

Refer to [Appendix B6 - Evaluation Stages and Criteria](#) for details on evaluation and scoring methods.

2.2 Stage 1 – Mandatory Submission Requirements

In Stage 1, the County will review the proponent's submission package to confirm receipt of all mandatory submission documents. Proponents who fail to provide the mandatory submission requirements within this timeframe will not proceed to the next stage of evaluation. Refer to [Appendix B4 – Mandatory Submission Requirements](#) for details.

2.3 Stage 2 – Functional and Non-Functional Requirements Review

2.3.1 Mandatory Technical Requirements Review

The County will review the proposals to determine whether the mandatory technical requirements as set out in [Appendix B5 - Mandatory Technical Requirements](#) have been met. Proposals that do not comply with the mandatory technical requirements will, subject to the express and implied rights of the County, be rejected.

2.3.2 Minimum Requirements Review

The County will evaluate each proponent based on their ability to meet the functional and non-functional requirements as set out in [Appendix E – Master Requirements](#). Proponents must achieve a minimum threshold of 70% on their requirements score to proceed to the next stage of evaluation.

2.4 Stage 3 – Short List Identification

2.4.1 Proposal Review

The County will review the proponent responses to the questions set out in [Appendix F – Proposal Document Requirements](#). The evaluation of solution and proponent responses will be undertaken after the evaluation of mandatory and minimum requirements has been completed. Proponents must achieve a minimum threshold of 70% on their proposal score to proceed to the next stage of evaluation.

2.4.2 Pricing Review

The County will evaluate the submitted pricing of each qualified proposal in accordance with the price evaluation method set out in [Appendix B6 - Evaluation Stages and Criteria](#). The evaluation of price will be undertaken after the evaluation of the solution and proponent questions has been completed.

In the event that a proponent's pricing appears to be abnormally low in relation to the Deliverables, the County may require the proponent to provide a detailed explanation of the pricing information to account for the low level of price and confirm that all requirements in respect of the Deliverables have been taken into account. If the proponent is unable to satisfactorily account for the abnormally low pricing, the County may reject the proposal.

The County may also reject any proposal that contains unbalanced pricing. Pricing may be considered unbalanced where nominal or significantly understated prices are proposed for some elements of the Deliverables and inflated prices are proposed for other elements of the Deliverables. Unbalanced pricing includes, but is not limited to, "front-loaded" pricing which contains inflated pricing for Deliverables to be provided or completed at the beginning of the contract, offset by understated pricing for Deliverables to be provided or completed later in the contract.

2.4.3 Short List Identification

The County will evaluate the scoring of each proposal based on all criteria from Stages 1-3 (requirements, proposal and price) to identify the top three (3) shortlisted proponents. The shortlisted proponents will be notified by email that they have successfully moved forward to the next stage.

2.5 Stage 4 – Vendor Demonstrations

2.5.1 Vendor Demonstrations

The County will schedule onsite demonstration meetings with up to three (3) shortlisted proponents. The demonstrations will cover specific scenarios as set out in [Appendix H - Demonstration Requirements](#). The County reserves the right to adjust evaluation scoring, up or down, to reflect any clarifications provided during a demonstration.

Demonstrations are not an opportunity to present new material beyond what has been provided in the RFP process. Demonstrations, when requested, will be provided to the RFP Contact 24hrs prior for review to ensure that no new information has been included. The County may enter into the Agreement with the top ranked Proponent in accordance with the following section. In the event of a tie, the selected proponent will be the proponent with the lowest price.

2.5.2 Reference Checks

The County will contact up to three (3) References for shortlisted proponents.

2.5.3 Identify Finalist

After completion of the vendor demonstrations and reference checks, scores from Stage 1-4 will be summarized and proponents will be ranked based on their total scores. Subject to the reserved rights of the County, they may enter into an Agreement with the top ranked Proponent, pending final approval by Council.

2.6 Stage 5 – Notice of Award and Contract

2.6.1 Notice to Proponent and Execution of Agreement

Notice of selection by the County to the selected proponent shall be in writing. The selected proponent shall execute the Agreement in the form included as Appendix A to this RFP and satisfy any other applicable conditions of this RFP, including the pre-conditions of award listed in [Appendix B8 - Preconditions of Award](#), within forty-five (45) days of notice of selection. This provision is solely for the benefit of the County and may be waived by the County.

2.6.2 Failure to Enter into Agreement

If a selected proponent fails to execute the Agreement or satisfy any pre-conditions of award within forty-five (45) days of notice of selection, the County may, without incurring any liability, proceed with the selection of another proponent and pursue all other remedies available to the County.

[End of Part 2]

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PART 3 – TERMS AND CONDITIONS OF THE RFP PROCESS

3.1 General Information and Instructions

3.1.1 RFP Incorporated into Proposal

All provisions of this RFP are deemed to be accepted by each proponent and incorporated into each proponent's proposal. A proponent who submits conditions, options, variations, or contingent statements inconsistent with the terms set out in this RFP, including the terms of the Agreement in [Appendix A – Form of Agreement](#), either as part of its proposal or after receiving notice of selection, may be disqualified. If a proponent is not disqualified despite such changes or qualifications, the provisions of this RFP, including the Agreement set out in Appendix A, will prevail over any such changes or qualifications in the proposal.

This RFP does not create a binding agreement between the Party and will not be enforceable. Only the future, agreement, duly executed by the Party, will be enforceable. The terms and conditions of any future agreement will supersede any terms and conditions contained in this RFP.

3.1.2 Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable section numbers of this RFP.

3.1.3 Proposals in English

All proposals are to be in English only.

3.1.4 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.

3.1.5 Past Performance

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

3.1.6 Information in RFP Only an Estimate

The County and its advisers make no representation, warranty, or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP 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 RFP.

