



Essex-Windsor Solid Waste Authority Regular Board Meeting Agenda

Meeting Date: Wednesday, April 10, 2024

Time: 3:00PM

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. Motion to Move In-Camera**

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

(k) A position, plan, procedure, criteria, or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.
 - 3. Declaration of Pecuniary Interest**
 - 4. Approval of the Minutes**

A. February 6, 2024 Regular Meeting Minutes 1-12
 - 5. Business Arising from the Minutes**
 - 6. Waste Diversion**

A. Results of Request for Proposals for Curbside Collection of Source Separated Organics for the Green Bin Program in the County of Essex 13-22
-

- B. Windsor Source Separated Organics Transfer Station Preferred Option 23-34
- C. Promotion and Education (P&E) Plan – Blue Box Transition to Producers 35-57

7. Waste Disposal

- A. Contract with Triple M Metal LP. to Supply Auto Shredder Residue for Daily Cover at the Essex-Windsor Regional Landfill June 1, 2024 to May 31, 2029 58-59

8. New Business

9. Other Items

10. By-Laws

- A. By-Law 3-2024 60
Being a By-Law to Authorize the Execution of an Agreement with Miller Waste Systems Inc. for the Curbside Collection of Source Separated Organics for the Green Bin Program in the County of Essex
- B. By-Law 4-2024 61
Being a By-Law to Authorize the Execution of an Agreement with Triple M Metal LP for the Disposal of Auto Shredder Residue at the Essex-Windsor Regional Landfill
- C. By-Law 5-2024 62
Being a By-Law to Confirm the Proceedings of the Meeting of the Board of the Essex-Windsor Solid Waste Authority for April 10, 2024

11. Next Meeting Dates

Tuesday, May 7, 2024
Tuesday, June 4, 2024
Wednesday, July 10, 2024
Wednesday, August 14, 2024 – Note: This meeting will start at 3:00PM
Wednesday, September 11, 2024
Wednesday, October 9, 2024
Tuesday, November 5, 2024
Tuesday, December 3, 2024

12. Adjournment



Essex-Windsor Solid Waste Authority Regular Board Meeting MINUTES

Meeting Date: Tuesday, February 6, 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
Kieran McKenzie	City of Windsor
Jim Morrison	City of Windsor
Mark McKenzie	City of Windsor
Fred Francis	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:

Shawna Boakes	Executive Director of Operations
Anne-Marie Albidone	Manager of Environmental Services
Tony Ardovini	Deputy Treasurer Financial Planning
Mark Spizzirri	Manager of Performance Management and Business Case Development

County of Essex Staff:

Mary Birch	Director of Council & Community Services/Clerk
Melissa Ryan	Director of Financial Services/Treasurer

Absent:

Drew Dilkens	City of Windsor (Ex-Officio)
--------------	------------------------------

1. Call to Order

The General Manager called the meeting to order at 3:59PM.

2. Welcome to New Board Member

The General Manager welcomed Board Member Councillor Fred Francis. Mr. Francis will be Windsor's 5th representative for 2024 and 2026. She thanked Mr. Walstedt for being on the Board for 2023. Mr. Walstedt will return to the Board in 2025.

3. Election of Chair and Vice Chair for 2024

The General Manager stated that per the agreement between the City of Windsor (City) and the County of Essex (County) that created the Authority, the positions of Chair and Vice Chair rotate between the City and the County on a yearly basis. She noted that for 2024, the Chair will be a City of Windsor Board member and the Vice Chair will be a County of Essex Board member.

The General Manager called for any declarations of pecuniary interest in regards to the elections of the Chair and Vice Chair. None were noted.

The General Manager called for nominations for the position of Board Chair among the City of Windsor representatives.

Board Member Kieran McKenzie nominated Board Member Gary Kaschak for Board Chair.

The General Manager called three (3) additional times for nominations for the position of Board Chair. There were no other nominations.

The General Manager asked Mr. Kaschak if he would stand for the position of Board Chair.

Mr. Kaschak accepted the nomination as Board Chair.

The General Manager declared Mr. Kaschak as Chair for 2024.

The General Manager asked for a motion for the nominations for Chair to be closed.

Moved by Rob Shepley

Seconded by Gary McNamara

THAT Gary Kaschak is named as Board Chair for the period ending December 31, 2024.

