



RFP: Organizational Effectiveness and Modernization Review

RFP No.:	HR2026-09
Issue Date:	September 18, 2026
Closing Date:	October 9, 2026
Closing Time:	2:00pm SK
Project Contact:	City Clerk Office
Submission:	tenders@cityofnb.ca

1. Invitation

The City of North Battleford (the “City”) invites proposals from qualified consulting firms or teams to undertake a comprehensive Organizational Effectiveness and Modernization Review of the Corporation. The City seeks an independent, evidence-informed assessment of its structure, functions, management systems and organizational capacity, together with a practical future-state model and implementation roadmap.

The review is intended to ensure the Corporation is organized to support Council, deliver authorized municipal services, implement the Strategic Plan and respond to future needs. The City is seeking best fit and value, not simply the lowest-priced proposal.

2. Community and Organizational Context

North Battleford is a regional centre in northwest Saskatchewan. The City provides a broad range of municipal services, operates significant infrastructure and community assets, and works in a complex regional environment involving neighbouring municipalities, First Nations and Tribal Councils, other orders of government, institutions, businesses and community organizations.

Council’s 2025–2029 Strategic Plan identifies four pillars: Community Wellbeing; Infrastructure, Renewal, Investment and Maintenance; Economic Diversity and Community Growth; and Governance, Partnerships and Advocacy. Its values include collaboration, communications and accountability, integrity, respect, professionalism, trust and community pride. The Plan anticipates that Administration will align resources, establish service levels, develop departmental plans and regularly report progress.

The City recognizes that an effective strategy requires an organization capable of implementing it.

3. Background and Purpose

Municipal organizations evolve over time in response to changing needs, legislation, available resources, staff capabilities, technology and community expectations. Structures and functions can therefore develop incrementally rather than through deliberate design. The City believes this is an appropriate time for an independent review of its organizational structure and operating model.

The review is not based on a predetermined structure or assumption that the current organization is fundamentally deficient. It is intended to determine what structure, functions,



systems, accountabilities and capacities will best enable the Corporation to support Council and serve the community now and into the future.

The successful proponent will identify what is working well, what should be strengthened, what should change and what may no longer be appropriate. The future-state model should be practical, resilient and sustainable, with clear accountability, contemporary practices and realistic resource implications.

4. Guiding Principles

- No predetermined outcome: recommendations are to arise from evidence and analysis.
- Effectiveness before cost cutting: workforce reduction is not the objective, although additions, reductions, reallocations or alternative delivery models may be recommended where supported by evidence.
- Functions before boxes: determine what work must be done, where accountability belongs and how functions relate before recommending an organizational chart.
- Fit for North Battleford: benchmarking should inform, not dictate, recommendations.
- Implementable advice: recommendations must be prioritized, financially informed and capable of practical implementation.

5. Scope of Work

The successful proponent will undertake a comprehensive review of the Corporation. Proponents may refine the methodology based on their professional experience, provided the following outcomes are addressed.

5.1 Current State, Functions and Structure

Assess the current organization and develop a high-level inventory of major corporate and departmental functions. The review should examine organizational and departmental structures, reporting relationships, management layers and spans, departmental mandates, decision-making, cross-departmental dependencies and the placement of significant functions.

Identify strengths, gaps, overlaps, duplication, fragmented responsibilities, bottlenecks, key-person dependencies, succession risks and capacity constraints. For significant functions, consider legislative requirements, Council direction, organizational ownership, accountability, interaction with other functions and whether the current placement and capacity are appropriate. Particular attention should be given to corporate functions that serve multiple departments and whether they should be centralized, decentralized or better coordinated.

The consultant should distinguish issues caused by organizational structure from those caused by process, systems, resources or management practice. The assessment should also consider the number and purpose of departments or divisions, management layers and spans of responsibility, the balance between strategic and operational work, delegation of authority, managerial workload, organizational resilience and the ability to adapt as municipal responsibilities change.



Where appropriate, the consultant should identify alternative ways of grouping major functions and explain the advantages, risks and resource implications of the alternatives before recommending a preferred future-state design.

5.2 Council Support, Strategic Alignment and Performance

Assess whether the administrative organization is appropriately structured to support Council in its governance role. This is not a review of Council's performance. Consider the Corporation's capacity to provide timely and integrated advice, financial and risk analysis, policy development, legislative and governance support, strategic and performance information, public communication, and intergovernmental or regional support.

Assess how Council direction is translated into departmental responsibilities, business plans, budgets, projects, individual accountability and results. Recommend improvements that create a clear line of sight from Council Direction -> Corporate Priorities -> Departmental Plans -> Resources -> Accountability -> Results -> Reporting to Council.

The review should pay particular attention to matters that cross departmental boundaries and to whether Council receives coordinated corporate advice rather than separate departmental perspectives. Recommendations should strengthen the distinction between governance and administration while ensuring Administration can translate Council direction into coordinated action.

