



Essex-Windsor Solid Waste Authority Regular Board Meeting Agenda

Meeting Date: Tuesday, January 7, 2025
Time: 4:00PM
Location and: Essex County Civic Centre
Council Chambers, 2nd Floor
360 Fairview Avenue West
Essex, Ontario N8M 1Y6

Meeting will be held in person for Board Members and staff. Media representatives and interested members of the general public are invited to attend in person.

LIST OF BUSINESS **PAGE NUMBERS**

- 1. Call to Order**
 - 2. Board Composition for 2025**

Returning to Board for 2025 – County Representative, Kirk Walstedt.
Windsor Councillor, Fred Francis, will return to the Board for 2026.
 - 3. Election of Chair and Vice Chair for 2025**

Chair for 2025 will be elected among the County members.
Vice Chair for 2025 will be elected among the City members.
 - 4. Motion to Move In-Camera**

Moved by:
Seconded by:
THAT the Board move into a closed meeting pursuant to Section 239 (2) (f) of the Municipal Act, 2001, as amended for the following reason:

 - (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose.
 - 5. Declaration of Pecuniary Interest**
-

6. Approval of the Minutes

- A. November 5, 2024 Regular Meeting Minutes 1-12

7. Business Arising from the Minutes

8. Waste Diversion

- A. Source Separated Organics Hauling at the Essex-Windsor Solid Waste Authority Facilities 13-18
- B. Promotion & Education Plan for the 2025 Green Bin Program Launch 19-41

9. Waste Disposal

- A. Board Appointment to Landfill Liaison Committee for 2025 42-43
- B. Regional Landfill Dozer Purchase 44-45

10. Finance & Administration

- A. Approval Status of the 2025 EWSWA Budget 46-47

11. New Business

12. Other Items

13. By-Laws

- A. **By-Law 1-2025** 48-49
Being a By-Law to Authorize the Extension of an Agreement between the Essex-Windsor Solid Waste Authority and 1869096 Ontario Limited, operating as Canadian Transfer, for Refuse Hauling to the Essex-Windsor Regional Landfill from the Windsor Transfer Station (TS1) and the Kingsville Transfer Station (TS2) for the period of January 1, 2029 to December 31, 2033, and further, amend the existing Refuse Hauling contract to include the provision of Source Separated Organics.
- B. **By-Law 2-2025** 50
Being a By-Law to Authorize the acquisition of a New Dozer through the Buying Group at a cost of \$1,511,089.20, plus applicable taxes, and further, enter into a MARC Agreement with the supplier of the New Dozer for a period of five (5) years or 12,000 hours (whichever occurs first), at a pre-tax rate of \$46.87 per hour

- C. **By-Law 3-2025** 51
Being a By-Law to Confirm the Proceedings of the Meeting of the Board
of the Essex-Windsor Solid Waste Authority for January 7, 2025.

14. Next Meeting Dates

Tuesday, February 4, 2025
Tuesday, March 4, 2025
Tuesday, April 1, 2025
Tuesday, May 6, 2025
Tuesday, June 3, 2025
Wednesday, July 9, 2025
Wednesday, August 13, 2025
Wednesday, September 10, 2025
Tuesday, October 7, 2025
Tuesday, November 4, 2025
Tuesday, December 2, 2025

15. Adjournment



**Essex-Windsor Solid Waste Authority
Regular Board Meeting
MINUTES**

Meeting Date: Tuesday, November 5, 2024

Time: 4:00 PM

Location: Essex County Civic Centre
Council Chambers, 2nd Floor
360 Fairview Avenue West
Essex, Ontario N8M 1Y6

Attendance

Board Members:

Gary Kaschak –Chair	City of Windsor
Fred Francis	City of Windsor
Jim Morrison	City of Windsor
Gary McNamara – Vice Chair	County of Essex
Hilda MacDonald	County of Essex
Michael Akpata	County of Essex
Rob Shepley	County of Essex

EWSWA Staff:

Michelle Bishop	General Manager
Steffan Brisebois	Manager of Finance & Administration
Cathy Copot-Nepszy	Manager of Waste Diversion
Tom Marentette	Manager of Waste Disposal
Madison Mantha	Project Lead
Teresa Policella	Executive Assistant

City of Windsor Staff:

Jim Leather	Manager of Environmental Services
Tony Ardovini	Deputy Treasurer Financial Planning

County of Essex Staff:

Melissa Ryan	Director of Financial Services/Treasurer
David Sundin	Solicitor/Interim Director, Legislative and Community Services

Absent:

Drew Dilkens	City of Windsor (Ex-Officio)
Kieran McKenzie	City of Windsor
Mark McKenzie	City of Windsor
Mark Spizzirri	Manager of Performance Management and Business Case Development

1. Call to Order

The Chair called the meeting to order at 4:01PM.

The General Manager advised the Board that Anne-Marie Albidone, Manager of Environmental Services at the City of Windsor has officially retired. She acknowledged the mentorship Ms. Albidone provided. She welcomed Jim Leether in his new role as Manager of Environmental Services.

2. Motion to Move In-Camera

Moved by Fred Francis

Seconded by Gary McNamara

That the Board **move** into a closed meeting pursuant to Section 239 (2) (i) of the Municipal Act, 2001, as amended for the following reason:

- (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

**81-2024
Carried**

Moved by Gary McNamara

Seconded by Fred Francis

That the EWSWA Board **rise** from the Closed Meeting at 4:33 PM.

**84-2024
Carried**

3. Declaration of Pecuniary Interest

The Chair called for any declarations of pecuniary interest and none were noted. He further expressed that should a conflict of a pecuniary nature or other arise at any time during the course of the meeting that it would be noted at that time.

4. Approval of the Minutes

Moved by Fred Francis

Seconded by Hilda MacDonald

That the minutes from the Essex-Windsor Solid Waste Authority Regular Meeting, dated September 11, 2024, be **approved and adopted**.

**85-2024
Carried**

5. Business Arising from the Minutes

No items were raised for discussion.

6. Correspondence

- A. Windsor-Essex County Health Unit dated September 16, 2024
Re: Windsor-Essex Food Strategy

The General Manager stated that the letter from the Windsor-Essex County Health Unit (WECHU) was received in late September. WECHU staff had confirmed that the letter was to be brought forward to the Authority Board as information and that no action was required at this time.

Moved by Fred Francis

Seconded by Rob Shepley

That the Board **receive** the correspondence as information.

**86-2024
Carried**

- B. Landfill Liaison Committee Resolution 12-2024 dated
September 3, 2024 RE: Motion by Landfill Liaison Committee for
Board Discussion on Increasing Rate for Disposal of Contaminated
Soil at the Regional Landfill

The General Manager stated that Administration is requesting that the Board receive the correspondence as information. Supplemental information regarding this motion will be provided in the report for Agenda Item 8A.

Moved by Gary McNamara

Seconded by Fred Francis

That the Board **receive** the correspondence as information.

**87-2024
Carried**

7. Waste Diversion

- A. Refresh of EWSWA Logo in 2025

The Manager of Waste Diversion presented the report and recommended the Board approve the revised EWSWA logo design. Due to the blue box program being transitioned to producers, the Authority is no longer responsible for administering the Recycling program. The current logo which contains the "Mobius Loop" recycling symbol no longer reflects the Authority's identity. The refresh of the logo will coincide with the launch of the Green Bin Program. Pending the Board's approval of the refreshed logo, the Authority Administration is planning to reveal the new logo to the public in 2025.

Residents and stakeholders will be encouraged to "Grow Green" as this will lead to the launch of the new Green Bin program.

The Chair asked if there were any questions. No questions were asked.

Moved by Hilda MacDonald
Seconded by Gary McNamara

That the Board **approve** the recommended refresh design of the EWSWA logo as detailed in the report.

88-2024
Carried

8. Waste Disposal

- A. Motion by Landfill Liaison Committee for Board Discussion on Increasing Rate for Disposal of Contaminated Soil at the Regional Landfill

The Manager of Waste Disposal stated the report was prepared as a result of a motion brought forward by the Landfill Liaison Committee to increase the tipping fees for contaminated soil.

As part of the Technical Staff Committee review of the 2025 Operational Plan and Budget, consideration was given to the potential increase in revenue. The Technical Staff Committee concluded that a \$10 per tonne increase be included effective April 1, 2025 in the 2025 draft budget document. The effective date would provide customers with advance notice. The increase from \$40 to \$50 per tonne is included in the draft budget document for the Board's consideration.

The Chair asked if there were any questions. No questions were asked.

Moved by Fred Francis
Seconded by Michael Akpata

That the Board **receive** the report as information.

89-2024
Carried

9. Finance and Administration

- A. 2025 Green Bin Program Overview

The General Manager stated that the report was to provide additional information regarding the Green Bin Program costs included in the 2025 Draft Budget.

The report detailed the contracts that have been awarded to date related to the launch of the Green Bin Program. The tender for the Windsor Source Separated Organics Transfer Station will be issued by the end of 2024. This recommendation will be brought forward to the Board in the new year.

She referred to the table on page 23 of the agenda package that provided the estimated costs of the program and provided a detailed description of the costs included in the report.

The Chair asked if there were any questions. No questions were asked.