**1-2024
Carried**

The General Manager called for nominations for Vice Chair among the County of Essex representatives.

Board Member Hilda MacDonald nominated Board Member Gary McNamara for the position of Vice Chair.

The General Manager called three (3) additional times for nominations for the position of Board Vice Chair. There were no other nominations.

The General Manager asked Mr. McNamara if he would stand for the position of Board Vice Chair.

Mr. McNamara accepted the nomination of Board Vice Chair.

The General Manager declared Mr. McNamara as Vice Chair for 2024.

The General Manager asked for a motion for the nominations of Vice Chair to be closed.

Mr. McNamara acknowledged the passing of Carl Davison, former Colchester North Mayor and extended condolences to his family. He noted Mr. Davidson's leadership and his leadership in getting the Regional Landfill in Essex-Windsor area.

Moved by Hilda MacDonald
Seconded by Rob Shepley

THAT Gary McNamara is named as Board Vice Chair for the period ending December 31, 2024.

**2-2024
Carried**

4. Motion to Move In-Camera

Moved by Rob Shepley
Seconded by Gary McNamara

THAT the Board moved into a closed meeting pursuant to Section 239 (2) (k) of the Municipal Act, 2001, as amended for the following reason:

- (k) A position, plan, procedure, criteria, or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipally or local board.

**3-2024
Carried**

Moved by Fred Francis
Seconded by Rob Shepley

THAT the EWSWA Board rise from the Closed Meeting at 4:38PM.

**6-2024
Carried**

5. 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.

6. Approval of the Minutes

Moved by Jim Morrison

Seconded by Mark McKenzie

THAT the minutes from the Essex-Windsor Solid Waste Authority Regular Meeting, dated December 5, 2023, be approved and adopted.

**7-2024
Carried**

7. Business Arising from the Minutes

No items were raised for discussion.

8. Waste Diversion

A. 2025 Green Bin Program Plan Update

The Manager of Waste Diversion provided an overview and identified the key milestones that have been developed to support the 2025 launch of the Green Bin program. She referred to the graphic on page 15 of the agenda package.

The City and the Authority are both working to secure collection contracts for the weekly curbside collection of Source Separated Organics (SSO), which is the longest lead-time item. The City is currently finalizing its contract. Authority Administration will issue the Request for Proposals (RFP) in early February and will bring forward the recommendation to the Board at the April meeting.

The EXP Services Inc. (EXP.) Strategic Plan report presented in July 2023 recommended that the Authority construct two (2) transfer stations to support the delivery of SSO material. One transfer station would be located in Windsor and the other at the Regional Landfill (RL). The Authority has been working on these projects and has met with the Ministry of the Environment Conservation and Parks (MECP) to discuss these changes. Authority Administration has engaged a consultant to evaluate the feasibility of a transfer station for delivery of SSO at both locations. Administration will bring forward additional information at a future meeting.

Authority Administration will also be working with a marketing consultant to develop a promotion and education (P&E) program to roll out the Green Bin program. The P&E program will begin with the annual Earth Day event in 2024.

Another milestone is the procurement of carts for SSO in the third quarter. The industry standard is to procure carts a year ahead of the launch date. The best practice is to deliver the cart and supplies to residents one month before the program launch.

Authority Administration will continuously evaluate staffing requirements for this program, i.e. P&E, customer service, training, and onboarding in order to launch the program. The Authority will also look at customer service software to track and respond to issues.

There are no immediate financial implications. Any implications will be incorporated into the appropriate budget.

Mr. Morrison asked if Administration is comfortable saying that there are no financial implications in 2024, i.e. down payments. He asked if there should be some costs incorporated in the 2024 budget.

The Manager of Waste Diversion stated that funds have been allocated in the 2024 budget for certain aspects of the program but the majority of the costs will be incurred in 2025. The carts are being procured early so that the Authority is scheduled for delivery for the launch. She noted that collectors typically require no money upfront but will receive payment when the program starts.

The General Manager provided a summary of the costs included in the 2024 Operational Plan and Budget.

The General Manager noted that this will be a new endeavor and there will be new funding. In 2019, the Authority proactively allocated excess funds into a Waste Diversion Reserve. The funds in this reserve will be used for some of the one-time costs required to develop the program. Administration is comfortable with the figures included in the budget document and noted that any additional 2024 expenditures or unbudgeted variances will come from this reserve.