3.1.7 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.

3.1.8 Proposal to be Retained by the County

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

3.1.9 No Guarantee of Volume of Work or Exclusivity of Contract

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

3.2 Communication after Issuance of RFP

3.2.1 Proponents to Review RFP

Proponents shall promptly examine the documents comprising this RFP, and

- (a) shall report any errors, omissions, or ambiguities; and
- (b) may direct questions or seek additional information;

in writing by email to the RFP Contact on or before the Deadline for Questions. No such communications are to be sent or initiated through any other means. The County is under no obligation to provide additional information, and the County is not responsible for any information provided by or obtained from any source other than the RFP Contact or the bidding system. It is the responsibility of the proponent to seek clarification on any matter it considers to be unclear. The County shall not be responsible for any misunderstanding on the part of the proponent concerning this RFP or its process.

3.2.2 All New Information to Proponents by Way of Addenda

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

3.2.3 Post-Deadline Addenda and Extension of Submission Deadline

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

3.2.4 Verify and Clarify

When evaluating proposals, the County may request further information from the proponent or third parties to verify or clarify the information provided in the proponent's proposal. The response received by the County shall, if accepted by the County, form an integral part of the proponent's proposal.

3.3 Notification and Debriefing

3.3.1 Notification to Other Proponents

Once the Agreement is executed by the County and a proponent, the other proponents may be notified directly in writing by mail or public posting of the outcome of the procurement process.

3.3.2 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 RFP Contact and must be made within thirty (30) days

of such notification. The RFP Contact will contact the proponent's representative to schedule the debriefing. Debriefings may occur in person at the County's location or by way of conference call or other remote meeting format as prescribed by the County.

3.3.3 Procurement Protest Procedure

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

If, after attending a debriefing, the proponent wishes to challenge the RFP process, it should provide written notice to the RFP Contact in accordance with applicable procurement protest procedures. The written notice must contain:

- (a) a clear statement as to which procurement the proponent wishes to challenge;
- (b) a clear explanation of the proponent's concerns with the procurement, including specifics as to why it disagrees with the procurement process or its outcome; and
- (c) the proponent's contact details, including name, telephone number and email address.

The County will send an initial response to acknowledge receipt of the proponent's notice and indicate the date by which the County will provide the proponent with a formal response.

3.4 Conflict of Interest and Prohibited Conduct

3.4.1 Conflict of Interest

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

- (a) in relation to the RFP 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:
 - (i) having or having access to confidential information of the County in the preparation of its proposal that is not available to other proponents;
 - (ii) having been involved in the development of the RFP, including having provided advice or assistance in the development of the RFP;
 - (iii) receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the RFP;
 - (iv) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process); or
 - (v) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair.
- (b) in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships, or financial interests:
 - (i) could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or

- (ii) could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.

3.4.2 Disqualification for Conflict of Interest

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

An existing supplier of the County may be precluded from participating in the RFP process in instances where the County 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.

3.4.3 Disqualification for Prohibited Conduct

The County may disqualify a proponent, rescind a notice of selection, or terminate a contract subsequently entered into if the County determines that the proponent has engaged in any conduct prohibited by this RFP.

3.4.4 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 Appendix C - Submission Form.

3.4.5 Proponent Not to Communicate with Media

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

3.4.6 No Lobbying

Proponents must not, in relation to this RFP 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 successful proponent(s).

3.4.7 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 the County; 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 RFP.

3.4.8 Supplier Suspension

The County 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:

- (a) illegal or unethical conduct as described above;

- (b) the refusal of the supplier to honour its submitted pricing or other commitments;
- (c) engaging in litigious conduct, bringing frivolous or vexatious claims in connection with the Client's procurement processes or contracts, or engaging in conduct obstructive to a fair competitive process; or
- (d) any conduct, situation, or circumstance determined by the County, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

In advance of a decision to suspend a supplier, the County 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 the County in making its final decision.

3.5 Confidential Information

3.5.1 Confidential Information of the County

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

- (a) is the sole property of the County and must be treated as confidential;
- (b) is not to be used for any purpose other than replying to this RFP and the performance of the Agreement;
- (c) must not be disclosed without prior written authorization from the County; and
- (d) must be returned by the proponent to the County immediately upon the request of the County.

3.5.2 Confidential Information of Proponent

Proponents are advised that the County is governed by Alberta's *Access to Information Act* ("ATIA") and *Protection of Privacy Act* ("PoPA") and information submitted to the County in response to this RFP may be subject to disclosure under ATIA and PoPA. A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the County. The confidentiality of such information will be maintained by the County, subject to its disclosure requirements under ATIA and PoPA or any disclosure requirements imposed 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 the County to advise or assist with the RFP process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the RFP Contact.

3.6 Reserved Rights and Limitation of Liability

3.6.1 Reserved Rights of the County

The County reserves the right to

- (a) make public the names of any or all proponents;
- (b) make changes, including substantial changes, to this RFP provided that those changes are issued by way of addendum in the manner set out in this RFP;
- (c) request written verification or clarification from any proponent and incorporate a proponent's response to that request for clarification into the proponent's proposal;

- (d) assess a proponent's proposal on the basis of: (i) a financial analysis determining the actual cost of the proposal when considering factors including quality, service, price, and transition costs arising from the replacement of existing goods, services, practices, methodologies, and infrastructure (howsoever originally established); and (ii) in addition to any other evaluation criteria or considerations set out in this RFP, consider any other relevant information that arises during this RFP process;
- (e) reject a proposal that contains abnormally low or unbalanced pricing;
- (f) waive formalities and accept proposals that substantially comply with the requirements of this RFP;
- (g) verify with any proponent or with a third party any information set out in a proposal;
- (h) check references other than those provided by any proponent;
- (i) disqualify a proponent, rescind a notice of selection, or terminate a contract subsequently entered into if the proponent has engaged in any conduct that breaches the process rules or otherwise compromises or may be seen to compromise the competitive process;
- (j) select a proponent other than the proponent whose proposal reflects the lowest cost to the County;
- (k) cancel this RFP process at any stage without liability;
- (l) cancel this RFP process at any stage and issue a new RFP for the same or similar deliverables;
- (m) accept any proposal in whole or in part;
- (n) reject any or all proposals; or
- (o) cancel this RFP in the event that less than three proposals have been received

and these reserved rights are in addition to any other express rights or any other rights that may be implied in the circumstances.