Moved by Fred Francis

Seconded by Jim Morrison

That the Board **receive** the report as information.

**90-2024
Carried**

B. Supplementary Information Re: 2025 Operation Plan and Budget Proposed Staffing Amendments

The General Manager presented the report of the proposed changes to existing staffing levels included in the budget document. She noted that due to the wind-up of the recycling program, there are some positions that are no longer required. Also, the 2025 Draft Budget recommends certain permanent and temporary positions to support the launch of the Green Bin Program.

The Chair asked if there were any questions. No questions were asked.

Moved by Gary McNamara

Seconded by Hilda MacDonald

That the Board **receive** the report as information.

**91-2024
Carried**

C. 2025 Budget Deliberation

The General Manager presented the comprehensive 2025 Operational Plan and Budget overview report.

The purpose of the report is to recommend approval of the 2025 expenditure budget estimates as well as the budget estimates related to non-municipal revenue. The report also recommends approval of a 4.1% increase to the 2024 base amount budgeted to the City of Windsor and the seven (7) County municipalities. This increase equates to \$615,410 and is comprised of two components. The first component is a \$1.00 increase on the tipping fee assessed on waste delivered for disposal. The tipping fee will increase from \$42.00 to \$43.00 per tonne. This increase is approximately \$112,370. The

other component is an increase in the fixed amount assessed to the municipalities based on population which equates to approximately \$503,040.

The General Manager explained that the budget document is reviewed by the Technical Staff Committee, which is comprised of both the City and County staff. In addition to the annual budget process, a 15-year forecast is also prepared and the Authority is on track to meet the deadline of achieving a balanced budget by 2027. In 2018, the Authority was not aware that a Green Bin Program was coming to the region. It was assumed that service levels would remain the same.

The General Manager stated the 15-year forecast document does not include the Green Bin Program. The document is presented to show that the Authority will still achieve the target of reaching a balanced budget by 2027 based on existing operations.

The General Manager referred to the revenue and expenditure tables on page 40 of the agenda package. She noted the large variances in specific revenue and expenditures due to the wind-up of the blue box program.

The General Manager referred to the table on page 41 of the agenda that provided the breakdown of the Municipal Assessment between municipalities. She noted there will be a reduction in tonnes of waste delivered for those municipalities that will be rolling out the Green Bin Program in 2025 which results in an increase of less than 4.1% for certain municipalities provided that those reductions in tonnes are realized.

The General Manager reviewed the risks that are built into the budget.

The largest risk is the unknown tipping fees coming from the Authority's largest waste hauler which delivers a large amount of greenhouse waste. The Authority has seen a drastic reduction in the amount of vines being delivered for disposal. She noted issues with leachate continue to be problematic at the landfill.

Mrs. MacDonald asked where are the vines being delivered.

The General Manager stated the vines are being delivered to the Ridge Landfill (Ridge) owned by Waste Connections. Waste Connections has invested in transfer trailers and they are consolidating the material at the farms and delivering the vines for disposal. Mr. McNamara asked if there are offsetting costs due to the vines.

The General Manager stated the offsetting costs such as the cost to landfill the material, management of leachate and host compensation still result in a net revenue.

The General Manager stated the budget also includes a \$10 increase per tonne for contaminated soil. This material is episodic in nature and revenue is based on the amount of material generated from local construction projects.

Another risk is the cost of operating the Non-Eligible Source recycling program. The Authority is still getting contacted to add customers to the routes. The Authority has committed to providing this service to the end of 2025.

The General Manager referred to the Appendix included in the budget document outlining options to increase revenue and reduce expenditures.

A potential revenue source would be an increase to the residential minimum flat fee for the 1st four loads of refuse under 100kg that are delivered to Authority public drop-off locations. The fee has remained unchanged since 2015. She indicated that municipally operated public drop-off facilities have varying minimum rates with some being higher than what's been proposed by Administration. Another option for savings would be to eliminate the printing of the municipal collection calendars. However, while this is an option, Administration does not recommend reducing Promotional and Educational (P&E) costs at this time due to the rollout of the Green Bin Program.

Mr. Francis asked what is Administration's recommendation regarding the increase to the residential minimum fee.

The General Manager suggested a \$1 or \$2 increase. Administration estimates that for every \$1 increase to the minimum fee rate, \$40,000 of revenue could be earned.

Mr. Francis asked if this would be for every load.

The General Manager stated that it would be for the 1st four loads of refuse under 100kg.

Mr. Francis motioned to amend the residential per load fee from \$5 to \$7 for the 1st four loads under 100kg.

Mr. Francis requested clarification on the targeted balance of funds to be held in the Rate Stabilization Reserve and asked if Administration had considered a larger contribution from the reserve.

The General Manager stated additional draws from the Rate Stabilization Reserve is an option that the Board could consider and further explained how the Rate Stabilization Reserve had been funded in the past and how the targeted balance was calculated. If the Authority starts reducing the Rate Stabilization Reserve now, there isn't a mechanism to build it back up to the required levels. She stated that there is a lot of risk built into the budget, if any of those episodic revenues do not materialize then further funding from the reserve will be required. If there isn't an increase this year, higher increases will be required in future years. The Authority has leveraged their reserves to

fund the Cell 5 development at the landfill, the cart distribution and to build the new organics transfer station. If the reserves are reduced too much and the Authority has unfavourable variances it will result in a cash flow issue. The deficit would then be split between the City and the County.

Mr. Francis asked why is at 24% and we want it at 15%.

The General Manager stated that is currently at 24% but will be 15% in 2027 once the expenditures for the Green Bin Program are included.

Mr. McNamara commented that the cost of printing the collection calendar is negligible. The benefit to the resident supersedes the cost.

The General Manager commented that the printing of the collection calendar is always a struggle as residents are passionate about the calendar. The calendars are also available online and on the Recycle Coach app, however, many residents still look for their calendar in the mail.

Mr. Morrison asked the cost to print the calendars.

The Manager of Finance provided the budget figure of \$77,000.

Discussion took place regarding disposal fees at other facilities and landfills.

The Chair asked about the option to reduce hours at Authority facilities. In particular the Windsor Public Drop-Off. What is the alternative for these customers?

The General Manager stated that the alternative is privately owned facilities and that residents cannot attend the Regional Landfill (RL) to dispose of waste, only recyclable materials. Vehicles must be at least 3,000 tonnes to be able to deliver waste to the RL. Windsor is open for extended hours to benefit residents and small IC&I customers.

Mr. Kaschak asked if a time study had been conducted to track the traffic by certain hours.

The General Manager stated the Authority does monitor traffic at various times of the day. Time studies have been completed in the past. The Authority adjusted its hours in Windsor years ago, however, did not receive significant revenue with the extended hours and after a year or so reduced the hours. The sites currently have reduced winter hours because residents don't attend the sites as often throughout the winter.

The Chair asked how the reverse osmosis (RO) system is working at the RL and if it has been deemed efficient.

The Manager of Waste Disposal stated the RO process is working well and seeing positive changes. There has been a positive response from the City of

Windsor (City). The City will accept the clean permeate. The Authority is still restricted on how much leachate can be delivered to the City. The Authority is seeing great benefits with only one plant but the Authority would need multiple plants to handle the amount of leachate generated.

Mr. Akpata asked if the proposed increase to the residential fee is per load.

The General Manager stated the motion is to increase the \$5 fee to \$7 for the 1st 4 loads under 100kg. There is a flat rate for loads under 100kg.

The Chair was concerned with a 40% increase. He proposed the increase from \$5 to \$6.

Mr. Francis commented that it is a user fee which reduces cost to the municipalities.

Mr. Morrison questioned what materials are collected curbside and believes that there is a discrepancy between municipalities on what can be collected curbside.

The General Manager stated that each municipality manages their own garbage collection contract and it is their discretion on what is collected curbside. Each municipality also decides if they want to participate in the white goods collection which is directly charged back to the municipality.

Mr. Morrison's concern is that residents will dump the garbage and not take it to the depot if hours are reduced.

The Chair called for a vote on the motion by Mr. Francis.

Moved by Fred Francis

Seconded by Gary McNamara

That the Fee Schedule be amended to increase the residential per load fee from \$5 to \$7 for the 1st loads under 100kg.

**92-2024
Carried**

Moved by Fred Francis

Seconded by Gary McNamara

1. **Approve** the 2025 **Expenditure and Revenue budget estimate figures** excluding the municipal Total Waste Management Fee (Tip Fee) and the municipal Fixed Cost Assessment.
2. **Increase** the **Total Waste Management Fee** by \$1.00 per tonne to \$43.00/tonne from \$42.00/tonne. This is the fee assessed to municipalities for each tonne of refuse delivered for disposal.

3. **Increase the Fixed Cost Assessment** to Windsor and the 7 County municipalities based on the following chart. Fixed costs are assessed based on population.