Mr. Shepley asked why Amherstburg, Kingsville and Leamington is starting so much later than the other municipalities.

The General Manager stated that municipalities will begin in late 2025 or when the individual existing waste contracts expire.

Moved by Hilda MacDonald
Seconded by Rob Shepley

THAT the Board receive the report as information.

**8-2024
Carried**

B. County Recycling Collection Contract Extension – City of Windsor

The General Manager provided an overview of the report and stated that the expenditure for the extension was included in the 2024 Budget, however, a Board resolution was required to execute the extension document.

Moved by Fred Francis

Seconded by Kieran McKenzie

THAT the Board APPROVE the extension and the Chair and General Manager BE AUTHORIZED to sign an extension to the agreement with the City of Windsor to provide recycling collection services in the County of Essex for the renewal period from January 1, 2024 until August 27, 2024.

**9-2024
Carried**

C. Rural Ontario Municipal Association Conference Delegation Update

The General Manager provided an update regarding the Authority delegation presentation at the Rural Ontario Municipal Association (ROMA) conference on January 23, 2024, regarding the collection of Blue Box materials from Non-eligible sources (NES). The Essex County Warden and Authority Board member Hilda MacDonald, County of Essex CAO, Sandra Zwiers and the Authority General Manager attended the conference to present to Mr. John Yakabuski, Parliamentary Assistant to the Minister and other representatives from the MECP.

The General Manager stated the presentation was very brief but highlighted many of the challenges. She noted some of the comments received.

Mr. Kieran McKenzie noted that the letter received from Mr. Yakabuski did not provide a timeline. He asked if feedback has been received.

The General Manager noted that the letter received was likely the standard letter provided to all delegates. She stated that a follow-up email has been received from a MECP staff member Mr. Marc Peverini asking for additional information regarding the Region's program.

Mr. Kieran McKenzie stated that we have to keep talking about this issue. He asked if the Authority has engaged the local provincial members.

The General Manager stated that letters had been sent to the four (4) local MPPs. She noted that she received a phone call from MPP Andrew Dowie asking how the ROMA delegation went and he said he would provide a letter.

Mr. Dowie is in contact with the MECP and will continue to push forward the issue.

Mrs. MacDonald commended the General Manager's presentation. She commented that the MECP staff were very engaged. She also noted that a response is not always received from these delegations but we still need to do this.

Moved by Hilda MacDonald

Seconded by Fred Francis

THAT the Board receive the report as information.

**10-2024
Carried**

9. Waste Disposal

- A. Appointment of Board Member to the Regional Landfill Liaison Committee for 2024

The Chair called for nominations to appoint a Board member to the Regional Landfill Liaison Committee.

Kieran McKenzie nominated Board member Michael Akpata.

The Chair called for other nominations.

There were no other nominations.

The Chair asked Mr. Akpata if he accepted the nomination.

Mr. Akpata accepted the nomination.

Moved by Kieran McKenzie

Seconded by Gary McNamara

THAT the Board appoint Michael Akpata, who is not a member of the Council of the Town of Essex, to the Landfill Liaison Committee for a one-year term for 2024.

**11-2024
Carried**

10. Update on Reverse Osmosis System (Verbal Report)

The Manager of Waste Disposal provided an update on the new Reverse Osmosis (RO) system at the Regional Landfill (RL).

On December 22, 2023, the Authority received final contractor verification approval for Hydro One to connect power.

On January 7, 2024, the Rochem containers arrived at the RL from Germany and were lifted into position and three (3) large process water storage tanks were set in place.

Hydro One connected power on January 24, 2024.

As of February 5, 2024, all inter-connection plumbing between the Rochem containers and storage tanks had been completed.

Rochem is scheduled to be on site on February 20, 2024, to begin commissioning the plant for operation. While there is a learning curve, the goal is to maximize the plant capacity based on a 24-hour operation.

Once the level of comfort with the operation of the plant has been reached, the Authority will engage the MECP to discuss testing and regulatory requirements to permit ultimate discharge of processed water to the road drain.

The Manager of Waste Disposal thanked the Board and Administration for their support and the opportunity to provide a sustainable solution for the treatment of leachate. He commended Authority staff who have gone above and beyond to get the plant ready for launch. He extended an invitation to all Board members to tour this "state of the art" plant.