5.3 Services and Service-Level Management

This assignment is not intended to become a detailed core-service review of every municipal program. However, the consultant shall develop a high-level inventory of municipal services, identify significant service-delivery responsibilities and assess whether service ownership and service expectations are sufficiently clear to support organizational design and resource decisions.

Identify material service gaps, overlaps or hand-off issues, assess the maturity of existing service-level definitions and recommend an appropriate corporate framework for establishing, monitoring and periodically reviewing Council-authorized service levels. Identify services that warrant a later detailed review.

The service-level framework should help distinguish Council policy choices from administrative operating decisions and should support future budgeting, performance reporting and resource allocation. The consultant is not expected to calculate a detailed standard for every service, but should identify where unclear expectations materially affect structure, staffing or accountability.

5.4 Modernization, Processes and Technology

At a strategic level, assess how well current practices enable efficient, contemporary municipal administration. Consider manual or duplicative processes, workflow and approvals, organizational hand-offs, data and information accessibility, integration of business systems, digital service opportunities, automation, records and information management, performance information and governance of technology investment.



This is not a detailed IT or cybersecurity audit or a software procurement exercise. The consultant should identify priority modernization opportunities and where a subsequent specialized review would provide value.

Recommendations should distinguish between quick process improvements, changes requiring corporate standards or governance, and larger initiatives requiring technology investment. Particular attention should be given to opportunities that reduce duplicate work, improve access to reliable information, shorten approval paths or improve service to residents and businesses.

5.5 Workforce Capacity, Resilience and Culture

Assess whether organizational capacity is reasonably aligned with municipal responsibilities, including staffing by major function, management and supervisory capacity, workload pressures, specialized skills, difficult-to-recruit functions, succession risks, key-person dependencies, employee development, use of consultants or contractors and future workforce implications of recommended changes.

Consider organizational culture insofar as it affects effectiveness and implementation, including collaboration, communication, accountability, role clarity, trust, cross-departmental cooperation, continuous improvement, employees' ability to raise ideas or concerns and readiness for change. The purpose is to identify organizational themes, not to evaluate individual employees. A detailed compensation review is outside the base scope.

The consultant should identify organizational conditions needed to implement change successfully, including leadership capacity, communication, employee involvement, role clarity and succession. Where resource changes are recommended, the final report should identify whether the need is immediate, transitional or longer term and whether the change can reasonably be achieved through reassignment, attrition, recruitment, contracting or another approach.

5.6 Benchmarking and Leading Practices

Undertake a focused comparison with relevant Canadian municipalities, including appropriate Saskatchewan comparators and selected municipalities elsewhere in Canada. Comparators should be chosen based on factors such as regional service-centre role, service complexity, organizational scale, infrastructure responsibilities and operating environment - not population alone.

Benchmarking may consider organizational structure, distribution of functions, leadership structure, staffing patterns, spans of responsibility, corporate-service models, service-level management, performance management and digital modernization. The consultant shall explain the relevance of the selected comparators and avoid simplistic employee-per-capita conclusions.

The City is interested in leading practice, not imitation. Benchmarking should therefore be used to test assumptions, identify credible options and show how other municipalities have



addressed comparable organizational challenges. Where a practice is recommended, the consultant should explain why it is transferable to North Battleford.

6. Stakeholder Engagement

Meaningful engagement with the people who understand the Corporation is essential. The proponent shall propose an efficient approach that minimizes disruption to municipal operations and includes:

- Mayor and Council: expectations of Administration, information and advice needs, strategic priorities, observed strengths and opportunities to improve organizational support for governance.
- City Manager and Corporate Leadership Team: strategic context, departmental mandates, organizational relationships, workloads, systems, barriers, opportunities and future-state design.
- Managers and supervisors: operational responsibilities, workflows, decision-making, organizational interfaces and improvement opportunities.
- Employees: a confidential mechanism such as a survey, focus groups or other suitable process to gather observations and suggestions.

The City does not anticipate extensive general public consultation as part of this assignment.

The proponent should describe how confidentiality will be protected, how themes will be validated, and how it will avoid allowing a small number of perspectives to dominate the findings. The City expects the consultant to create sufficient opportunity for employees at different levels and in different operating areas to contribute.

7. Required Deliverables

- Project Charter and Work Plan: confirmed methodology, engagement plan, information requirements, schedule, milestones, meeting plan and deliverables within approximately ten business days of contract execution.
- Current-State Diagnostic: concise findings on strengths, structural or functional issues, accountability, coordination, capacity, modernization opportunities, benchmarking observations and matters requiring further analysis. An interim discussion with the City Manager and Corporate Leadership Team is expected before future-state recommendations are finalized.
- Functions and Accountability Framework: recommended high-level corporate functions, departmental mandates, assignment of significant functions and areas requiring stronger cross-functional coordination or delegation.
- Future-State Organizational Model: recommended structure and organizational chart, reporting relationships, rationale, implications for functions and positions, alternatives considered, resource impacts, advantages and risks.
- Modernization and Effectiveness Recommendations: prioritized recommendations concerning processes, systems, service levels, performance management, decision-making, communication, digital modernization, workforce planning, succession and continuous improvement.