	2021 Census Population	2025 Amount	2024 Amount	Difference
Windsor	229,660	\$5,865,270	\$5,591,890	\$273,380
Amherstburg	23,524	600,780	572,780	28,000
Essex	21,216	541,830	516,580	25,250
Kingsville	22,119	564,890	538,570	26,320
Lakeshore	40,410	1,032,010	983,920	48,090
Lasalle	32,721	835,660	796,710	38,950
Leamington	29,680	757,980	722,660	35,320
Tecumseh	23,300	595,050	567,320	27,730
Total	422,630	\$10,793,470	\$10,290,430	\$503,040

4. **Approve the Fee Schedule**, as amended, exclusive of the municipal Total Waste Management Fee but inclusive of the per tonne rate increases outlined in the **Fee Schedule** for 2025.
5. **Approve** the Green Bin Program funding model for the City of Windsor and County of Essex at full cost recovery for the Program.
6. **Approve** the proposed staff enhancements as included in the 2025 Operational Plan and Budget.
7. That any resultant (deficit)/surplus from 2024 operations be contributed to or funded by the Rate Stabilization Reserve.
8. That any resultant (deficit)/surplus for 2025 be contributed to or funded by the Rate Stabilization Reserve.

**93-2024
 Carried**

D. 2025 EWSWA Board Meeting Schedule

Moved by Gary McNamara
Seconded by Rob Shepley

That the Board **approve** the 2025 Essex-Windsor Solid Waste Authority Regular Meeting Schedule.

**94-2024
Carried**

10. New Business

No items were raised for discussion.

11. Other Items

No items were raised for discussion.

**95-2024
Carried**

12. By-Laws

A. By-Law 15-2024

Moved by Hilda MacDonald
Seconded by Rob Shepley

THAT By-Law 15-2024, being a By-law to Confirm the Proceedings of the Board of the Essex-Windsor Solid Waste Authority be given three readings and be adopted this 5th day of November, 2024.

**96-2024
Carried**

13. Next Meeting Date

Tuesday, December 3, 2024

14. Adjournment

Moved by Fred Francis
Seconded by Rob Shepley

THAT the Board stand **adjourned** at 5:48 PM.

**97-2024
Carried**

All of which is respectfully submitted.

Gary Kaschak
Chair

Michelle Bishop
General Manager



Essex-Windsor Solid Waste Authority

Administrative Report

December 16, 2024

To: The Chair and Board of the Essex-Windsor Solid Waste Authority

From: Michelle Bishop, General Manager

Meeting Date: Tuesday, January 07, 2025

Subject: Provision of Source Separated Organics Hauling Services at Essex-Windsor Solid Waste Authority Facilities

Purpose

The purpose of this report is to recommend that the Board approve the execution of the extension provision included within the existing contract with 1869096 Ontario Limited (operating as Canadian Transfer Essex Waste Depot (CT)) for the hauling of refuse to the Essex-Windsor Regional Landfill (RL) from the Windsor Transfer Station (TS1) and Transfer Station 2 (TS2) in Kingsville for a period of 5 years.

Further, that the Board approve the amendment of the existing refuse hauling contract to include the provision of Source Separated Organics (SSO) hauling services from the Essex-Windsor Solid Waste Facilities to Seaclyff Energy (Seaclyff) located at 1200 Mersea Road 1 in Leamington, Ontario, or to another processing facility as directed by the Authority under the same terms and conditions of the base contract.

Background

As a result of Ontario's Food and Organics Waste Policy Statement (the Policy), the Authority is implementing a Green Bin Program in the Region commencing in October 2025. The Green Bin Program will launch in two phases as follows to align with each municipality's existing waste collection contract end date:

- Phase 1 – October 2025: Windsor, Essex, Lakeshore, LaSalle, and Tecumseh.
- Phase 2 – Fall 2026: Amherstburg, Kingsville, and Leamington.

As part of the Green Bin Program operation, the Authority requires the construction and operation of SSO Transfer Stations and must retain a service provider to haul SSO material from these facilities to Seacliff for processing.

As such, the Authority is retrofitting the Fibre Material Recovery Facility (MRF) at the Windsor Site into an SSO Transfer Station in order to have the necessary transfer infrastructure in place to support the program. The Windsor site was identified as a preferred location for an SSO Transfer Station by EXP Services Inc. (EXP) during a review of the Authority's existing waste management logistics and transfer infrastructure completed in 2023. The EXP report recommended the Authority develop an SSO Transfer Station at the Authority sites in Windsor and Essex (Essex-Windsor Regional Landfill) as SSO transfer and hauling costs are most economical when using these two locations as transfer points. The Windsor SSO Transfer Station is currently progressing through the tender and construction process, and that Administration is evaluating options and timing for the construction of the Essex SSO Transfer Station.

Further, the Authority contracts out the hauling of refuse to the RL from the Transfer Stations located at the Windsor and Kingsville sites. The current contract was awarded to CT through a Request for Tender (RFT) process in 2021. The contract began on January 1, 2022, and is for a period of seven (7) years with the option of extension for five (5) additional one-year periods or portions of a year thereof and such extensions must be under the same terms and conditions as contained within the tender document and executed Contract.

In 2021, the Authority received four (4) bids in response to the RFT. The tender sought pricing for both the hauling of refuse to the Regional Landfill from TS1 in Windsor and TS2 in Kingsville and for Public Drop Off (PDO) Depot Area Bin hauling at the Authority's facilities. The tender provided options for bidding on individual portions of the contract and the entire contract. CT was the low bidder for the hauling portion of the tender and did not submit a bid for the hauling of PDO bins. GFL Environmental Inc. (GFL) submitted bids for all options in the tender, however their bid for the hauling portion was higher than CT. Therefore, the tender award was split between GFL and CT, for hauling of PDO bins and hauling of refuse at Authority sites respectively. Of the bids received for the hauling portion of this 2021 RFT, the costs ranged from 26% to 29% higher than CT's bid.

Further, the RFT identified to bidders that refuse tonnages would decrease with the start of a new Green Bin Program.

CT is located in Essex and has been in business since 2003 operating as part of the Canadian Group of Companies. Since 2015, they have held the heavy equipment

operators contract with the Authority, continuously providing good service at the RL and the TS2, as well as providing emergency service work for Authority equipment when needed. Since beginning the hauling contract in 2022, CT has continuously provided a solid level of service and maintained a good working relationship with the Authority.

In light of the above, Administration has engaged CT in discussions to amend the hauling contract for refuse from its sites to include the hauling of SSO from the Authority's new SSO Transfer to Seacliff.

Discussion

It is important to highlight that Administration's primary objective for this procurement is to align the end of term for SSO hauling with that of refuse hauling from its sites. This alignment will enable the Authority to achieve economies of scale in future contracts and streamline procurement efforts moving forward. However, due to the timing of the Green Bin Program launch and the current refuse hauling contract term, this would result in a short-term period of just over three (3) years for SSO hauling if a new RFT was issued just for this service at new market prices.

Given these circumstances, Administration considered two potential approaches for procuring SSO hauling services:

- A. Amend the current refuse hauling contract with CT to include SSO hauling from the Authority's SSO Transfer Stations to Seacliff; or
- B. Conduct a competitive procurement process through an RFT for a short-term contract of three (3) years, with options for extension.

Option A is permissible under the Procurement Policy under *Additional Deliveries Section 8.3*:

Additional Deliveries: for additional deliveries by the original Supplier of Goods or Services that were not included in the initial procurement, if a change of Supplier for such additional Goods or Services:

- (i) *cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, software, Services, or installations procured under the initial procurement; and*
- (ii) *would cause significant inconvenience or substantial duplication of costs for the procuring entity;*

Given the short-term contract, procuring for this additional delivery would not be economical, and is further explained in the Financial Implications section of this report.

Therefore, Administration sought to obtain favorable pricing by requesting CT to provide pricing under several scenarios:

1. Option #1: Hauling SSO with the existing contract expiring December 31, 2028 with options for extension as defined in the base refuse hauling contract.
2. Option #2: Hauling SSO with a guaranteed 3-year extension until December 31, 2031 with options for extension as defined in the base refuse hauling contract.
3. Option #3: Hauling SSO with a guaranteed 5-year extension until December 31, 2033 to align with the maximum extension periods in the base refuse hauling contract.

Option #3, which extends the current refuse hauling contract for an additional five years, would guarantee SSO hauling for a total of eight and a half years. This extended term allows for better amortization of the required new and specialized equipment to haul SSO, thereby offering the best value for money.

Key factors making Option #3 the most favorable include the need for new equipment and the extended amortization period. While used equipment was considered, it is not recommended due to potential unknown maintenance costs and the risk of operational disruptions if the equipment fails. Further, existing refuse hauling equipment cannot be used for SSO hauling due to requirements such as the need for leak-proof containers and the process to load material that differs between refuse and SSO.

Amending the contract with CT offers several benefits, including:

- **Synergies with refuse hauling:** Waste tonnages will decrease proportionately to SSO tonnages captured through the new Green Bin Program.
- **Avoiding a short-term hauling contract:** A short-term contract would likely be less favorable due to limited economies of scale, the need for new equipment for a short period, and the tight timeline to tender and secure a hauler in time for the Green Bin Program launch. Further, obtaining current market pricing with recent market inflations since the 2021 tender would exacerbate program costs.

- **Operational efficiencies:** Best practice recommends consolidating waste hauling into a single contract to maximize economies of scale and improve operational efficiencies.