Mr. Kieran McKenzie asked what is the timeline for the full launch.

The Manager of Waste Disposal stated that personnel from Rochem will be onsite at the landfill on February 20, 2023 and will at site for 2-3 weeks.

Mr. Kieran McKenzie asked when would the MECP come in once the system is up and running.

The Manager of Waste Disposal stated that probably within two (2) months. The Authority will have more of a comfort level and this will give time to test and receive some lab results.

Mr. Shepley asked what will the Authority do with the loads that have been treated. He asked if they will still be delivered to Windsor.

The Manager of Waste Disposal stated that the loads will still be delivered to Pollution Control.

Moved by Kieran McKenzie

Seconded by Rob Shepley

THAT the Board receive the verbal report as information.

**12-2024
Carried**

11. Finance & Administration

A. 2024 Operating Plan and Budget Status Update

The Manager of Finance and Administration stated that as of January 29, 2024, the 2024 Operating Plan and Budget has been fully approved by both the County and the City.

Moved by Gary McNamara

Seconded by Fred Francis

THAT the Board receive the report as information.

**13-2024
Carried**

B. 2024 Operating Plan and Budget – 2023 Projection Update and 2024 Large Volume Customer Update

The Manager of Finance and Administration stated that the purpose of the report is to provide an update regarding the 2023 projected and 2024 budgeted revenue and expenditure figures which formed the 2024 budget.

The 2024 budget included some estimates which were used to derive the projected 2023 revenue and expenditure figures. Some of the significant variances included the following:

- An increase in the Industrial Commercial and Institutional (ICI) Landfillable Revenues which is due to an increase in ICI Landfillable waste and contaminated soil of approximately 33,500 tonnes. This resulted in approximately \$760,000 of additional revenue. The majority of the increase is a result of unprojected greenhouse vines delivered from a large volume waste hauling customer.
- The delay in the RO plant which resulted in a delay in costs associated with the rental and operational costs associated with the plant. The costs were projected to be approximately \$125,000.

Other risks associated with revenue included in the 2024 budget are the minimum put-or-pay tonnages from large volume haulers. At the time of forming the 2024 budget, two large volume haulers contracts were set to expire at the end of 2023. On January 1, 2024, both haulers signed a minimum put-or-pay contract, however, at different tonnage amounts than in 2023.

The additional revenues and delay in operation of the RO plant will serve to decrease the 2023 operating deficit.

The resulting changes from the hauler's minimum put-or-pay contracts are not anticipated to impact the 2024 budget since at the time the 2024 budget was

formed, Administration included two minimum put-or-pay contacts for 1,001 tonnes and 10,001 respectively.

The full year-end report will be presented to the Board in May when the 2023 audit is completed by KPMG.

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

Moved by Rob Shepley

Seconded by Mark McKenzie

THAT the Board approve receive the report as information.

**14-2024
Carried**

12. New Business

No items were raised for discussion.

13. Other Items

No items were raised for discussion.

14. By-Laws

A. By-Law 1-2024

Moved by Jim Morrison

Seconded by Mark McKenzie

THAT By-Law 1-2024 to Authorize the Extension of Agreement with the City of Windsor to Provide Recycling Collection Services in the County of Essex for the renewal period from January 1, 2024 until August 27, 2024.

**15-2024
Carried**

B. By-Law 2-2024

Moved by Mark McKenzie

Seconded by Fred Francis

THAT By-Law 1-2024, 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 6th day of February, 2024.

**16-2024
Carried**

15. Next Meeting Dates

Tuesday, March 5, 2024

Wednesday, April 10, 2024

Tuesday, May 7, 2024

Tuesday, June 4, 2024

Wednesday, July 10, 2024

Wednesday August 14, 2024 – Note: This meeting will start at 3:00PM

Wednesday, September 11, 2024

Wednesday, October 9, 2024

Tuesday, November 5, 2024

Tuesday, December 3, 2024

16. Adjournment

Moved by Gary McNamara

Seconded by Fred Francis

THAT the Board stand adjourned at 5:21PM.

**17-2024
Carried**

All of which is respectfully submitted.