3.6.2 Limitation of Liability

By submitting a proposal, each proponent agrees that:

- (a) neither the County nor any of its employees, officers, agents, elected or appointed officials, advisors, or representatives will be liable, under any circumstances, for any claim arising out of this RFP process including but not limited to costs of preparation of the proposal, loss of profits, loss of opportunity, or for any other claim; and
- (b) the proponent waives any right to or claim for any compensation of any kind whatsoever, including claims for costs of preparation of the proposal, loss of profit or loss of opportunity by reason of the County's decision to not accept the proposal submitted by the proponent, to enter into an agreement with any other proponent, or to cancel this RFP process, and the proponent shall be deemed to have agreed to waive such right or claim.

3.6.3 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:

- (a) this RFP 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
- (b) neither the respondent nor the County will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the selection of respondents, a decision to

reject a response or disqualify a respondent, or a decision of the respondent to withdraw its response

3.7 Governing Law and Interpretation

These Terms and Conditions of the RFP Process (Part 3)

- (a) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- (b) are non-exhaustive and shall not be construed as intending to limit the pre-existing rights of the County; and
- (c) 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.

3.8 Litigation

Take notice that this procurement opportunity is NOT open to a party who is currently in litigation proceedings (whether in a Court, tribunal, or arbitration process of any kind or of any nature) against, or who has previously been in litigation proceedings against the County for a period of 3 years immediately prior to the date of release of this procurement opportunity ("a Litigant"). If any submission in response to this procurement opportunity is made by a Litigant, the County may reject the submission, in its sole and unfettered discretion, either before or after opening the submission, and not give any consideration to such submission.

[End of Part 3]

APPENDIX A – FORM OF AGREEMENT (SAMPLE)

Please refer to the attached PDF file titled 2026-043 Appendix A – Form of Agreement (Sample). This sample includes:

- Agreement
- Schedule 1 – Schedule of Deliverables, Rates and Specific Provisions
- Schedule 2 – Standard Terms and Conditions

[End of Appendix A]

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APPENDIX B – RFP PARTICULARS

B1. DELIVERABLES

CURRENT ENVIRONMENT

The County currently operates multiple legacy systems to support core financial functions, including property taxation, utility billing, general accounts receivable, cash receipting, and bank management. These systems have evolved over time and are either fragmented across different platforms or limited in their ability to support modern service delivery, integration, reporting, and regulatory requirements.

As the Municipality continues to grow and service expectations increase, the limitations of the existing systems have become more pronounced. Challenges include manual processes, duplicate data entry, limited real-time reporting capabilities, constrained integration with other municipal systems (e.g., GIS, permitting, and customer service platforms), and increased operational risk due to aging technology.

DESIRED OUTCOMES

To address these challenges, the Municipality is seeking to procure and implement a modern, fully integrated revenue and cash management solution. The new system will streamline business processes, improve data accuracy and accessibility, enhance reporting and analytics, and support digital service delivery to residents and internal stakeholders.

The proposed solution will be a proven, fully functional, and integrated system available at the time of proposal submission. The solution should be flexible and scalable to meet the current and future organizational needs of the County. The solution must not contain nor be built on underlying technologies that are end-of-life and/or unsupported by their respective technology providers. The solution will meet the core requirements out of the box, relying only upon product configuration rather than product modifications or customizations.

At minimum, the Revenue and Cash Management Solution will:

- Satisfy the functional and non-functional requirements outlined in this RFP.
- Streamline business processes through automation, integration, and workflows.
- Consolidate information and minimize multiple sources of data entry.
- Improve data quality and integrity (single source of truth).
- Reduce or replace dependencies on excel, other applications and manual processes.
- Provide a broad library of standard reports and tools for reporting and ad hoc queries.
- Provide easy access to information through inquiry and/or drilldown capabilities.
- Allow secure integration with County systems where required.
- Be a highly intuitive system requiring minimal user training to achieve high proficiency.
- Provide a stable, secure, and accessible system, for internal and external users.
- Support best practices in municipal finance and comply with applicable legislative and regulatory requirements.

B2. PROJECT SCOPE

The County requires the supply and implementation of a fully integrated financial management solution to support:

- Property Tax Administration and Billing
- Utility Customer Accounts and Billing
- General Accounts Receivable Customer Account and Billing
- Cash Receipting and Cash Management
- Citizen, Customer Digital Services, and Self-Service Capabilities
- Online Payments and Account Access
- Reporting and Analytics

This procurement will include:

- Software
- Licensing or subscription services
- Professional services necessary to implement the solution, including:
 - System configuration and integrations
 - Data Migration and Data Conversion
 - System integration
 - Testing, including user acceptance testing
 - Training, Knowledge Transfer, and Operational Readiness
 - Go-live and post-implementation support

The solution must integrate with the County's existing enterprise system, Microsoft Dynamics 365 Finance and Operations and must be fully implemented, tested, and ready for production use, with a target go-live date of January 1, 2028.