- Implementation Roadmap and Final Report: practical sequencing of significant recommendations as immediate (0–6 months), short term (6–18 months), medium term (18–36 months) or longer term, with priority, actions, ownership, dependencies, resource implications, risks and measures of success. The final report shall include an executive summary, findings, benchmarking, future-state model, recommendations and roadmap, and be presented to Council.

For the future-state model, the consultant should clearly identify any functions or positions proposed to be created, combined, transferred, materially changed or discontinued, together with the rationale and implications. Where changes affect senior leadership or management roles, the report should describe the intended purpose and principal responsibilities of the revised roles.

The implementation roadmap should be practical enough to guide management after the consultant leaves. For significant recommendations it should identify the desired outcome, principal actions, lead responsibility, dependencies, resource implications, implementation risk and suggested measures of success. Recommendations should be sequenced so the City can distinguish essential foundations from desirable improvements.

Recommendations should distinguish between changes that can be made within existing resources, changes requiring Council budget approval, matters requiring additional analysis and longer-term transformational initiatives. Where feasible, early recommendations with potential 2027 budget implications should be identified in time to inform budget decisions.

The final report or substantial portions of it may become public. Confidential human-resource information and information identifying individual employees must be handled separately in accordance with applicable legislation and City requirements.

8. Scope Boundaries and Optional Services

Unless separately proposed, the base assignment does not include a detailed compensation or job-evaluation review, collective bargaining, individual performance assessment, detailed operational audit of every program, detailed cybersecurity audit, software procurement, Council governance review, extensive public consultation or implementation of restructuring.

Proponents are encouraged to separately identify and price optional services that demonstrate the capabilities available in the municipal consulting market, such as compensation and classification review, position-description modernization, detailed service or level-of-service reviews, digital transformation, business-process redesign, workforce and succession strategy, performance-management design, change-management support or organizational development.

Optional services will not necessarily form part of the award. They are requested in part so the City can better understand the breadth of expertise and services available in the municipal consulting market for possible future work.



9. City Information and Project Governance

Subject to availability and confidentiality requirements, the City will provide relevant information such as the Strategic Plan, organizational charts, budgets, staffing information, position descriptions, policies and bylaws, departmental plans, service information, previous studies, performance information, technology inventories, collective agreements and workforce statistics.

The City Manager will serve as Executive Sponsor. The City Manager's Executive Assistant will coordinate information requests, interviews, scheduling, internal communication and project administration. The consultant must remain independent in its analysis and recommendations. Regular status meetings and at least one formal midpoint review are expected.

The consultant will be responsible for managing its work plan, facilitating meetings, documenting decisions and risks, and identifying emerging issues early. The City expects candid advice and does not require the consultant to validate existing structures or management preferences.

10. Anticipated Schedule

The City anticipates an overall assignment of approximately four to five months from contract execution to presentation of the final report. Proponents should provide a detailed schedule. The procurement and project dates below will be confirmed before issuance.

Activity	Date
RFP Issued	September 18, 2026
Deadline for Questions	October 7, 2026
RFP Closing	October 9, 2026
Evaluation	October 21, 2026
Shortlist Interviews, if required	October 22, 2026 to October 28, 2026
Preferred Proponent Selected	October 30, 2026
Contract Execution	2026
Project Commencement	2026
Interim Findings	2027
Final Report and Council Presentation	2027

11. Proposal Requirements

Proposals should be clear and concise and preferably not exceed 25 pages, excluding resumes, references and appendices. Proposals shall include:

- Executive Summary and Understanding: the proponent's understanding of the assignment, municipal context, proposed approach, key personnel and particular value offered to North Battleford.
- Methodology and Work Plan: proposed method addressing the Scope of Work, project phases, meetings, City resource requirements, on-site work, milestones, deliverable dates



and project-management approach. Proponents may recommend better alternatives to the City's suggested approach.

- **Municipal Experience:** at least three recent organizational, service-delivery, modernization or comparable reviews for Canadian municipalities or closely comparable public organizations. For each, identify client, organizational size, regional dynamics where relevant, scope, dates, approximate value, principal consultant, outcomes and reference contact.
- **Project Team:** project lead and key specialists, qualifications, roles and the individuals who will actually conduct interviews, analysis and recommendations. Proposed personnel should remain assigned unless the City approves a substitution.
- **Implementation Experience and References:** examples showing that recommendations have led to measurable organizational improvement, plus three references for recent comparable municipal work.
- **Value-Added and Optional Services:** additional capabilities or approaches, priced separately where applicable.

