



The Corporation of the Township of Huron-Kinloss

Staff Report

Report Title: Request for Proposals – Municipal Services Corporation Business Case Study

Date: Feb. 18, 2026

Report Number: CAO-2026-04

Department: CAO

File Number: C11

Prepared By: Jodi MacArthur, Chief Administrative Officer

Attachments:

Recommendation:

THAT the Township of Huron-Kinloss Council hereby receives for information Report CAO-2026-04 prepared by Jodi MacArthur, Chief Administrative Officer;

AND FURTHER approves the recommendation of the Municipal Services Corporation Working Group to accept the proposal submitted by KPMG LLP in the amount of \$111,813.27 plus tax, to prepare the required business case study to establish Bruce Area Solid Waste Recycling as a Municipal Services Corporation;

AND FURTHER authorizes the Chief Administrative Officer to sign any necessary documents to execute this agreement.

Background:

In 2025, through unanimous agreement, the Bruce Area Solid Waste Recycling (BASWR) Board and member municipalities endorsed BASWR to modernize its governance by incorporating as a Municipal Services Corporation (MSC) under the Business Corporations Act. This supported both the formation of the MSC and the development of a business case study, alongside public consultation to advance the initiative.

As a result, a Municipal Working Group was formed comprising of senior leaders from participating municipalities. This group collaborated to issue a Request for Proposal (RFP) on December 3, 2025, seeking a comprehensive business case study. The RFP outlines objectives including governance and operating model recommendations, legal and financial analysis, best practice review, financial modeling, asset transfer policy, and public consultation strategies. The business case study is a requirement to the incorporation of the MSC.

Discussion/Analysis/Overview:

Proposals were due January 30, 2026, and the working group received five (5) qualified proposals. After an extensive review the working group is recommending proceeding with the proposal of KPMG in the amount of \$111,813.27. This proposal

has a projected timeline for the completion of the business case by the end of April 2026.

The working group has provided the recommendation to the BASWR Board and are seeking the Board's financial commitment and assistance with the collection of information that might be pertinent in the creation of the business case.

Pending a commitment from the Board, the working group is also seeking approval to award the RFP from each of the municipal Councils as any delay could negatively impact the timelines for delivery of the business case study.

Financial Impacts:

Should the BASWR Board be unable to commit all the required funds, the Municipal Working Group is recommending the members municipalities share in the cost of preparing the necessary business case study. If a municipal contribution is required, staff would reallocate funds within the waste management budget in accordance with Section 10 of the Purchasing and Procurement Policy.

Performance Measurement:

Completion of the business case study

Strategic Area:

- | | |
|---|--|
| <input type="checkbox"/> Embrace a thriving rural lifestyle | <input checked="" type="checkbox"/> Enhance Municipal Service Delivery |
| <input type="checkbox"/> Prepare for Inclusive Growth | <input type="checkbox"/> Ensure Financial Stability |

Strategic Goal: Strive for continuous improvement and increased efficiency

Respectfully Submitted By:

Jodi MacArthur, Chief Administrative Officer

Report Approved By:

Jodi MacArthur, Chief Administrative Officer