B3. PROPOSAL SUBMISSION DOCUMENTS

All proposals must include the following components:

- 1) Proponent Proposal (PDF)
- 2) Solution Requirements Assessment (Excel)
- 3) Proposal Requirements (Excel)
- 4) Pricing Form (Excel)
- 5) Form of Agreement
- 6) Signed Submission Form
- 7) Sample Project Plan (Excel/Word/MS Project)
- 8) References
- 9) Other Pertinent Information

1) Proponent Proposal (PDF)

The County is looking for an overview document that summarizes how the proponent plans to address the requested scope. The proposal document should follow the format below and be no more than fifteen (15) pages (excluding cover page, table of contents, appendices and resumes). Refer to [Appendix F – Proposal Requirements](#) for details.

- Cover Page
 - Title, RFP Reference Number, Company Name, Contact
- Executive Summary
 - Understanding of the County's objectives
 - Summary of the proposed solution
 - Key benefits and outcomes
 - Highlight key differentiators
- Company Overview
 - History, number of employees, locations
 - Core competencies and relevant industry experience
- Team and Experience
 - Key roles and personnel
 - Team qualifications and one-page resumes
- Proposed Solution
 - Detailed description of the solution
 - Methodology and Approach
 - Milestones and Key Deliverables
 - Implementation Insights and Success Factors
- Project Management
 - Project governance
 - Resource management and continuity
 - Communication and status reporting

- Project planning
- Assumptions and dependencies
- Implementation and Ongoing Support
 - Knowledge transfer and training
 - Go Live Support
 - Ongoing Support
- Software Management
 - Standard releases and maintenance
- Past Projects and References
 - Overview of similar projects with similar customers (municipalities)
- Value Adds or Differentiators
 - Unique capabilities, accelerators, tools
 - Additional information that is not directly relevant to the specific scope of work described in this RFP, may be placed in this section

2) Solution Requirements Assessment

In [Appendix E](#), the County has identified the functional and non-functional requirements to be met by the solution. Proponents must complete this workbook by indicating if/how their solution meets each requirement.

3) Proposal Requirements

In [Appendix E](#), the County has identified the proposal requirements to help explain what is expected within the proposal document. Proponents should use this workbook as a guide to preparing their proposal. To assist with proposal scoring, proponents must provide page references to their proposal document for each section within the proposal requirements workbook.

4) Pricing Form

In [Appendix G](#), the County has provided the pricing requirements and format. Proponents must complete this worksheet.

5) Form of Agreement

In [Appendix A](#), the County has provided its Form of Agreement to outline the details and documents required. Proponents are requested to provide their agreement documents for review and consideration.

6) Signed Submission Form

In [Appendix C](#), the County has provided a submission form template. Proponents are required to complete the form and have it signed by an appropriate organizational authority.

7) Sample Project Plan

Proponents are requested to provide a sample / proposed implementation project plan for review and consideration. Plans should identify the major phases and milestones, along with work effort, resource requirements (Proponent and County) and timeframes.

8) References

Proponents are requested to provide up to three recent client references where similar solutions were provided. The required reference information is listed below and should be entered in the Reference Table provided on the E-Submission portal.

- Client/Company Name
- Contact Name
- Contact Phone Number and Email
- Description of Services Provided
- Lessons Learned
- On-Time and On-Budget (y/n: comment)

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B4. MANDATORY SUBMISSION REQUIREMENTS

- 1) Proponent Proposal (PDF)
- 2) Solution Requirements Assessment (Excel)
- 3) Proposal Requirements (Excel)
- 4) Pricing Form (Excel)
- 5) Form of Agreement
- 6) Signed Submission Form
- 7) Sample Project Plan (Excel/Word/MS Project)

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B5. MANDATORY TECHNICAL REQUIREMENTS

- 1) **Data Management/Encryption:** Data classified Protected B or Protected C is encrypted at rest and in transit; Proponent must describe key management practices. (IT-NFR-029)
- 2) **Privacy/Collection, Use & Disclosure Controls:** Solution must provide collection notices at point of data capture, including disclosure of any use of automated systems or AI to generate content or decisions. (IT-NFR-050)
- 3) **Privacy/Collection, Use & Disclosure Controls:** Solution must have safeguards to ensure personal information or records derived from them are used only for the purpose to which they are collected. (IT-NFR-051)
- 4) **Privacy/Collection, Use & Disclosure Controls:** Proponent must provide a data flow diagram showing data flow across components, (including to 3rd parties and indicating their authorized purpose), and must demonstrate how data security is enforced. (IT-NFR-052)
- 5) **Privacy/Data Subject Rights:** Solution must have a mechanism to receive, track, and action correction requests to an individual's personal information, including annotation where correction is refused. (IT-NFR-053)
- 6) **Privacy/Data Subject Rights:** Solution should have a mechanism to support search, retrieval, and export of personal information records (and/or associated derived records) responsive to an Access to Information Request within a reasonable time and effort, across structured data, attachments, and metadata. (IT-NFR-055)
- 7) **Privacy/Data Minimization & Retention:** Solution must have a mechanism that supports configurable retention and disposition schedules aligned to the County's Records Retention and Disposition Schedules, applied to data, attachments and records, including bulk archive/delete. (IT-NFR-057)
- 8) **Security/Authentication & SSO:** Solution supports Microsoft Entra ID (staff SSO) and standards-based federation with external identity providers using OAuth 2.0 and OpenID Connect (OIDC) or SAML 2.0 and shall defer to County identity policies. (IT-NFR-068)
- 9) **Security/Authentication & SSO:** Where local authentication exists, solution must support configurable password policies. (IT-NFR-070)
- 10) **Security/Detection & Reporting:** Solution provides real-time monitoring for suspicious activities, policy violations, privacy events, or anomalous access patterns based on configured rules. (IT-NFR-081)
- 11) **Security/Detection & Reporting:** Proponent shall provide a mechanism to notify the county within a reasonable timeframe of suspected privacy breach, unauthorized access, suspicious activity or unauthorized disclosure closure of county records. (IT-NFR-083)
- 12) **Security/SOC 2 Compliance:** Proponent must describe SOC 2 compliance status and provide summary results of annual independent security audits. (IT-NFR-089)
- 13) **Security/Malware Protection and File Security:** Solution performs automatic anti-malware and antivirus scanning of all files uploaded, imported, or transferred through portals, APIs, integrations, and administrative interfaces. Malicious or suspicious files are quarantined, blocked, or flagged for review without compromising normal transactional processing performance. (IT-NFR-099)

B6. EVALUATION STAGES AND CRITERIA

The following section sets out the evaluation stages, criteria and weightings for all stages of the RFP.