Gary Kaschak
Chair

Michelle Bishop
General Manager



Essex-Windsor Solid Waste Authority Administrative Report

April 3, 2024

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

From: Michelle Bishop, General Manager
Catharine Copot-Nepszy, Manager of Waste Diversion

Meeting Date: Wednesday, April 10, 2024

Subject: RFP Result and Award for the Curbside Collection of Source Separated Organics for the Green Bin Program in the County of Essex

Purpose

The purpose of this report is to provide the Board the results of the Request for Proposal ("RFP") for the provision of curbside collection of source separated organics for the Green Bin Program in each of the seven Essex County municipalities beginning in 2025.

Further, that the Authority Board award the Request for Proposals RFP 2024-02-07 for the curbside collection of source separated organics for the Green Bin Program in the County of Essex to the preferred proponent Miller Waste Systems Inc.

Moreover, that the Authority Board authorize the Chair and General Manager to execute the Contract with Miller Waste Systems Inc. for the curbside collection of source separated in urban settlement areas for a seven (7) year period with the anticipated commencement date of fall 2025. Where, the Authority reserves the right to extend the contract for two additional one-year extensions of portions of a year subject to the following process: any such extension shall be under the same terms and conditions excluding price which will be mutually agreed upon.

Administration is also requesting that the Authority Board authorize the General Manager to attend the Essex County Council to request that the County resolution regarding the participation in the collection and processing of organic waste be expanded to include households in rural settlement areas in all County Municipalities, and that the General Manager report back to the Authority Board on the Essex County Council's resolution to expand the collection and processing of organic waste to include households in rural settlement areas.

Background

As previously reported to the Board, a number of resolutions related to solid waste management in the region were carried throughout 2022 at Authority Board meetings as well as at Essex County Council and City of Windsor Council meetings in order to comply with Ontario's Food and Organic Waste Policy Statement (the Policy).

More specifically, resolutions pertained to the implementation of a Regional Food and Organic Waste Management Plan.

In March 2022 the Authority was provided with the following resolution from Essex County Council:

And further that County Council advise EWSWA prior to March 31, 2022, that all Essex County municipalities will participate in a regional solution for the collection and processing of organic waste material from urban settlement areas, at a minimum, as part of the short-term processing contract commencing January 1, 2025 or immediately upon the expiration of a municipality's existing waste collection contract, whichever is later.

This meant that depending on the individual waste collection contract expiration dates, municipalities may have different program commencement dates.

Acting on those resolutions, on August 10, 2022, the Authority Board awarded the Request for Proposals (RFP) for the Provision of Processing of Source Separated Organic (SSO) Waste to Seacliff Energy Corp. for a five (5) year term commencing in 2025 with the option to renew for three (3) additional, one-year extensions.

The next step in the process was to issue procurement for the collection of source separated organics from each household.

While the resolution from the County of Essex stated that all Essex County municipalities would participate in a regional solution for the collection and processing of organic waste material from urban settlement areas, at a minimum,

in July 2023, the Authority Board and Essex County Council received a report from the Authority's consultant EXP. titled "Logistics and Transfer of Municipal Source Separated Organics: Review and Strategic Plan". The report provided the following recommendations:

Implementing an SSO collection program across the Essex-Windsor Region in both rural and urban areas would provide a number of additional benefits, including:

(a) Program consistency across service areas, which will reduce the likelihood of conflicting and confusing messaging;

(b) Reducing the complexity of program logistics when implementing the new SSO collection / EOW garbage collection, thereby minimizing organizational and planning-related risks;

(c) Allowing for a less complicated bidding process, which may encourage more accurate and competitive pricing through a less onerous tender process;

(d) Maintaining a consistent and equitable level of service to all participating municipalities and their residents;

(e) Reducing the potential for acrimony by residents that may feel they are not receiving an equitable level of service;

(f) Placing the County and its residents in an advanced state of readiness should the province implement its proposed provincial landfill ban on SSO in 2030; and

(g) Avoiding potential confusion and contractual changes that may arise if the rural areas are brought into the program at a later date in response to pressures imposed by the planned provincial SSO landfill ban.

Discussion

As a result of this direction, Authority Administration developed the RFP by conducting a review of other municipal Green Bin Program procurement documents awarded in the recent years. Through this process and in collaboration with the Authority's consultant Birett and Associates, it became clear that the Preferred Proponent needed to have the following:

- Extensive experience providing a residential curbside collection program to other Ontario municipalities that are similar in size and scope to this program. Preference would be given to proponents that collect source

separated organics over other waste types as servicing an organics program has its own unique challenges;

- Would need experience using automated collection equipment; and
- Solid experience starting up a new municipal organics program.