Preference will be given to proponents with substantial municipal experience, sound understanding of Council-Administration relationships and demonstrated ability to move from diagnosis to practical implementation.

The proposal should also provide a brief corporate profile, identify any subcontracting arrangements, and include concise resumes for the key people assigned to the work. The City is particularly interested in who will actually conduct the interviews, analysis and drafting, not only the credentials of the firm generally.

References should be for recent comparable municipal assignments and should identify the client contact, project timing and scope. Proponents should also identify any material challenges encountered on comparable projects and how those challenges were addressed.

12. Pricing

Proponents shall provide a fixed upset price for the base Scope of Work, including professional fees, project management, engagement, analysis, travel, accommodation, disbursements, subcontractors and presentations. Applicable taxes shall be identified separately.

Pricing shall show the total upset price, price by phase or deliverable, estimated professional hours by team member, hourly rates, travel and disbursement assumptions, and separately priced optional services. The City has intentionally not identified a project budget and seeks proposals reflecting the proponent's professional assessment of the work required.

Proponents should identify assumptions that materially affect price, including the anticipated number of on-site visits, interviews, workshops and presentations. Any work that the proponent considers desirable but outside the fixed upset price must be clearly identified as optional.

13. Evaluation

Proposals will be evaluated on best overall value to the City.



Evaluation Criterion	Weight	Score
Understanding of North Battleford's requirements and municipal context	15	
Relevant municipal organizational-review experience and references	20	
Proposed methodology and quality of approach	25	
Qualifications and experience of proposed project team	15	
Implementation, modernization and change-management experience	10	
Innovation and value-added capabilities	10	
Pricing and overall value	5	
Total	100	

The City may shortlist proponents for interview or presentation. Interviews may be used to test understanding, discuss methodology, confirm availability of key personnel, explore how difficult findings would be handled, clarify proposal information and assess the team's ability to work constructively in a municipal environment. The proposed project lead is expected to participate.

Particular value will be placed on demonstrated ability to understand municipal service delivery and the Council-City Manager governance model, distinguish governance from administration, assess functions rather than merely positions, engage employees respectfully, identify practical modernization opportunities, use meaningful comparators, manage organizational change and communicate implementable recommendations clearly.

The evaluation committee may consider the clarity and discipline of the proposal itself as evidence of the proponent's ability to communicate complex organizational findings. The City may also contact references, verify information and seek clarification where a proposal is unclear. Shortlisting is at the City's discretion.

14. Questions, Submission and Procurement Conditions

All questions shall be submitted in writing to City Clerks Office, at tenders@cityofnb.ca by the date identified in the procurement schedule. Where appropriate, questions and responses will be distributed by addendum. Proponents shall not contact members of Council or other City employees regarding this procurement except through the established process.

Proposals shall be submitted electronically in PDF format to the City procurement address identified on the cover page by the closing date and time. The subject line shall read: "RFP - Organizational Effectiveness and Modernization Review." The City intends to advertise the



opportunity through SaskTenders and City procurement channels in accordance with applicable requirements.

The successful proponent may receive confidential organizational, financial and human-resource information and shall protect personal information, restrict access to personnel who require it, use it only for this assignment and comply with applicable Saskatchewan privacy legislation and City requirements. Employee engagement should be structured to support candid participation while reporting organizational themes rather than attributing comments to identifiable employees.

Proponents shall disclose any actual, potential or perceived conflict of interest involving the City, Council, employees or related organizations. The City may require additional information concerning a disclosed conflict.

This RFP shall be read with the City's standard procurement terms and conditions. The City reserves the right to accept or reject any or all proposals, cancel or amend the RFP, seek clarification, verify references, waive minor irregularities, adjust scope, decline to award, select a proposal other than the lowest-priced proposal and accept the proposal that provides the greatest overall value. No contractual relationship exists until an agreement is executed by authorized representatives of the City and the successful proponent.

Costs incurred by proponents in preparing a proposal, attending an interview or otherwise participating in the procurement are the responsibility of the proponent. The final procurement provisions will be reconciled with the City's purchasing policies, applicable trade agreements, Saskatchewan legislation and standard contractual requirements before issuance.

15. Desired Outcome

The City expects something more useful than a new organizational chart. At the conclusion of the assignment, it should understand where the Corporation is today, how municipal work should be organized, who is accountable for what, how departments should work together, what capacity is required to support Council and serve the community, what should be modernized, what a resilient future organization should look like and how to get there.

The goal is a municipal organization that is clear in its responsibilities, contemporary in its practices, collaborative in its work, accountable for its results, capable of delivering Council's direction and resilient enough to serve North Battleford through a range of future conditions.