* Please note that proponents not meeting minimum threshold requirements for each stage will not move forward into subsequent stages of evaluation. The County reserves the right to adjust any minimum threshold weighting, sequentially, section by section as required, throughout the process if no proposals meet the minimum threshold score.

- Stage 1: Mandatory Submission Requirements
- Stage 2: Functional and Non-Functional Requirements Review
- Stage 3: Short List Identification
- Stage 4: Vendor Demonstrations
- Stage 5: Contract Award and Execution

Stage 1: Mandatory Submission Requirements

Upon submission, the County will review the proponent's submission package to confirm receipt of all mandatory submission documents. If any documents are missing, the County will notify the proponent allowing them five (5) days to rectify their submission. Proponents who fail to provide the mandatory submission requirements within this timeframe will not proceed to the next stage of evaluation. Mandatory Submission Requirements are listed in [Appendix B4](#).

Stage 2: Functional and Non-Functional Requirements Review

Stage 2 consists of the following activities:

- **Mandatory Technical Requirements**
 - Mandatory Technical Requirements are listed in [Appendix B5](#).
 - Proponents who fail to fully meet all of the mandatory technical requirements will not proceed to the next stage.
- **Minimum Requirements**
 - Functional and non-functional requirements are listed in [Appendix E](#). Proponents must complete this workbook by indicating if/how their solution meets each requirement.
 - Requirements are weighted by priority as follows:

Requirement Priority	Weight
Mandatory – Non-negotiable must-have functionality	10
Critical – Essential functionality that must be available at go live	8
High – Core functionality required for daily operations	6
Medium – Preferred functionality though alternates acceptable	4
Low – Desirable but not essential; nice to have	2

- Proponents must rate their solution for each requirement as follows:

Proponent Assessment	Points
5 – Fully supported out of the box, no configuration needed	10
4 – Supported through standard configuration and settings	8
3 – Partial fit, requires a workaround	5
2 – Significant gap requiring a customization	3
1 – Does not meet	0

- The proponent's requirements score will be the total of the weighted points for each requirement:
 - $\text{Requirements Score} = (\text{Requirement weight} \times \text{requirement points}) / \text{Maximum points}$
- To move to the next stage of the evaluation, the proponent must meet or exceed a minimum threshold of 70% on their requirements score.
- The County reserves the right to adjust the minimum threshold weighting, sequentially, by module as required, if no proposals meet the minimum threshold score to obtain a minimum of three (3) proposals for short list consideration.

Stage 3: Proposal Rating and Short List Identification

Stage 3 consists of the following activities:

- Proposal Review**

- Proposal requirements are listed in [Appendix F](#). Proponents must complete this workbook by providing page references to the Proposal document.
- The County will review the proponent responses and will award points as follows:

Response Level	Points
Excellent: Fully addresses all requirements, provides strong evidence	10
Good: Addresses requirements with minor gaps or limited evidence	7
Acceptable: Meets minimum requirements but lacks evidence	5
Poor: Gaps or concerns exist, unclear approach	3
No Response: Did not provide a response	0

- To move to the next stage of the evaluation, the proponent must meet or exceed a minimum threshold of 70% on their proposal score.

- **Pricing Review**

- Pricing requirements are provided in [Appendix G](#). Proponents must complete the Pricing Form as part of their submission.
- The County will evaluate price based on Total Cost of Ownership calculated as follows:
 - $Implementation\ Cost + Annual\ Service\ Fees^* = Total\ Cost$

**Annual Service Fees will be determined by a present value calculation over a five-year post implementation term using a 5% discount rate.*
- The proponent's pricing score will be based on a relative pricing formula, where the lowest price receives the highest points as follows:
 - $Vendor\ Price\ Score = (Lowest\ Bid / Vendor\ Bid) \times Maximum\ Price\ Points$
- The County reserves the right to verify or clarify any pricing presented to understand the implementation cost and future costs of operating the proposed core system.

- **Short List Identification**

- The County will identify a maximum of three (3) proposals to move forward to the next stage of evaluations based on the following criteria:

Evaluation Criteria	Weight
Requirements Score	70%
Proposal Score	20%
Pricing Score	10%

Stage 4: Vendor Demonstrations

Stage 4 consists of the following activities:

- **Vendor Demonstrations (Overview)**

- The County will schedule onsite demonstration meetings with up to three (3) shortlisted proponents. The demonstration scenarios are set out in [Appendix H - Demonstration Requirements](#).
- This evaluation stage focuses on the functional and non-functional requirements provided by the County and is evaluated by a core team and supported by subject matter experts and advisors from impacted business areas.
- Demonstrations will be scheduled over two (2) days, with 1.5 days allocated to the live demonstration. The remaining half day will be allocated to County scoring activities.
- Demonstrations are not to be delivered as a Q&A session, but rather, the intention is for the proponent to walk through their system in real time.