Financial Implications

The current refuse hauling contract is based on a per-tonne rate. Due to the inherent uncertainties associated with starting a new program and estimating SSO tonnages, Administration and CT have agreed to set the SSO hauling rates on a per-haul basis, rather than per tonne.

As such, the financial implications of Option #3 are shown in the table below.

Description	Unit Cost
Price per Haul from Windsor SSO Transfer Station to Seacliff	\$889
Price per Haul from Essex SSO Transfer Station to Seacliff	\$695

Option #3 offered 5% to 14% savings per haul when compared to pricing received for Options #1 and 2, which provides considerable savings over the life of the contract. The negotiated price per haul for Option #3 is equivalent to the current refuse hauling per tonne rate, adjusted for the distance to Seacliff and for annual CPI increases in accordance with the base contract.

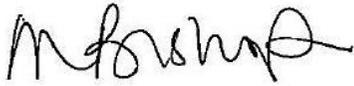
It is very unlikely a competitive procurement would result in lower pricing at this time given inflationary pressures since 2021. Further, at the time of the refuse hauling RFT, CT was the lowest bidder by 26% to 29% as noted earlier in this report. Since CT is continuing to offer the same rate, adjusted for distance and inflation, where it suggests their bid would still be the lowest if the Authority were to go out to tender.

The estimate included in the 2025 Budget document was based on the current practice of paying a per-tonne rate for transfer. While the per haul price provided by CT is higher than budgeted, the impact on the 2025 Budget is difficult to quantify at this time, primarily due to uncertainties regarding the amount of SSO to be received and the variable nature of the density of the materials, which will affect the number of loads required. Once the program is launched the costs will be closely monitored and any significant variances will be brought to the Board's attention.

Recommendation

1. THAT the Board **approve** the recommendation to execute the extension provisions included within the contract for refuse hauling to the Essex-Windsor Regional Landfill from the Windsor Transfer Station (TS1) and the Kingsville Transfer Station (TS2) with 1869096 Ontario Limited (operating as Canadian Transfer Essex Waste Depot) for the period of January 1, 2029 to December 31, 2033 per the original contract terms and agreement.
2. And further, THAT the Board **approve** the amendment of the existing refuse hauling contract to include the provision of Source Separated Organics hauling services from Essex-Windsor Solid Waste Facilities to Seaclyff Energy located at 1200 Mersea Road 1 in Leamington, Ontario, or to another processing facility as directed by the Authority under the same terms and conditions of the base contract.

Submitted By



Michelle Bishop, General Manager



Essex-Windsor Solid Waste Authority

Administrative Report

December 16, 2024

To: The Chair and Board of the Essex-Windsor Solid Waste Authority

From: Catharine Copot-Nepszy, Manager of Waste Diversion

Meeting Date: Tuesday, January 07, 2025

Subject: Promotion & Education (P&E) Plan for the 2025 Green Bin Program Launch

Purpose

The purpose of this report is to provide the Authority Board with an update on the Promotion and Education (P&E) Program Plan for 2025 that Administration developed to prepare Essex-Windsor for the Green Bin Program launch the week of October 21, 2025.

Background

In April 2018, Ontario announced its Food and Organic Waste Policy Statement which provides direction to provincial ministries, municipalities, and the waste management sector to increase waste reduction and resource recovery of food and organic waste. As a result of this direction, the Authority will be implementing a Regional Food and Organic Waste Management Program (Green Bin Program) in 2025 as directed by both the City of Windsor and the County of Essex. This initiative is key to extending the lifespan of the Essex-Windsor Regional Landfill as it will divert food and organic waste out of the residential garbage stream which is currently made up of approximately 48% food waste and organic materials.

The Green Bin Program is scheduled to launch Phase 1 municipalities the week of October 21, 2025 and Phase 2 municipalities are scheduled to launch in fall 2026.

To prepare the residents of Essex-Windsor for the 2025 launch of the Green Bin Program, Administration has been working with Mr. Tim Stewart a marketing consultant from Jump Marketing, and its local municipal partners to finalize a comprehensive P&E Plan for the Phase 1 launch. This comprehensive plan will

inform, engage, and connect local residents and partners to the launch of the Green Bin Program. The approach taken was created by benchmarking other municipalities (e.g., City of London, County of Simcoe, City of Peterborough) who also used P&E Plans to launch community-wide Green Bin Programs. Through many in-person and virtual meetings with municipalities, Administration was able to gather lessons learned from these municipalities and incorporate this best practice into the development of a plan that is tailored specifically to its knowledge of what would be effective in Essex-Windsor. As this plan has now been finalized, Administration feels that it is timely to share this plan with the members of the Board, so that they know what to expect in 2025.

Discussion

Successful uptake of the Green Bin Program relies on a major shift in behaviour of the residents of Essex-Windsor (Region) as they will now need to put their food and organic waste in the Green Bin (*the other bin*) and not the garbage. While this is not a complicated change and has been successfully done in many municipalities in Ontario, it is still a change in what residents in this region have been accustomed to for many decades. Other than normalizing the diversion of food and organic waste, some of the main goals identified in this P&E Plan include: building awareness of the program, conveying its benefits and information on how to use the program successfully, strategic partnerships to increase reach and decrease costs, etc.

Target audiences have been identified as being homeowners/renters and families/occupants of single-family households in order to support regulatory requirements in Phase 1. K-12 students and regional stakeholders were also included as they will be key to increasing the visibility and engagement of this new program.

Key Messages

Many key messages were developed through collaboration and will be instrumental to the success of the Green Bin program. They will form the basis of the information communicated to constituents to effectively position the importance of diverting food waste and organics through the Green Bin Program. These are some of the key messages identified in the P&E Plan:

1. Diverting food waste and organics helps extend the life of the Essex-Windsor Regional Landfill, a key regional asset.
2. Food waste separation and diversion is easier than you think.
3. Green Bin Programming promotes Essex-Windsor as a forward-thinking municipal Region that is environmentally conscious.

4. The Green Bin Program promotes a circular economy by conserving natural resources and contributing to healthier soil.
5. Phase 1 residents will be receiving an EWSWA Green Bin and Kitchen Catcher - delivered to their household!

2025 Communication Campaigns

To ensure that identified goals are met, the following five (5) campaigns were developed to align with key milestones during the launch of the Green Bin Program.

Campaign 1: Grow Green in 2025

This campaign will be initiated with the reveal of the new EWSWA Logo and how EWSWA is going green in 2025. This will invite residents and partners to grow green with the EWSWA in 2025 and tease residents with the launch of the new Green Bin program. Messaging will share key milestones (e.g., Bin delivery, Collection start), where to get information (e.g., www.ewswa.org, EWSWA socials, Recycle Coach app), and what municipalities are Phase 1 and Phase 2, so that they know what to expect in 2025. This campaign will start in the first quarter (Q1) and will be initiated with the 2025 calendar mail-out to households in Q1.

Campaign 2: Grow Green with the Green Team

The Green Team, a group of diverse Green Superheroes selected to help engage residents in the program and lighten the conversation around the program will be launched at the annual Earth Day event. The focus of this campaign is to engage residents in the new program and provide key facts and tips about diverting food waste and organics and the upcoming Green Bin Program. This will start in the second quarter (Q2) and its messaging will carry through to launch through ads and many identified community events and pop-ups that Authority staff will attend.

Campaign 3: Bin Roll-out

The key message here is that the "Bins are coming!" and how to know when your Green Bin Kit is getting delivered to your household. A key objective will be to inform/remind residents that they should NOT use their Green Bin until the launch date, and that their Green Bin is tied to their household, not the resident (i.e., if they move, the Green Bin should stay behind at the house and who to contact if they arrive at a new house and there is no Bin). Tips on how to use your Green Bin Kit and what to expect will be included in this campaign that begins in the third quarter (Q3).

Campaign 4: Green Bin Launch: “How to be ready”

The key message is that the Green Bin Collection Program starts the week of October 21st for Phase 1 municipalities! This campaign will prepare residents for the program launch by providing information that they need to “know” to be ready for their first collection (e.g., collection day, acceptable materials, proper set-out of the Bin). This campaign will run from Q3-Q4 and will engage and reach residents through the “secret shopper” program, virtual open houses, pop-ups at local municipal facilities/events, etc. More critically, residents will be encouraged to download the Recycle Coach app to stay abreast of any program launch changes or information. The EWSWA website and its social platforms will also be promoted to connect residents to information and how they can become a Green Superhero and join the Green Team.

Campaign 5: How Are We Doing?/Prep for Winter

Campaign 5 will give feedback on Green Bin participation & opportunities to improve participation and/or usage of the program. As winter poses different challenges for Green Bin Program users, tips will be shared so that residents can “Stay Green” all year. This campaign will run in the fourth quarter (Q4) of 2025 and potentially into Q1 of 2026 for Phase 1 municipalities.

Strategies to Support Campaigns

A variety of media and events will be used to deliver key messages to target audiences (specific dates to be determined). As success has been realized with past major programs (e.g., no plastic bags, blue box transition) using: radio, newsprint, calendars, EnviroTips, social media (posts & ads), and online ads, these strategies will be used across many campaigns in 2025. As a result of how this new program will change residential set out of their waste, this typical approach will be augmented at key milestones with: billboard ads, bus ads, bus bench ads, etc. Since residents seek and value information from their municipalities, the Authority will look for opportunities with its municipal partners and other organizations (e.g., post-secondary) to publish campaigns/messaging in an attempt to further reach and engage residents.

