



VIA EMAIL to [karriedrury@brucerecycling.com](mailto:karriedrury@brucerecycling.com), and [mikemyatt@bmts.com](mailto:mikemyatt@bmts.com)

February 12, 2026

Bruce Area Solid Waste Recycling Board of Management  
126 Concession 14  
Southampton, ON N0H 2L0

Dear Board of Management Members:

**Re: Business Case Study for Municipal Services Corporation**

In 2025 the BASWR Board and Municipal Councils endorsed BASWR to modernize its governance by incorporating as a Municipal Services Corporation (MSC) under the Ontario Business Corporations Act, along with adopting a unanimous shareholder agreement between the member municipalities. This direction 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 of the above, 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.

Proposals were due January 30, 2026, and the working group received five (5) proposals. After an extensive review the working group is recommending proceeding with KPMG in the amount of \$111,813.27. This proposal has a projected timeline for the end of April 2026 for the completion of the business case.

The working group are seeking the Board's willingness to support this initiative financially and recommend that the board consider fully funding this project. In addition, we are also requesting that the board provide a point person from BASWR's management staff to assist with the collection of information that might be pertinent in the creation of the business case. This may include financial and staffing structures, among other information. It would also be beneficial if the board provided authorization for the consultants to have direct contact with other professionals that have worked with BASWR such as Matt Nelson. Using these resources provides the opportunity to have a wholesome business case prepared within the timelines.

To summarize our request, we are seeking the following from the BASWR Board:



1. Your commitment to fund the business case process and preparation of required documents in the amount of \$111,813. 27.
2. To provide access to a point person within the BASWR management team along with direct contact with other professionals such as Matt Nelson to support the process with their knowledge, expertise, and access to BASWR information.

We appreciate your consideration of this request and the opportunities that may lie ahead with the potential creation of a municipal service corporation.

If you have any questions, please feel free to reach out.

Sincerely,



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Sent on Behalf of the Municipal Service Corporation Working Group:

Emily Dance, Brianna Collins, Jim Bundschuh, Jodi MacArthur, Adam Weishar, Leanne Martin