- The County will have time allocated throughout the agenda to conduct scoring activities and consolidate any clarifying questions. Questions to explore new requirements or functionality beyond what is requested expressly within this RFP will not be allowed.
- Demonstrations will be held on-site at the County offices in Morinville, Alberta.
- Demonstration meetings are tentatively planned as follows:
 - VENDOR DEMO #1
Thursday, December 3 (8:30AM – 4:30PM)
Friday, December 4 (8:30AM – 12:00PM)
 - VENDOR DEMO #2
Monday, December 7 (8:30AM – 4:30PM)
Tuesday, December 8 (8:30AM – 12:00PM)
 - VENDOR DEMO #3
Wednesday, December 9 (8:30AM – 4:30PM)
Thursday, December 10 (8:30AM – 12:00PM)

• **Vendor Demonstrations (Evaluation)**

- Demonstrations will be scored based on the proponent's ability to clearly demonstrate the functional and non-functional requirements.
- Modules will be weighted as follows:

Module	Weight
Property Taxation + Citizen Portal	25%
Utility Billing + Citizen Portal	20%
Accounts Receivable + Citizen Portal	15%
Cash Management / Receipting	20%
General Ledger	5%
IT and Non-Functional	15%
	100%

- Evaluators will rate the demonstration of requirements as follows:

Proponent Assessment	Points
5 – Fully supported out of the box, no configuration needed	10
4 – Supported through standard configuration and settings	8
3 – Partial fit, requires a workaround	5
2 – Significant gap requiring a customization	3
1 – Does not meet	0

- The proponent's demonstration score will be the total of the weighted points for each requirement:

- $\text{Requirement weight} \times \text{requirement points} = \text{Demonstration Score}$

- Following individual evaluations, the County will conduct a consensus process to determine a final demonstration score.
- If there is a material difference between the proponent's self evaluation of the requirements and the County's evaluation of the demonstrated requirements, the County reserves the right to remove a proponent from the short list and replace them with the next highest rated proponent.

- **Vendor References**

- During Stage 4, the County will contact the References for the three (3) shortlisted proponents.
- Reference questions will cover details regarding the scope of work performed, duration of the project, implementation issues or delays, lessons learned, and general satisfaction of the solution and vendor support provided during and post implementation.

- **Identify Finalist**

- After completion of the vendor demonstrations and reference checks, proponents will be ranked based on the following criteria:

Evaluation Criteria	Weight
Demonstration Score	70%
Reference Score	20%
Pricing Score	10%

- The proponent with the highest-ranking score will be identified as the finalist.
- Subject to the reserved rights of the County, they may enter into an Agreement with the finalist.
- Notice of award is anticipated by December 31, 2026. All proponents will be notified upon successful contract execution.

B7. MATERIAL DISCLOSURES

- 1) The County recognizes that municipal services software (i.e. property tax, utilities, and citizen self-service) may not be a component of all Financial Systems solutions. Proponents are to propose a complete solution that meets the requirements of this RFP. The County's preference is to sign one Agreement for the provision of Services, Software and resulting solutions.
- 2) Proposals in partnership with another software provider and/or software implementer will be accepted.
- 3) If proposing a solution that comprises multiple software products, the Proponent will illustrate a history (experience) of partnership and integration of proposed software with the core Financial Systems solution and whether the systems have been fully tested and integrated and guarantee the system will meet the County's requirements. Identify the structure of the partnership and the contracting party responsible for this project (the County expects that there will be one prime contact / project manager that will be responsible for the project and for coordinating the work of the other partners and county staff). Please see [Appendix I – Organizations Engaged](#) for market sounding activities and disclosure.
- 4) The County reserves the right to select the best system configuration that may or may not require third party systems or the integration of existing systems with the final solution to ensure the best system, scope, and configurations are selected for the County's operational needs.
- 5) The successfully awarded proponent's project performance will be subject to evaluation. Please see [Appendix J – Supplier Evaluation Scorecard](#) for additional information.

B8. PRE-CONDITIONS OF AWARD

1) Insurance

Without in any way limiting the liability of the successfully awarded proponent, the successfully awarded proponent shall obtain, at its own cost, and maintain in force during the term, the following insurance, all satisfactory to Sturgeon County, acting reasonably:

- a. standard automobile, bodily injury and property damage insurance providing coverage of at least **TWO MILLION (\$2,000,000.00) DOLLARS** inclusive and in respect of any one claim for the injury to or death of one or more persons or damage to or destruction of property.
- b. a comprehensive general liability insurance policy providing coverage of at least **FIVE MILLION (\$5,000,000.00) DOLLARS** inclusive and in respect of any one claim for injury to or death of any one or more persons or damage to or destruction of property. Coverage to include:
 - 1) non-owned automobiles.
 - 2) sudden and accidental
 - 3) independent subcontractors.
 - 4) pollution Liability.
 - 5) contractual liability including the ensuing Agreement.
 - 6) broad form property damage endorsement; and
 - 7) products and completed operations coverage.
- c. Errors and omissions coverage for professional services liability with limits of not less than **TWO MILLION (\$2,000,000.00) DOLLARS** per occurrence or as such higher limit as the County may determine to be appropriate for future operations. (When applicable to the engagement.)
- d. Cyber liability insurance for breaches of information or data security standards, with limits of not less than **TWO MILLION (\$2,000,000) DOLLARS** per claim.
- e. Workers' Compensation coverage for all employees, if any, engaged by the Contractor in accordance with the laws of the Province of Alberta; and
- f. such other insurance as the County may from time to time reasonably require.

The successfully awarded proponent shall ensure that, except for automobile and errors and omissions coverage, all insurance coverage maintained by the successfully awarded Proponent in accordance with this Agreement shall name Sturgeon County and any other party designated by Sturgeon County as an additional insured, contain a severability of interests or cross liability clause, and shall provide that no such insurance policy may be cancelled without the insurer provided no less than thirty (30) days' written notice of such cancellation to Sturgeon County.