Finally, as the Essex-Windsor population is diverse, the Authority will translate some key documents and messaging to prevalent languages in the region through available partnerships.

To further increase reach with Essex-Windsor residents, the EWSWA will also host media events, perform many Facebook Live pop-ups (e.g., cart roll-out, program launch), and attend signature municipal partner events at key points in 2025. Some examples of these events may include: Earth Day (Q2), Facebook Live

events by staff (Q2, Q3, Q4), signature municipal events (e.g., Belle River Sunsplash, Essex Fun Fest, LaSalle Strawberry Festival, Tecumseh Corn Festival) (Q2, Q3), etc.

Finally, a variety of P&E resources and materials were also included in the plan and will include many of the following: 2025-26 Municipal Calendars, displays, videos, media ads, Green Bin Kit materials, compliancy stickers (e.g., Oops and Gold Star), Facebook Live program, incentives, resources (e.g., FAQs) in multiple languages, etc.

The Green Team

From a creative standpoint, the strategy is to make messaging interesting and appealing to a wide range of constituents by using a fun, light-hearted approach that will help drive interest and engagement. The theme of the Green Bin Program is centered around the new slogan (Food Waste Is Too Good To Waste – Green Bin It!) which will be delivered using animated “spokespeople” (EWSWA staff) called The Green Team. These “Green Superheroes” will further be animated by graphic “Green Superheroes” which will be found throughout campaigns to deliver key messages and tell an ongoing story about the benefits of using the Green Bin to encourage residents to join “The Green Team”.

In the Appendices of this report, you will find some of the communication notices that have been designed to communicate important messages at key milestones in the 2025 launch. These are ads that will be published in the 2025 calendar for both Phase 1 and Phase 2 municipalities to keep residents informed of what is happening in their communities around the Green Bin Program. They will form the basis for the 2025 campaigns outlined above in order to meet the objectives defined in the P&E Plan.

Financial Implications

There are no direct or immediate financial implications associated with this report as the cost to develop and roll out this P&E Plan for the Green Bin Program was included in the 2024 Operational Plan and Budget. The actual implementation costs of this plan are included in the Green Bin portion of the 2025 Operational Plan and Budget.

Recommendation

THAT the Board **receive** this report as information.

Submitted By



Catharine Copot-Nepszy, Manager of Waste Diversion

Attachment(s): Green Bin Program Communications/P&E Plan November 2024

Figure 1. Graphic display of the five campaigns that are scheduled at key milestones in 2025 for the Green Bin Program launch.



Figure 2. Ad that will be found in Q2 of the 2025-26 Municipal Calendars for Phase 1 municipalities to kick off the Green Bin Program and the Green Team.

GROW GREEN WITH THE GREEN BIN!

Food Waste Is Too Good To Waste
Weekly residential curbside collection of food waste and organics begins in October. This new program will keep food waste out of the garbage stream, helping to grow a greener Region. The yard waste collection program will still be used for leaves and yard waste.

Green Bin It!
Putting food waste and organics in the Green Bin instead of the garbage helps the environment, extends the life of the Essex-Windsor Regional Landfill, and promotes a circular economy. This valuable resource in turn creates energy and fertilizes crops. It's the next step towards creating a greener Region.

WHAT GOES IN THE BIN?
Scan the QR code for the acceptable materials list.

Bins Are Arriving Soon
Delivery of EWSWA Green Bins to single-family households in Phase 1 will begin in July. Let's all do our part to grow greener in 2025 - and beyond!

JOIN THE GREEN TEAM
Become a Green Superhero! Help make the Region greener by putting your food waste and organics in the Green Bin, not your garbage. It's a lot easier than you might think - it's just a different bin, and ultimately it's the right thing to do.

Scan the QR code to see what can go in Green Bin - and what can't - and to learn more about the Green Bin program.

Download the Recycle Coach app for your Green Bin delivery date and collection schedule.

ewswa
ESSEX-WINDSOR SOLID WASTE AUTHORITY

PHASE 1 (FALL 2025): WINDSOR, ESSEX, LAKESHORE, LASALLE, TECUMSEH
PHASE 2 (FALL 2026): AMHERSTBURG, KINGSVILLE, LEAMINGTON

Figure 3. Ad that will be found in Q3 of the 2025-26 Municipal Calendars to provide notice that the Cart Rollout is starting (Phase 1 municipalities).

THE GREEN BINS ARE COMING!

The EWSWA is rolling out the new Green Bin collection program to keep food waste and organics out of the Essex-Windsor Regional Landfill. Bin delivery to all single-family households in Phase 1 runs from July to October. Over 150,000 homes will receive Green Bins, so please be patient – yours will be delivered before the October 21st program launch.

What To Expect

- ✓ Delivery schedules can be found on the Recycle Coach app, the EWSWA website (www.ewswa.org) and social media.
- ✓ Your 120L EWSWA Green Bin has a gravity lock and comes with a Starter Kit that includes a kitchen catcher, sample compostable bag, and information on using the Green Bin.
- ✓ Collection starts in October, so please be sure to store your Green Bin safely until then.

NOTE: Only EWSWA Green Bins will be collected.

[Download the Recycle Coach app for your Green Bin delivery date and your collection schedule.](#)

JOIN THE GREEN TEAM

Become a Green Superhero! Help make the Region greener by putting food waste and organics in the Green Bin, not your garbage. It's a lot easier than you might think - it's just a different bin, and it's the right thing to do.

Your new Starter Kit will get you going, and you can learn more at www.ewswa.org or by scanning below.

WHAT GOES IN THE BIN?

Scan the QR code for the acceptable materials list.

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ESSEX-WINDSOR SOLID WASTE AUTHORITY

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For full program information, visit ewswa.org

PHASE 1 (FALL 2025): WINDSOR, ESSEX, LAKESHORE, LASALLE, TECUMSEH

PHASE 2 (FALL 2026): AMHERSTBURG, KINGSVILLE, LEAMINGTON

Figure 4. Ads that will be found in Q4 of the 2025-26 Municipal Calendars to prepare residents for the launch of the Green Bin Program and then give them tips on how to “Stay Green” all year round (Phase 1 municipalities).

JOIN THE GREEN TEAM

Essex-Windsor residents set out 48.25% of food waste in their garbage.* You can easily reduce your waste footprint by putting food waste and organics into the EWSWA Green Bin instead. Become a Green Superhero by using the Green Bin, and help create a better tomorrow!

* 2022/23 curbside audit of Essex-Windsor households

WHAT GOES IN THE BIN?

Scan the QR code for the acceptable materials list.





Download the Recycle Coach app for your Green Bin delivery date and your Green Bin collection schedule.

For full program information, visit ewswa.org

GREEN BIN COLLECTION STARTS WEEK OF OCTOBER 21

Get your green on! Download Recycle Coach now and know your collection start date.

5 Key Things To Know

- ✔ **Your collection day.** Check your municipal collection calendar for your weekly collection dates, and download Recycle Coach for updates and notifications.
- ✔ **Your set-out time.** Put your Green Bin out by **6 AM** so you don't miss the truck.
- ✔ **How to use your Green Bin.** Know the do's and don'ts of using your Bin. Refer to your Starter Kit for details.
- ✔ **What bags to use.** Only compostable bags can be used in this program. Refer to your Starter Kit for details.
- ✔ **Proper Bin set-out.** "Park-Point-Space". Due to automated collection, you must:
 - * **Park** the Bin about 30 cm (1 ft) from the curb.
 - * **Point** the arrows on the Bin to the street.
 - * **Space** the Bin at least 1 metre apart from other carts or structures.

NOTE:
Only EWSWA Green Bins will be collected.



PHASE 1 (FALL 2025): WINDSOR, ESSEX, LAKESHORE, LASALLE, TECUMSEH

PHASE 2 (FALL 2026) : AMHERSTBURG, KINGSVILLE, LEAMINGTON

DON'T FREEZE THIS WINTER

Keep It Green with the Green Bin Program

Winter's cold weather can present unique challenges. Here are some useful cold weather tips to help you "stay green" all year.

1. Line the bottom of your Green Bin with a layer of cardboard, newspaper, or a paper egg carton to prevent contents from freezing to the Bin.
2. Drain liquids before you put food waste and other organics into your Bin.
3. Where possible, try to set out your Bin the morning of collection (by 6 AM) to avoid material freezing to the Bin.



Winter tips at ewswa.org/green-bin





Download the Recycle Coach app for Green Bin program updates.

STAY GREEN THIS WINTER WITH THE GREEN TEAM

Be a Green Superhero all year-round! Help make the Region greener by using the Green Bin instead of your garbage for food waste and organics. It's a lot easier than you might think - even in the winter. It's just a different bin!

WHAT GOES IN THE BIN?

Scan the QR code for the acceptable materials list.