On February 7, 2024, the Authority released RFP 2024-02-07 under the Authority's Procurement Policy EW-008. Plan takers were required to submit their proposal by March 21, 2024 at 12:00 pm after extending the initial close date of March 14, 2024.

The RFP was published through the Bids and Tenders portal on the County of Essex website, the EWSWA website, MERX, Biddingo, and the Ontario Waste Management Association (OWMA). This process engaged plan takers to ask many questions and inquiries were received by the Authority during the process, where seven Addendums were issued through Bids and Tenders in response and in accordance with the RFP.

It shall be noted that there were seven plan takers of the RFP, where three plan takers participated in site visits which were not mandatory for this RFP. On March 21, 2024, two (2) bid packages were received in total. These two submissions were opened and reviewed through a sound procurement process that was outlined in the RFP. Submissions were initially reviewed for compliance and no compliance issues were found with the two submissions: Environmental 360 Solutions and Miller Waste Systems Inc.

The two submissions were subjected to the following RFP evaluation process which was outlined in the RFP. The evaluation process was conducted as follows:

RFP Evaluation Overview

The RFP Evaluation encompassed a multiple staged approach. In Stage 1: Compliance with Requirements, mandatory submission requirements such as a: Workplace Safety & Insurance Board (WSIB) Certificate, completed conflict of interest form, completed subcontractors form, copy of the Proponent's Ministry of Environment Waste Hauler's Certificate of Approval, Certificate of Insurance, and Agreement to Bond were reviewed.

If Stage 1 was satisfied, the Proponent proceeded to Stage 2, Satisfactory or Higher Commercial Vehicle Operator's Registration (CVOR) Rating. In Stage 2, the Proponent's current CVOR rating had to meet a minimally acceptable rating to receive a 'Pass' score and proceed to Stage 3, the Technical Evaluation.

In Stage 3, the Technical Proposal was reviewed and evaluated by a team comprised of the following:

Essex-Windsor Solid Waste Authority

- Manager, Waste Diversion
- Manager, Finance and Administration
- Project Lead, Waste Diversion

Corporation of the County of Essex

- Director of Financial Services/Treasurer

As defined by the RFP, Technical Proposals were given a score out of 70 points which was the maximum points that a Proposal could receive in Stage 3. Proponents achieving a Minimal Technical Score of 49 points (70%) out of 70 points proceeded to Stage 4, the Reference Evaluation.

Stage 4 is where evaluators reviewed references that were given by the Proponents during their submissions. In this evaluation component, the Proponent's proposal was given either a 'Pass' or 'Fail' score, where, a 'Pass' score in Stage 4, allowed the Proponent to proceed to Stage 5, the Financial Evaluation.

In Stage 5, the Proponent's Total Price of Contract was opened and evaluated. Here the Proponent with the lowest Total Price of Contract for the urban settlement bid received the highest possible score of 30 points toward their Financial Score. Then, the Total Price of Contract of each of the other Proponents was compared to the lowest Total Price of Contract to determine each score out of 30 points using the following formula:

$$\text{Proponent's Financial Score} = \frac{\text{Lowest of all prices submitted}}{\text{This Proposal's Price}} \times 30$$

For example, if a Proponent submitted a price that was twice as much as the lowest priced proposal, that Proponent would receive 15 points.

After Financial Scores were calculated for each Proponent's Proposal, the Combined Score for each Proposal was evaluated. The Combined Score is the sum of the Technical Score and the Financial Score which could at a maximum reach 100 points. The Technical Evaluation was weighted at 70%, while the Financial component was weighted at 30%. The Proponent with the highest Combined

Score was selected as the Preferred Proponent. The Preferred Proponent then proceeds to Stage 5, the Contract Phase, where they will enter into discussions with the Authority to finalize the terms of the Contract.

As indicated, both Proponent's submissions were deemed compliant in Stage 1 and received a satisfactory or higher CVOR rating in Stage 2. Their Technical Proposals were given to the evaluation committee to determine their final Technical Scores. The Technical Evaluation focused on the following aspects of each Proposal:

1. Company profile and experience
2. Operational detail
3. Start-up and process plan
4. Approach and methodology

On March 28, 2024, consensus was reached and both proponents were successful in achieving the Minimal Technical Score which allowed both proponents to proceed to Stage 4, the Reference Evaluation.