The successfully awarded proponent shall, upon the request of Sturgeon County, furnish written documentation satisfactory to Sturgeon County, evidencing the required insurance coverage. The cost of all of the insurance required to be held by the successfully awarded proponent as set forth herein shall be borne by the successfully awarded proponent.

APPENDIX C – SUBMISSION FORM

Proponents should refer to the instructions attached to the solicitation for the Appendix C – Submission Form requirements and provide all required information in accordance with the instructions provided in the bidding system.

1. Proponent Information

Please fill out the following form, naming one person to be the proponent's contact for the RFP process and for any clarifications or communication that might be necessary.	
Full Legal Name of Proponent:	
Any Other Relevant Name under which Proponent Carries on Business:	
Street Address:	
City, Province/State:	
Postal Code:	
Phone Number:	
Company Website (if any):	
Proponent Contact Name and Title:	
Proponent Contact Phone:	
Proponent Contact Email:	

2. Offer

The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required under the RFP. By submitting a proposal, the proponent agrees and consents to the terms, conditions, and provisions of the RFP, including the Form of Agreement, and offers to provide the Deliverables in accordance therewith at the rates set out in its proposal.

3. Rates

The proponent has submitted its rates in accordance with the instructions in the RFP. The proponent confirms that it has factored all of the provisions of Appendix A, including insurance and indemnity requirements, into its pricing assumptions and calculations.

4. Addenda

The proponent is deemed to have read and accepted all addenda issued by the County prior to the Deadline for Issuing Addenda. The onus is on proponents to make any necessary amendments to their proposals based on the addenda.

5. Communication with Competitors

For the purposes of this RFP, the word "competitor" includes any individual or organization, other than the proponent, whether or not related to or affiliated with the proponent, who could potentially submit a response to this RFP.

Unless specifically disclosed below under Disclosure of Communications with Competitors, the proponent declares that:

- (a) it has prepared its proposal independently from, and without consultation, communication, agreement, or arrangement with any competitor, including, but not limited to, consultation, communication, agreement, or arrangement regarding:
- (i) prices;
 - (ii) methods, factors, or formulas used to calculate prices;
 - (iii) the quality, quantity, specifications, or delivery particulars of the Deliverables;
 - (iv) the intention or decision to submit, or not to submit, a proposal; or
 - (v) the submission of a proposal which does not meet the mandatory technical requirements or specifications of the RFP; and
- (b) it has not disclosed details of its proposal to any competitor, and it will not disclose details of its proposal to any competitor prior to the notification of the outcome of the procurement process.

Disclosure of Communications with Competitors

If the proponent has communicated or intends to communicate with one or more competitors about this RFP or its proposal, the proponent discloses below the names of those competitors and the nature of, and reasons for, such communications:

6. No Prohibited Conduct

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

7. Conflict of Interest

The proponent must declare all potential Conflicts of Interest, as defined in section 3.4.1 of the RFP. 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 the County within twelve (12) months prior to the Submission Deadline.

If the box below is left blank, the proponent will be deemed to declare 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 RFP.

Otherwise, if the statement below applies, check the box.

- ☐ The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the proponent declares an actual or potential Conflict of Interest by marking the box above, the proponent must set out below details of the actual or potential Conflict of Interest:

8. 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 the County to the advisers retained by the County to advise or assist with the RFP process, including with respect to the evaluation this proposal.

9. Proposal Irrevocable

The proponent agrees that its proposal shall be irrevocable for the Irrevocability Period specified in the RFP, running from the moment the Submission Deadline has passed.

10. Execution of Agreement

The proponent agrees that in the event its proposal is selected by the County, in whole or in part, it will finalize and execute the Agreement in the form set out in Appendix A to this RFP in accordance with the terms of this RFP.

Signature of Proponent Representative

Name of Proponent Representative

Title of Proponent Representative

Date

I have the authority to bind the proponent.

APPENDIX D – SYSTEMS ARCHITECTURE, INTEGRATIONS AND DATA MIGRATION

Please note that this Appendix will be released upon request to interested parties. To protect the County's information and implement cyber security precautions, proponents who receive this information are asked to treat it as confidential and ensure it is not posted or shared publicly.

Please email procurement@sturgeoncounty.ca and reference the RFP number: 2026-043

[End of Appendix D]

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APPENDIX E – MASTER REQUIREMENTS

Please refer to the attached excel file titled 2026-043 Appendix E - Master Requirements for information and instructions.

The scope of requirements includes:

- Property Taxation + Citizen Portal
- Utility Billing + Citizen Portal
- Accounts Receivable + Citizen Portal
- Cash Management / Receipting
- General Ledger
- Non-functional Requirements

[End of Appendix E]

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APPENDIX F – PROPOSAL REQUIREMENTS

Please refer to the attached excel file titled 2026-043 Appendix F – Proposal Requirements. Questions are grouped under the following topics (aligned with the Proposal template):

- Cover Page
- Executive Summary
- Company Overview
- Team and Experience
- Proposed Solution
- Project Management
- Implementation and Ongoing Support
- Software Management
- Past Projects and References
- Value Adds or Differentiators

Proponents are asked to provide page references in the spreadsheet to the Word document proposal.

[End of Appendix F]

APPENDIX G – PRICING FORM

Please refer to the attached excel file titled 2026-043 Appendix G - Pricing Form.

[End of Appendix G]

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APPENDIX H – DEMONSTRATION REQUIREMENTS

Please refer to the attached excel file titled 2026-043 Appendix H – Demonstration Requirements.

[End of Appendix H]

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APPENDIX I – ORGANIZATIONS ENGAGED

The County issued RFI 2023-078 Municipal Taxation and Utility Financial Management Program Software on May 12, 2023, and RFI 2026-123 FSM – Revenue and Cash Management System on September 4, 2026 to gather information from suppliers on the availability of such software/solutions.