ESSEX-WINDSOR SOLID WASTE AUTHORITY

PHASE 1 (Fall 2025): Windsor, Essex, Lakeshore, LaSalle, Tecumseh

PHASE 2 (Fall 2026) : Amherstburg, Kingsville, Leamington

Figure 5. Sample ads that will be found in Phase 2 municipal calendars to provide them with details on the launch of their Green Bin Program to keep them informed while Phase 1 is launching.



Green Bin Program COMMUNICATIONS/P&E PLAN

November 2024



EWSWA Green Bin Program Communications Plan (Promotion & Education) November 2024

BACKGROUND AND OVERVIEW

In April 2018, Ontario announced its Food and Organic Waste Policy Statement. It provides direction to provincial ministries, municipalities, and the waste management sector to increase waste reduction and resource recovery of food and organic waste.

Essex-Windsor will be implementing its Regional Food and Organic Waste Management Program (Green Bin Program) in 2025. This initiative will be instrumental in diverting food and organic waste away from the Essex-Windsor Regional Landfill. The Green Bin Program is scheduled to launch Phase 1 in the fall of 2025 and Phase 2 in the fall of 2026. It will be a key focus for EWSWA moving forward.

In preparation for the launch of this program, the EWSWA has been actively engaged in developing the required Source Separated Organics (SSO) transfer stations to support the delivery and consolidation of collected SSO from identified municipalities. Contracts for the weekly curbside collection of SSO materials have recently been finalized with third-party service providers, as well as the manufacture/distribution of Green Bins to households.

The delivery of a Green Bin Kit to each household will occur within approximately 10 weeks of the start of collection services for Phase 1 and within 5 weeks of Phase 2 start. Each package will include items such as a Bin, kitchen catcher, program information and resources including program instruction and potentially a Green Bin collection calendar for Phase 1 municipalities.

Implementation of the Green Bin Program must usher in a major shift in behaviour for residents of Essex-Windsor ("Region"). To help ensure a successful and well-received launch, a Promotion and Education program will begin in January 2025 alongside a re-launch of the EWSWA brand. The annual Earth Day event in 2025 will be another key milestone to speak to the Green Bin program; messaging on this new program will continue through to the launch of the Green Bin Program and beyond.

PROGRAM COMMUNICATION GOALS

- Build awareness of the Green Bin Program.
- Convey program benefits to engage residents and stakeholders (municipal and community partners).
- Encourage adoption/participation.
- Convey key aspects of the EWSWA brand.
- Leverage partnerships to increase reach.
- Increase digital presence and reach.
- Normalize the diversion of food waste so the Region prioritizes being “GREEN.”

TARGET AUDIENCES

Residents of Essex-Windsor

The first audience consists of homeowners/renters, and families/occupants living with them in single-family households; all genders, cultures, incomes and education levels.

This is the primary target of the campaign because of regulatory requirements. There is a significant need to educate the public at large about the benefits of food waste recycling and lay the groundwork for widespread adoption and participation in the Green Bin program.

The Next Generation

K-12 students in Essex-Windsor and their teachers form a future audience. Information will be put together for teachers to effectively educate their students on why the Green Bin program is important. It will also be key to also engage students through community events and pop-ups.

Regional Stakeholders

Beyond residents and students, there are various other stakeholders who need to be considered in Communications/P&E efforts. These include members of the EWSWA Board of Directors, as well as mayors, councillors and administrators from the eight municipalities, as well as other strategic partners (post-secondary, etc.).

Most of these interested parties will be communicated primarily through in-person meetings, events and other ongoing business activities. They will also receive

individual communications as residents, so no specific communications programs need to be developed for these groups.

CAMPAIGN SLOGAN

A contest was held in the spring of 2024 to solicit suggestions for a slogan to guide the rollout of the Green Bin Program.

Residents of Essex-Windsor were invited to submit their ideas, and 288 submissions were received. The winning entry (below) was chosen by the residents of the Region through a public “vote off.”

Food Waste is Too Good to Waste. Green Bin It!

This slogan will appear on www.ewswa.org, in various advertising, social media posts, marketing/P&E literature, etc. as the Green Bin Program is launched and rolled out to the community.

KEY MESSAGES (GREEN BIN PROGRAM)

The following key messages are central to the success of the Green Bin program. They form the basis of the information to be communicated to constituents to effectively position the purpose and benefits of diverting food waste and organics using the Green Bin Program.

Note that these messages represent the core ideas supporting the communications plan. They are not necessarily meant to be used verbatim but rather reformulated into marketing messages that convey the same thought but are constructed to suit the specific medium in which they are used.

1. **Diverting food waste and organics is good for the environment.** *It reduces methane emissions and enhances soil health.*
2. **Diverting food waste and organics helps extend the life of the Essex-Windsor Regional Landfill, a key regional asset.** *Food scraps make up a significant portion (48%) of residential curbside collected waste. Diverting them reduces the amount of waste that ends up in the Essex-Windsor Regional Landfill, helping extend its lifespan and community impact, as well as avoiding the exceptionally high costs associated with establishing a new landfill site.*

3. **Food waste separation and diversion is easier than you think.** *As with many things in life, it quickly becomes a normal part of daily routine. The Authority has lots of tips to help make it easy to use the Green Bin, it's just the other bin. You will be surprised at what can actually go in the Green Bin (acceptable materials).*
4. **Reducing food waste saves money.** *The average Canadian household can save around \$1,300 annually by reducing food waste. (National Zero Waste Council, 2022)*
5. **Green Bin Programming promotes Essex-Windsor as a forward-thinking municipal Region that is environmentally conscious.** *Forward-thinking regions attract investors and support economic growth. The new Green Bin program will position Essex-Windsor as an accountable leader that responsibly manages food waste in an environmentally sound and effective manner - like other municipalities in Ontario and around the world that have had success with their programs for decades.*
6. **The Green Bin Program promotes a circular economy by conserving natural resources and contributing to healthier soil.** *Anaerobic digestion will be used in the short term to process Essex-Windsor's food waste and other organics. This process will in turn create a natural energy resource (i.e., electrical, thermal and water) and a nutrient-rich liquid fertilizer (digestate) that helps farmers make healthier soil for the next crops.*
7. **Food waste recycling programs promote community engagement.** *The Green Bin program can bring the community together by fostering a sense of shared responsibility for the environment - especially important in an agriculturally-rich region such as Essex-Windsor.*
8. **Residents will be receiving an EWSWA Green Bin and Kitchen Catcher - delivered to their household!** *It's important for residents to know when they'll get theirs, how to use/care for it properly, and who to call for maintenance service. Key point: the EWSWA Green Bins are the only allowable receptacles for food waste and other organics as they are specially designed to be compatible with automated collection vehicles. Specific details will be*

available at www.ewswa.org. Remember to continue to use your yard waste collection program for leaf and yard waste materials.

COMMUNICATION CAMPAIGNS (P&E)

The Green Bin Program will be rolled out in 2025, supported by the following five campaigns.

Campaign #1: Align with Rebrand: Growing Green in 2025

Theme: We're Growing Green in 2025! The Green Bin program is coming soon.

Media: Radio ads, social media (posts & ads), online ads, Google AdWords, calendars

Timing: Q1, 2025

The Authority is *Growing Green in 2025!* The first campaign will align with the reveal of the new EWSWA Logo and how EWSWA is going green in 2025. It will give the public an overview of the new Green Bin Program - its purpose, its benefits, and expected timelines.

Key points are:

- New Green Bins will be delivered in Q3-Q4 of 2025 to Phase 1 municipality households (Windsor, LaSalle, Tecumseh, Lakeshore and Essex) and
- Starting in the fall of 2026 for Phase 2 municipalities (Amherstburg, Kingsville and Leamington).
- Detailed Green Bin kit distribution information will become available through Recycle Coach, www.ewswa.org and socials closer to the distribution date.

From a creative standpoint, the campaign will tease the audience about the arrival of the Green Bins by introducing the program's special "characters" (The Green Team – Green Superheroes).

The campaign will encourage residents to download the EWSWA Recycle Coach app (available for Apple and Android smartphones) and follow the EWSWA on Facebook, Instagram and X to get more information on food waste recycling and how to join the Green Team!

Campaign #2: Grow Green with the Green Team

“Did You Know? Debunking the Myths of Recycling Food Waste.”

Theme: The Green Team arrives on Earth Day (EWSWA Staff). The focus will be to engage residents in the new program and provide key facts and tips about diverting food waste and other organics and the upcoming Green Bin Program.

Media: Radio ads, social media (posts & ads), Google AdWords

Timing: Q2, 2025

The EWSWA will officially launch the Green Bin program on Earth Day with a media release. The EWSWA booth will host a Green Team interactive display where residents can take a selfie/picture as a Food Waste Hero, receive information about diverting food waste and other organics in the Green Bin, and participate in various activities and challenges. Throughout the following months, details will be provided about the timing of other events, key food waste facts, and tips about using the Green Bin to help prepare residents for this new way of recycling.

One key imperative message is to let residents know that they do not need to buy a bin, as one will be provided for them and delivered to their home, along with a starter kitchen catcher and instructions.

Messages will also be developed to debunk myths surrounding food waste recycling, promote its benefits and communicate best practices. Discussion on Green Bin and Kitchen Catcher design and features to minimize odours and pests, as well as the Kitchen Catcher being dishwasher safe will be had.

