



December 3, 2025

Request for Proposal

Municipal Services Corporation Business Case Study

1. Background Information

The Bruce Area Solid Waste Recycling (BASWR) currently operates as a joint undertaking pursuant to Section 20 of the Municipal Act, 2001. The terms of operation were established in 1999, with the following member municipalities: Municipality of Arran-Elderslie, Municipality of Brockton, Township of Huron-Kinloss, Municipality of Kincardine, Municipality of South Bruce, Town of South Bruce Peninsula, and Town of Saugeen Shores.

The BASWR member municipalities are seeking proposals for the preparation of a comprehensive business case study to support the formation of a Municipal Services Corporation (MSC).

This initiative follows a substantial change in service delivery and direction to modernize governance, improve liability protection, and enable future service delivery through a share capital corporation, as permitted under Section 203 of the Municipal Act, 2001.

The business case study will inform the structure, operations, and financial management of the proposed MSC, and support public consultation and asset transfer planning.

2. Scope of the Proposal / Terms of Reference

A. Study Objectives

- Assess and recommend the optimal governance and operating model for the MSC, including board composition, reporting relationships, and share structure.
- Analyze legal, financial, and risk implications of incorporation, including liability, asset transfer, and tax considerations.



- Review best practices and relevant models from Ontario and other jurisdictions.
- Develop a financial model, including capital and operating budgets, reserve fund requirements, and dividend/community grant policies.
- Outline asset transfer policy and compliance with Ontario Regulation 599/06.
- Identify and address employment, OMERS eligibility, and transition issues for existing staff.
- Recommend public consultation strategies and document stakeholder feedback.

B. Deliverables

- A detailed business case study, including:
 - Governance and management structure recommendations
 - Financial analysis and implementation plan
 - Asset transfer policy and risk mitigation strategies
 - Legal review of incorporation and shareholder agreement
 - Public consultation summary and recommendations – Minimum one meeting with BASWR member municipalities (virtual) one meeting with the public (virtual)
- Executive summary and fact sheet for Council and public distribution.
- All documents in accessible formats (MS Word, PDF, and as required under AODA). Digital copies of all supporting data, maps, and analytical materials.

C. Study Organization

- The successful proponent will report to the BASWR Municipal Working Group comprised of representatives from BASWR member municipalities.
- Regular written status updates and presentations to the Working Group and municipal Councils are required.
- The proponent must be available for virtual meetings and presentations as needed.

D. Compliance and Accessibility



All deliverables must comply with the Accessibility for Ontarians with Disabilities Act, 2005.

All meetings and presentations must be accessible

E. Timing/Project Schedule

The successful proponent will be required to commence work upon award of the contract and complete all deliverables associated with the Municipal Services Corporation business case study by March 31, 2026. Proposals must include a detailed work plan and schedule outlining key milestones and demonstrating how the project will be completed within this timeframe.

Project Timeline – Key Dates

Milestone	Date
RFP Issued	December 3, 2025
Deadline for Questions	December 17, 2025
Proposal Submission Deadline	January 16 2026, 3pm
Proponent Interviews (if required)	Late January 2026
Notification of Award	Early February 2026
Project Kick-Off Meeting	Early February 2026
Interim Status Report Due	Late February 2026
Draft Business Case Submission	Early March 2026
Final Deliverables Due	March 31 2026

F. Cost

Proponents must provide a detailed budget, including all fees and disbursements, and justify any costs exceeding the estimated budget. An upset figure must be specified.

3. Proposal Submission Requirements

- Electronic copy of the proposal in PDF or MS Word format; electronic signatures are acceptable.



- Maximum 20 pages (excluding appendices).
- Explicit statement of compliance with RFP terms and conditions.
- Conflict of Interest Statement: Proponents must disclose any recent work performed for, or against, any BASWR member municipalities. This includes any consulting, legal, financial, or other professional services provided within the past five years that may reasonably be perceived as a conflict of interest in relation to this project.
- Certificate of Clearance from WSIB and proof of professional liability insurance (minimum \$2,000,000).

Proposals must be submitted by January 30, 2026, 3:00 p.m. to:
Emily Dance, Chief Administrative Officer
Municipality of Arran-Elderslie
Email: edance@arran-elderslie.ca

4. Evaluation Criteria

- Applicable expertise and resources (25%)
- Similar project experience (20%)
- Proposed approach/work plan (25%)
- Cost factor (30%)

5. Additional Information

- The successful proponent will enter into a formal contract with the lead municipality. Key contract terms will include payment schedule, dispute resolution, and termination clauses.
- All work products, deliverables, and supporting materials produced under this contract will be the exclusive property of the BASWR member municipalities. The successful proponent shall not use, reproduce, or disclose any information, data, or documents developed or acquired in connection with this project for any purpose other than fulfilling the requirements of this contract, unless prior written consent is obtained from the municipalities. All information provided by the municipalities or generated during the course of the project shall be treated as confidential and handled in accordance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).



- All work products will be owned by the municipalities and subject to MFIPPA.
- The municipalities reserve the right to accept or reject any proposal and to negotiate modifications as needed.

Contact Details

For questions or clarifications regarding this RFP, please contact:

Emily Dance, Chief Administrative Officer
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