Information collected through the RFI processes was used to assist the County in determining the requirements, provisions, scope, and approach in the development of this procurement process. Information collected through the RFI process was also used to obtain budgetary information.

Please note that some or all of these organizations may be submitting responses to this request and no one organization has been engaged in the preparation of this RFP.

Organizations Engaged
Procom Data Services
Ravic
Tyler Technologies
Hydro-Comp Enterprise
CentralSquare Canada
Adapta Solutions
AMBIS Technologies Ltd.
ADGTECH Solutions Inc.
Access2Pay Ltd.
Catalis Technologies Canada Ltd.
10995576 Canada Inc. (PCL ONE)
Auditify Technologies Inc.
Webster Apps Inc.

[End of Appendix I]

APPENDIX J – SUPPLIER EVALUATION SCORECARD

The project awarded through this RFP process will be subject to evaluation with the following Supplier Evaluation Scorecard. Suppliers are required to maintain a minimum 3-point average score while participating in a supplier agreement to be in consideration for future opportunities with the County.

Scorecards will be used in the evaluation of work performed on this project. The scorecard provided below may be changed throughout the term of the resulting agreement. Any changes will be communicated with the supplier prior to changes occurring. Any areas on the scorecard not applicable to the engagement will receive an “N/A” and will not be evaluated.

Suppliers falling below a score of 3 may be put on a 3-month probationary period where they will be unable to participate in additional projects with the County. If a Supplier receives a second scorecard evaluation less than a 3-point average score, they may be put on a second probationary period or have their agreement terminated by the County. Failure to maintain an overall average score of 3 or greater may result in disqualification on future projects.

Sample score key and scorecard:

SCORE KEY	
5	Very Good: Exceeds expectations
4	Good: Meets expectations
3	Standard: Meets most expectations
2	Adequate: Meets some expectations
1	Unsatisfactory: Misses most expectations

SUPPLIER SCORECARD				
Criteria	Performance Expectation	Score	Corrective Action	Additional Info
Administration Weight 5	Required documentation / reports submitted			
	Invoices submitted on time			
	Invoice accuracy			
	Administration Average Score			
Scope Weight 25	Deliverable completed to quality standards			
	Adhered to specifications of contract			
	Demonstrated flexibility			
	Provided innovative input			
	Substantiated change orders			
	Corrections made quickly when necessary			
	Problem areas recognized and corrected			
	Scope Average Score			
Staff Weight 10	Adequate staff present			
	Staff is professional and competent			
	Qualified and Certified staff were on site as required for scope			
	Staff Total Score			
Communications Weight 10	Communicated effectively and openly			
	Positive and professional character and conduct			

	Communication Total Score			
Schedule Weight 10	Work efficiently planned			
	Provides required schedules and plans			
	Milestones met			
	Schedule Total Score			
Health & Safety Weight 25	OHS compliant			
	Complied with all laws and legal requirements			
	Complied with all bylaws			
	Health and Safety Total Score			
Pricing Weight 15	Project completed on Budget			
	Change orders, if necessary, competitively priced and on budget			
	Equipment estimations within market range			
	Personnel rates within market range			
	Pricing Total Score			
Overall Average Scores / 7				

[End of Appendix J]

APPENDIX K – HEALTH AND SAFETY QUESTIONNAIRE

The successfully awarded proponent will be asked to complete the Health and Safety Questionnaire and provide any relevant back-up documentation.



Sturgeon County Health and Safety Management System Element 6 – Other Parties at or in the Vicinity of the Work Site Contractor Questionnaire (6.2.a) January 2024

General Information		
Company Full Name:		
Billing Address:		
Contact Name & Email:		
Phone Number(s):		
Insurance – Commercial Liability & WCB		
1	Provide documents demonstrating your coverage for damages and incidents involving your organization General Liability, Automotive, Umbrella Policies, etc	YES NO
2	Provide copy of your company's "WCB Clearance Letter" dated within 10 working days of this submission.	
Health and Safety Management		
Please answer each question, and provide documents as required.		YES NO
1	Does your company have a Partnerships COR or SECOR? If YES, please provide copy of certificate.	
2	Does your company have a "Corporate Health & Safety Policy"? If YES, please provide copy.	
3	Does your company have defined written responsibilities for Managers, Supervisors & Workers? If YES, please provide copy.	
4	Provide a copy of your "hazard identification, assessment and control procedures".	
5	Provide a copy of your "hazard assessment" for the work you will be performing for Sturgeon County (per AB OH&S Code, Section 7).	
6	Provide a copy of your "onsite inspection procedures".	
7	Provide a copy of your "Incident & near miss reporting & investigation procedures".	
8	Does your company have an "Alcohol & Drug Policy"? If YES, please provide copy.	
9	Does your company have a "Discipline Policy"? If YES, please provide copy.	
10	Does your company operate commercially regulated vehicles (NSC)? If YES, please provide a copy of your "Carrier Profile" dated within 10 working days of this submission.	
11	Provide a list of names and qualifications of all Supervisors who will be overseeing work performed for Sturgeon County	
12	Has your company received an OH&S "Stop Work Order", "Compliance Order" or "Stop Use Order" in the past five (5) years? If YES, please describe nature and resolution.	

If your business information contains personal information (i.e. home office or home phone number), it is collected under the authority of Section 33c of the Freedom of Information and Protection of Privacy (FOIP) Act. The personal information provided will be used to ensure compliance with our Health and Safety Management System and the Alberta Occupational Health and Safety Act, Regulations and Code. If you have any questions about the collection and use of this information, please contact Sturgeon County Access & Privacy Officer at 9613-100 Street Morinville, Alberta, T8R 1L9 Phone: 780-939-4321

[End of Appendix K]