Some technical highlights that Miller Waste Systems Inc.'s proposal demonstrated were:

- High degree of experience (62 years in operation) in the residential curbside waste collection services industry that service Ontario municipalities through multi-year contracts that have been undertaken in the past ten (10) years.
- Showcased experience in source separated organics collection using automated-side load equipment, supporting 15+ municipal collection contracts in Ontario with many similarly sized and scope contracts to that of the Authority.
- An excellent start-up plan that included but was not limited to providing key milestones, critical path and timing of activities, and demonstrating superior understanding and knowledge regarding the launch of a new source separated organics program and the unique challenges the County municipalities face.
- Provided a robust approach and plans towards ensuring a smooth program operation in regards to routing methodology, communications protocols (internally, with the Authority, and customer service protocols) and quality control measures.
- Displayed superior capability to ensure effective and reliable results, through their contingency plans, experience, and policies (maintenance, recruitment, communication, quality assurance, etc.).

As both proponents were given a Pass score in Stage 4 Reference Evaluation, they proceeded to Stage 5, the Financial Evaluation. At this stage each proponent's bid

form was opened so that it could be later used to calculate their Combined Score. The highest Combined Score was obtained by Miller Waste Systems Inc. and therefore they were declared the "Preferred Proponent" per the terms of the RFP.

About Miller Waste Systems Inc.

Is one of the fastest growing Canadian Waste companies that was recognized as a Platinum member of Deloitte's "Best Managed Companies in Canada" for nine consecutive years. Miller Waste Systems Inc. is a family-owned business that was established in 1961. They are an Ontario-based leader in total resource management solutions, specifically Canadian organics and compost space.

Miller has a growing fleet of over 1,200 collection vehicles and more than 2,200 team members with branches across Ontario, Manitoba, New Brunswick and Nova Scotia. In Ontario, they employ 2,000 staff and operate 1,000 vehicles. They have 31 municipal contracts in Ontario and 18 of these are for source separated organics were long-term (6-10 years) contracts, similar to this Contract. Some comparable contracts that Miller Waste Systems Inc. has held are with the: City of Ottawa, County of Simcoe, Niagara region, Regional Municipality of Halton, and the Regional Municipality of Waterloo.

Miller is known to integrate into communities it serves by hiring local, supporting community projects, working with local partners and suppliers, and understanding the unique local needs.

The Regional Green Bin program will create new jobs in the Windsor-Essex community as the Preferred Proponent is anticipated to hire local staff which include curbside collection drivers, route supervisors, heavy equipment mechanic labourers and administrative staff over the life of the contract.

Financial Implications

As a result of those recommendations stated above, the Authority required the proponents to submit pricing for collection services in urban settlement areas only, rural settlement areas only and provisional services which include: the collection of multi-residential facilities and primary and secondary schools in both the urban and rural settlement areas in the County municipalities.

The RFP stated a seven (7) year term commencing in fall 2025 with the option to extend for two additional one-year extensions.

The recommended proponent, Miller Waste Systems Inc., submitted pricing as follows:

	Miller Waste Systems Inc. (Bid Price)	ESTIMATES PER RFP	
Service Type	Price per stop per year per service type	Estimated number of stops	Estimated Total Costs in Year 1
Urban Settlements Areas Only	\$105.04 per year (\$2.02 per week)	57,000	\$5,987,280.00
Rural Settlement Areas Only	\$171.60 per year (\$3.30 per week)	11,700	\$2,007,720.00
Multi-Residential Facilities – Urban Settlement Areas Only	\$105.04 per year (\$2.02 per week)	110	\$11,554.40
Multi-Residential Facilities – Rural Settlement Areas Only	\$171.60 per year (\$3.30 per week)	3	\$514.80
Primary and Secondary Schools – Urban Settlement Areas Only	\$105.04 per year (\$2.02 per week)	65	\$6,827.60
Primary and Secondary Schools – Rural Settlement Areas Only	\$171.60 per year (\$3.30 per week)	12	\$2,059.20

The RFP was structured to allow for any of the above collections to be added during the term of the contract provided a minimum of one year’s notice was provided to the contractor. This was particularly important in the event of any changes by a municipality to current residential garbage collection or new legislation enacted by the MECP. However, it was indicated by the Preferred Proponent that potentially a discount to the Authority could be negotiated if both

urban and rural settlement areas were awarded at the commencement of the contract. Administration has also identified that additional potential savings could be achieved by procuring collection carts for both urban and rural households at the same time.