Again, residents will be encouraged to download the Recycle Coach App. The EWSWA website and its social platforms will be shared to connect residents to more information and to show them how they can be a Green Superhero and join the Green Team.

Campaign #3: Bin Roll Out

Theme: Bins are coming! Watch for it.
Tips on how to use your Green Bin Kit and what to expect.

Media: Newspaper ads, radio ads, social media (posts & ads), billboards, bus ads, bus bench ads, Google AdWords, etc.

Timing: Q3, 2025

Delivery of Green Bin kits will commence in Q3. Messaging will inform residents about when to expect their bins, remind them that a bin will be delivered to each single-family household, and provide more details on proper use. A QR code will direct people to www.ewswa.org for full program details.

A key objective will be to inform/remind residents that they should NOT use their Green Bin until the launch date, and that their Green Bin is tied to their household, not the resident (i.e., if they move, the Green Bin should stay behind at the house and who to contact if they arrive at a new one and there is no bin). Information will also highlight the importance of using the EWSWA Green Bin only in order to receive collection, as well as what to do if Bin maintenance is needed.

This campaign will tease about the “secret shopper” program and how residents can win prizes. During this time, the EWSWA will continue to reach residents through local events/pop-ups.

Residents will again be encouraged to download the Recycle Coach app. The EWSWA website and its social platforms will be shared to connect residents to information and how they can be a Green Superhero and join the Green Team.

Campaign #4: Green Bin Launch: “How to be ready”

Theme: Green Bin Collection Program starts the week of October 21st!
Food waste is too good to waste. Green bin it!

Media: Social media (posts & ads), billboards, bus ads, bus bench ads, Google AdWords, ads (online, print and radio)

Timing: Q3-Q4, 2025

This campaign will get residents ready for the week of October 21st when collection begins for Phase 1. It will share information on the important things to know, including:

- know your collection schedule;
- know the acceptable materials;
- know how to prepare for your first collection;
- know how to use the Green bin kit to reduce odour and pests;
- know what a compostable bag looks like;
- know what time to/how to set out your Green Bin;
- know who to contact for support;
- know what the “OOPS” or Gold Star stickers mean.

This campaign will tease about the “secret shopper” program and how residents can win prizes. During this time, the EWSWA will host virtual open houses and continue to reach residents through local events/pop-ups.

More critically, residents will be encouraged to download the Recycle Coach app to stay abreast of any program launch changes/info. The EWSWA website and its social platforms will be shared to connect residents to information and how they can be a Green Superhero and join the Green Team.

Campaign #5: How Are We Doing?/Prep for Winter

Theme: Give feedback on Green Bin participation & opportunities to improve participation/usage. Tips for managing food waste in winter.

Media: Radio, social media (posts & ads), Google AdWords

Timing: Q4, 2025

Winter poses some different challenges for Green Bin Program users. In Q4, the EWSWA will help its residents prepare for the cold weather with tips on how to use their Green Bin in winter - how to put items in the Bin, where to store the Bin, and how to set it out when snow hits.

Messaging will also circulate feedback to residents on what’s working well, what’s not, and how they can improve their Green Bin practices and be a Green Superhero.

Residents will be reminded to download the Recycle Coach app to stay abreast of any program launch changes/info. The EWSWA website and its social platforms will be shared to connect residents to information and how they can be a Green Superhero.

KEY EVENTS

A variety of media and events will be used to deliver key messages to target audiences (specific dates to be determined). The EWSWA will host media events and piggyback on municipal partner events throughout the Region at key points in 2025.

- Earth Day (Q2)
- Facebook Live events by staff (Q2, Q3, Q4)

- Municipal Events (e.g., LaSalle Strawberry, Tecumseh CornFest, YQG Expo) (Q2, Q3)
- Virtual Open House (Q3, Q4)
- “Secret Shopper” Program (Q3, Q4)

P&E SUPPORT MATERIALS

Various P&E support materials will need to be developed for the execution of campaigns and events. These include (but are not limited to) the following:

- 2025-26 Municipal Calendars
- Signage
- Tent backdrop
- FAQ resources for events, municipal leaders, mailouts, e-promotions
- Videos
- Advertisements (radio, online, print)
- Green Bin Program roll-out stickers and kit materials
- FB Live programming/schedule/tracking
- Incentives - giveaways to engage participation and share Green Bin messaging
- Staff Merchandise- Green Team (hats, golf shirts, etc.)
- New display materials (Pull-up Banners, two-sided wave flag, teardrop flag, pop-up counter w/ graphics, ground display, whirlwind display, update spinning wheel, Green Team cut-out display)
- Educational information package (for schools and workplaces)
- Materials for the “Secret Shopper” program
- Primary multi-language translation of key resources to increase engagement (per StatsCan)
- Post-secondary partnership campaign to increase reach to students, improve participation and drive program engagement

CREATIVE THEME

From a creative standpoint, the strategy is to make messaging interesting and appealing to a wide range of constituents by using a fun, light-hearted approach that will help drive interest and engagement. It will also be unique to the ESWWA, and something that residents and stakeholders will come to associate with the Green Bin program.

The theme is centered around the Green Bin program slogan (Food Waste Is Too Good To Waste – Green Bin It!) and will be delivered using animated “spokespeople” (ESWSA staff) called **The Green Team**. These “Green Superheroes” will deliver key campaign messages and tell an ongoing story about the benefits of using the Green Bin.



Ads, social media posts, marketing collateral, website content, event signage and other P&E materials will be developed using The Green Team concept.

BUDGET

To extend the effective marketing spend for the Regional Green Bin program, the ESWWA will embrace and leverage partnerships from both the public and private

sectors. These partnerships may include municipal partners, post-secondary institutions, etc. Leveraging the assistance of local leaders and other ambassadors will help increase reach and ensure the effective delivery of key messages.

From a media point of view, digital/social media will be a focus of the campaigns. These platforms are cost-effective (especially when compared to traditional media) and can provide broad reach/geo-target areas, as well as deliver messaging effectively.

DRAFT P&E/Communications Budget (by Media/Activity)

ITEM	AMOUNT	
Radio	\$	29,500
Newspaper	\$	11,500
Social media/online ads	\$	21,500
Billboards/bench ads	\$	80,000
Subtotal - MEDIA BUY	\$	142,500
Video Production	\$	8,000
Household Mailout- EnviroTips	\$	22,500
Educational Resources	\$	8,000
Stakeholder Events	\$	19,250
Incentive-Engagement	\$	9,000
Display/Promotion	\$	19,500
Municipal-Bus ads	\$	22,500
Municipal-Ads/display	\$	30,250
Contingency	\$	15,000
Subtotal - OTHER	\$	154,000
TOTAL P&E Campaign	\$	296,500



Essex-Windsor Solid Waste Authority Administrative Report

December 6, 2024

To: The Chair and Board of the Essex-Windsor Solid Waste Authority

From: Tom Marentette, Manager of Waste Disposal

Meeting Date: Tuesday, January 07, 2025

Subject: Appointment of One Board Member to the Regional Landfill Liaison Committee for 2025

Purpose

The purpose of this report is to request that the Authority appoint a Board Member, who is not from the Town of Essex, to the Landfill Liaison Committee for a one (1) year term for 2025.

As a matter of information, the Board's appointment for 2024 was Board Member Michael Akpata.

Background

The Environmental Compliance Approval for the Regional Landfill stipulates the establishment and maintenance of a Landfill Liaison Committee (LLC). The purpose of the LLC is to review and make comment on any activities associated with the Essex-Windsor Regional Landfill Site, and shall include a review of Operations and Monitoring reports, review of complaints as well as the development and implementation plan for eventual end use and perpetual care.

Membership of the LLC consists of 8 members as follows:

- 1 Member** From the EWSWA Board that is not a Municipal Council Member from the host municipality, namely the Town of Essex – Term of 1 year

2 Members From the Municipal Council of the host municipality, namely the Town of Essex – Term of Council, (Ms. Kim Verbeek & Ms. Katie McGuire-Blais)

1 Member MOE Representative - Appointed by the District Manager of the Ministry of the Environment, Conservation and Parks (Mr. Jeff Buckley, Senior Environmental Officer - Windsor Office)

4 Members Resident representatives from the 'Schedule A' area as defined in the Compensation Policy – Term of 3 years (Ms. Susan Morand – 2025-2027, Ms. Louise Masse – 2025-2027, Ms. Maria McPherson – 2023-2025 and Mr. Ted Polewski – 2024-2026)

Discussion

The LLC meets four (4) times per year, usually in May, July, September and November. Exact meeting dates are yet to be determined.

Recommendation

THAT the Board appoint one of its members, who is not a member of the Council of the Town of Essex, to the Landfill Liaison Committee for a one (1) year term for 2025.

Submitted By



Tom Marentette, Manager of Waste Disposal



Essex-Windsor Solid Waste Authority

Administrative Report

December 16, 2024

To: The Chair and Board of the Essex-Windsor Solid Waste Authority

From: Tom Marentette, Manager of Waste Disposal

Meeting Date: Tuesday, January 07, 2025

Subject: Regional Landfill Dozer Purchase

Purpose

The purpose of this Administrative Report (the "**Report**") is to recommend the purchase of one (1) Waste Handling Track Type Dozer (the "**New Dozer**") to replace an existing dozer (the "**Current Dozer**"), for use at the Essex-Windsor Regional Landfill (the "**Regional Landfill**").

