



Committee of the Whole Excerpts
November 12, 2025

WHRM ORGANIZATIONAL REVIEW CONSULTANT SELECTION EXCERPT

Following the July 22, 2025 Council meeting, West Hants Regional Municipality (WHRM) issued a Request for Proposal (RFP) on September 11, 2025, seeking consultants to complete an Organizational Review. The review aims to ensure the Municipality can sustain service levels and effectively manage future growth, focusing on three key areas: compensation and remuneration, size and scale of resources, and resource performance and support. Designed as a forward-looking assessment over the next 5–10 years, it will address evolving workforce expectations within a competitive job market. Proposals were independently evaluated by a working group composed of representatives from the CAO's Office, Planning & Development, and Public Works. The RFP closed on October 23, 2025, with eleven proposals received, four of which met the minimum technical score of 75% for further consideration.

The recommended motion was that Committee of the Whole recommends ...

COUNCIL APPROVE THE AWARD OF TENDER WHRMAD25-01 REQUEST FOR CONSULTING SERVICES FOR THE WEST HANTS REGIONAL MUNICIPALITY ORGANIZATIONAL REVIEW CONTRACT TO CAPSTONE PROJECT SOLUTIONS INC. FOR THE TENDERED PRICE OF \$56,010 BEFORE APPLICABLE TAXES, TO BE FUNDED THROUGH THE OPERATING RESERVE. FURTHER THAT COUNCIL APPROVE A CONTINGENCY ALLOCATION OF 25% EQUALLING \$14,003 TO SUPPORT THE ORGANIZATIONAL REVIEW TO BE FUNDED THROUGH THE OPERATING RESERVE.



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councillor Activity ☐
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To: West Hants Regional Municipality Committee of the Whole

Submitted by: Katie Rose, HR Manager
Mark Phillips, CAO

Date: November 12, 2025

Subject: Consultant Recommendation – Organizational Review WHRMAD25-01

LEGISLATIVE AUTHORITY

Nova Scotia Municipal Government Act, Section 65 authorizes Council to expend funds for municipal purposes.

RECOMMENDATION or DECISION REQUEST

Committee of the Whole recommends...

...that Council approve the award of tender WHRMAD25-01 Request for Consulting Services for the West Hants Regional Municipality Organizational Review contract to Capstone Project Solutions Inc. for the tendered price of \$56,010 before applicable taxes , to be funded through the operating reserve.

Further

... that Council approve a contingency allocation of 25% equalling \$14,003 to support the Organizational Review to be funded through the operating reserve.

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☐	Social ☐	Economic ☐	Councillor Activity ☐
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From the July 22, 2025 Council meeting, a Request for Proposal (RFP) was issued on September 11, 2025, calling for proposals by consultants to undertake an Organizational Review for West Hants Regional Municipality. This was posted on the NS Provincial Procurement Site as per the Procurement Policy RCOFN-003.00 for WHRMAD25-01 Request for Consulting Services for an Organizational Review. The RFP closed October 23, 2025, and eleven (11) proposals were received. Of the total proposals received, 4 passed the technical evaluation with a score of at least 75% of the available technical points to be considered further.

DISCUSSION

1) The purpose of the Organizational Review is to ensure that the Municipality is well positioned to both maintain current service levels and to continue to respond to the unprecedented growth of our community. The primary manner and resource for service delivery is staff. Three categories were identified to be explored during this review:

- Compensation and Renumeration Review
- Size and Scale of Municipality Resources Review
- Resource Performance and Support Review

This Organizational Review will be forward thinking, intended to consider organizational needs over the next 5-10 years. This is particularly important in a changing and increasingly competitive job market where employee expectations continue to evolve.

Proposals were reviewed and evaluated independently by members of the working group from CAO Office, Planning & Development, and Public Works against the criteria outlined in the RFP with the average of the evaluation scores shown below.

Proponent Name	Total Score	Total Bid Price (not including HST)
Royer Thompson	82	\$65,235.20
MC Advisory	77	\$120,500
Deloitte LLP	72	\$122,081.20
Capstone Project Solutions Inc.	88	\$56,010

Each member of the working group evaluating the proposals placed Capstone Project Solutions Inc. as the top choice. With 75% of their staff located within Nova Scotia, Capstone has a robust resume of similar project experience within municipal and public-sector environments that are comparable and relevant to WHRM. Key components of their proposal include extensive experience facilitating employee, stakeholder and leadership engagement sessions, and a thorough and intentionally designed proposal with the ability to scale up or down based on

WHRM decisions on final scope of project. Each phase of the project is designed to be flexible, interconnected and adjustable based on leadership decisions, timing, and resources available.

NEXT STEPS

Pending approval of council staff will award the consulting service contract to Capstone Project Solutions Inc.

FINANCIAL IMPLICATIONS

Procurement Timeline: 60 days

Posted to Procurement	September 11, 2025
Closing Date	October 23, 2025
Price Expiry Date	December 23, 2025
Days Remaining	41

The total cost including non-refundable HST is \$63,851. This was not in the 2025-26 Operating Budget, and the operating reserve is being recommended as the funding source. It is also recommended that a contingency of \$14,003.00 (25%) be included to plan for unforeseen project expenses that may arise in a project of this scope.

ALTERNATIVES

1. Council can choose not to fund or award this contract.
2. Council may choose to award this contract to an alternative proponent.

Neither of these alternatives are being recommended by staff.

ATTACHMENTS

None.

CHIEF ADMINISTRATIVE OFFICER REVIEW

The report rationalizes the need for an organizational review. The proposals each noted the consultants' estimated hours of work assigned to the proposals. This was a significant component that provides value to the completeness of a review. The recommended proposal includes among the highest number of consulting hours assigned to the submissions providing for a significant amount of consulting time assigned to engagement with staff for feedback and

comments. The contingency will also allow for added engagement and / or policy review contributing to a more thorough review.

I support the recommendation.

Report Prepared by: _____
Katie Rose, HR Manager

Report Reviewed by: _____
Carlee Rochon, Director, Financial Services

Report Approved by:  _____
Mark Phillips, Chief Administrative Officer