Background

Dozers are a critical piece of heavy equipment used at the Regional Landfill, being used to place refuse and contaminated soil, maintain the landfilling grade, and pull trucks on soft ground conditions. The Current Dozer was acquired in 2020 at a pre-tax cost of \$949,950. The New Dozer will replace the Current Dozer, which has reached the end of its useful life.

Discussion

The Authority is able to leverage savings through a collective buying group known as the LAS Canoe Procurement Group (the "**Buying Group**") for the purchase of the New Dozer. Purchasing through the Buying Group is permitted by the Authority's Procurement Policy, and will result in a 19% discount off the list price for the New Dozer.

In addition to the purchase of the New Dozer, the Authority has requested that the supplier of the New Dozer enter into a Maintenance and Repair contract or "MARC" Agreement (the "**MARC Agreement**"). The MARC Agreement includes a "bumper to

bumper” warranty on the parts and labour for the New Dozer for a coverage period of five (5) years or 12,000 hours (whichever occurs first).

Administration is recommending the acquisition of the New Dozer through the Buying Group at a cost of \$1,511,089.20, plus applicable taxes. The New Dozer satisfies the needs of the Authority at the Regional Landfill, and can be delivered in early 2025, which will align well with the end of life of the Current Dozer.

If the Board approves this recommendation, the Current Dozer will be sold through a competitive sales process.

Administration is also recommending that the Authority enters into a MARC Agreement for a coverage period of five (5) years or 12,000 hours (whichever occurs first) at a cost of \$46.87 per hour, plus applicable taxes.

Financial Implications

There are no financial implications as the Authority's 2025 Operational Plan and Budget included the purchase of a Dozer for the amount of \$1,525,300, and with the purchase price of the New Dozer being \$1,511,089.20.

The New Dozer will be financed through a loan from the Authority’s Equipment Replacement Reserve and will be repaid over a period of 5 years, including interest as the Reserve would have otherwise earned.

Recommendation

1. That the Board **approve** the acquisition of the New Dozer through the Buying Group at a cost of \$1,511,089.20, plus applicable taxes.
2. That the Board **approve** the Authority entering into a MARC Agreement with the supplier of the New Dozer for a period of five (5) years or 12,000 hours (whichever occurs first), at a pre-tax rate of \$46.87 per hour.

Submitted By



Tom Marentette, Manager of Waste Disposal



Essex-Windsor Solid Waste Authority Administrative Report

December 12, 2024

To: The Chair and Board of the Essex-Windsor Solid Waste Authority
From: Steffan Brisebois, Manager of Finance and Administration
Meeting Date: Tuesday, January 07, 2025
Subject: Approval Status of the EWSWA 2025 Budget

Purpose

The purpose of this report is to update the Board on the status of the 2025 EWSWA Operational Plan and Budget (Budget) approval process.

Background

The Board approved the 2025 Budget and Administration's recommendations included in the November 5, 2024 report.

As a part of the final approval process, Administration referred the 2025 Budget to both the County of Essex and the City of Windsor Councils for their consideration.

Discussion

On December 4, 2024, Administration attended Essex County Council to present the 2025 Budget, address questions and seek approval. Essex County Council resolved to approve the 2025 Budget at that meeting.

Administration will attend Windsor City Council in January 2025 to present the 2025 Budget. At the time of writing this report, the tentative date of Windsor Council is January 27, 2025. At this meeting, the administration will seek the approval of the 2025 Budget from City Council.

Recommendation

For the Board's information.

Submitted By



Steffan Brisebois, Manager of Finance and Administration



**Essex-Windsor Solid Waste Authority
By-Law Number 1-2025**

Being a By-Law to Authorize the Extension of an Agreement between the Essex-Windsor Solid Waste Authority and 1869096 Ontario Limited, operating as Canadian Transfer, for Refuse Hauling to the Essex-Windsor Regional Landfill from the Windsor Transfer Station (TS1) and the Kingsville Transfer Station (TS2) for the period of January 1, 2029 to December 31, 2033, and further,

Amend the existing Refuse Hauling contract to include the provision of Source Separated Organics hauling services from Essex-Windsor Solid Waste Facilities to Seacliff Energy located at 1200 Mersea Road 1 in Leamington, Ontario, or to another processing facility as directed by the Authority under the same terms and conditions of the base contract

WHEREAS the Essex-Windsor Solid Waste Authority has approved entering into an extension Agreement with 1869096 Ontario Limited, Operating as Canadian Transfer, (hereinafter referred to as the Contractor), from January 1, 2029 to December 31, 2033 for Refuse Hauling to the Essex-Windsor Regional Landfill from the Windsor Transfer Station (TS1) and the Kingsville Transfer Station (TS2) for the period of January 1, 2029 to December 31, 2033 under the same terms and conditions of the original contract terms and agreement, and further, amend the existing Refuse Hauling contract to include the provision of Source Separated Organics hauling services from Essex-Windsor Solid Waste Facilities to Seacliff Energy located at 1200 Mersea Road 1 in Leamington, Ontario, or to another processing facility as directed by the Authority under the same terms and conditions of the base contract

NOW THEREFORE the Essex-Windsor Solid Waste Authority enacts as follows:

1. THAT EWSWA hereby approves an extension Agreement with 1869096 Ontario Limited, operating as Canadian Transfer.
2. THAT the term of the original Agreement be extended for the period January 1, 2029 – December 31, 2033 and shall reflect the terms and conditions set out in the original tender documents;
3. THAT the existing Refuse Hauling contract be amended to include the provision of Source Separated Organics hauling services from Essex-Windsor Solid Waste Facilities to Seacliff Energy located at 1200 Mersea Road 1 in Leamington, Ontario, or to another processing facility as directed by the Authority under the same terms and conditions of the base contract.

THIS By-Law shall take effect upon the final passing thereof.

EWSWA Board Chair

Michelle Bishop, General Manager

Read a First, Second and Third Time, Enacted and Passed This 7th Day of
January, 2025.



**Essex-Windsor Solid Waste Authority
By-Law Number 2-2025**

Being a By-Law to Authorize the acquisition of a New Dozer through the Buying Group at a cost of \$1,511,089.20, plus applicable taxes, and further, enter into a MARC Agreement with the supplier of the New Dozer for a period of five (5) years or 12,000 hours (whichever occurs first), at a pre-tax rate of \$46.87 per hour

WHEREAS the Essex-Windsor Solid Waste Authority has authorized the acquisition of a New Dozer through the Buying Group at a cost of \$1,511,089.20, plus applicable taxes, and further, enter into a MARC Agreement with the supplier of the New Dozer for a period of five (5) years or 12,000 hours (whichever occurs first), at a pre-tax rate of \$46.87 per hour.

NOW THEREFORE the Essex-Windsor Solid Waste Authority enacts as follows:

1. the Essex-Windsor Solid Waste Authority has approved the acquisition of a New Dozer through the Buying Group at a cost of \$1,511,089.20, plus applicable taxes, and further, entering into a MARC Agreement with the supplier of the New Dozer for a period of five (5) years or 12,000 hours (whichever occurs first), at a pre-tax rate of \$46.87 per hour.

THIS By-Law shall take effect upon the final passing thereof.

EWSWA Board Chair

Michelle Bishop, General Manager

Read a First, Second and Third Time, Enacted and Passed This 7th Day of January, 2025.



**Essex-Windsor Solid Waste Authority
By-Law Number 3-2025**

**Being a By-law to Confirm the Proceedings of the
Meeting of the Board of the Essex-Windsor Solid Waste Authority**

WHEREAS by Agreement dated 18 May 1994, made between the Corporation of the County of Essex and the Corporation of the City of Windsor, the Essex-Windsor Solid Waste Authority (The Authority) was created as a joint board of management pursuant to Sections 207.5 and 209.19 of the *Municipal Act, RSO 1990, Chapter M.45* and;

WHEREAS Subsection 5.(3) of the Municipal Act, RSO 2001, Chapter 25, provides that the powers of a municipality shall be exercised by By-Law and;

WHEREAS Section 1 of the Municipal Act RSO 1990, Chapter M 46 defines a municipality as including a board, commission or other local authority exercising any power with respect to municipal affairs or purposes and;

WHEREAS it is deemed expedient that the proceedings of the Authority at this meeting be confirmed and adopted by By-Law

NOW THEREFORE the members of the Authority enact as follows:

- 1) The action of the members of the Authority in respect to each recommendation contained in the Report/Reports of the Committees and each motion and resolution passed and other action taken by the members of the Authority at this meeting is hereby adopted and confirmed as if all such proceedings were expressly set out in this by-law.
- 2) The Chair and the proper officials of the Authority are hereby authorized and directed to do all things necessary to give effect to the action of the members of the Authority referred to in the preceding section hereof.
- 3) The Chair and the General Manager of the Authority are authorized and directed to execute all documents necessary in that behalf.

EWSWA Board Chair

Michelle Bishop, General Manager

Read a First, Second and Third Time, Enacted and Passed This 7th Day of
January, 2025.