The prices set out are subjected to an annual price adjustment based on a 90% annual change in the Consumer Price Index and a 10% change in the twelve-month average Windsor Diesel Prices published on the Ontario Ministry of Energy's website.

The final stop count will be provided to Miller Waste Systems Inc, (90) days prior to the commencement date and will be re-calculated as of January 1 in each year following the commencement date. The stop count is subjected to annual fluctuations. Factors that could contribute to the increase or decrease of the stop count are as follows: whether new building permits are issued, if residential units are demolished or become uninhabitable or by adjustments made to property assessment as published by the Municipal Property Assessment Corporation (MPAC) from time to time.

There are no direct or immediate financial implications associated with this report as it relates to the 2024 Operational Plan and Budget. Any financial implications arising from the implementation of the program will be communicated to the Board throughout the program rollout and will be presented for approval as part of the annual budget process in the appropriate year.

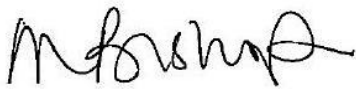
Recommendation

1. THAT the Authority Board award the Request for Proposals RFP 2024-02-07 for the curbside collection of source separated organics for the Green Bin Program in the County of Essex to the preferred proponent Miller Waste Systems Inc.
2. THAT the Authority Board authorize the Chair and General Manager to execute the Contract with Miller Waste Systems Inc. for the curbside collection of source separated in urban settlement areas for a seven (7) year period with the anticipated commencement date of fall 2025. Where, the Authority reserves the right to extend the contract for two additional one-year extensions of portions of a year subject to the following process: any such extension shall be under the same terms and conditions excluding price which will be mutually agreed upon.
3. THAT the Authority Board authorize the General Manager to attend Essex County Council to request that the County provide a resolution by May 31,

2024 regarding the collection and processing of organic waste for households in rural settlement areas in all County Municipalities, AND

4. THAT the General Manager report back to the Authority Board on the Essex County Council's resolution to expand the collection and processing of organic waste to include households in rural settlement areas.

Submitted By



Michelle Bishop, General Manager



Cathy Copot-Nepszy, Manager of Waste Diversion



Essex-Windsor Solid Waste Authority

Administrative Report

April 4, 2024

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

From: Michelle Bishop, General Manager
Catharine Copot-Nepszy, Manager of Waste Diversion

Meeting Date: Wednesday, April 10, 2024

Subject: Windsor SSO Transfer Station Preferred Option

Purpose

The purpose of this report is to provide the Authority Board with a summary of the work undertaken to identify a preferred option for a source separated organics (SSO) transfer station (TS-SSO) at the Authority's Windsor site, including the recommendations for such a facility contained in the report entitled "Source Separated Organics Transfer Station – Feasibility Study" prepared by Stantec Consulting Ltd. (Stantec).

Further, to request approval to engage Stantec Consulting Ltd. for engineering services for detailed design and approvals to construct a TS-SSO at the Authority's Windsor site.

Background

In September 2022, Administration engaged reputable waste industry consultants to assist Administration in determining potential options for its two Material Recovery Facilities (MRFs) once the Authority transitions to Extended Producer Responsibility (EPR) on August 28, 2024. The process concluded that a combination of leasing and repurposing the site may be the best solution for the Authority. This included the potential lease of one MRF to support the transition to EPR and ensure there is a receiving facility for residential blue box material, as well as, act as a potential receiving facility for material from non-eligible sources

and other programs (e.g., special events). Whereas, the other MRF could be repurposed into a TS-SSO to efficiently receive SSO from collector vehicles and consolidate these materials so that they can be transferred to a processing facility starting in 2025.

In December 2022, the Authority retained EXP Services Inc. (EXP.) to review existing waste management logistics and transfer infrastructure operated by the Authority and its member municipalities, and provide recommendations for the development of an SSO collection program and a potential regional garbage collection system.

At the March 2023 Board meeting, Authority Administration shared that after evaluating the possibility of leasing one or both MRFs for Blue Box Post-collection services to a service provider who would contract with a Producer Responsibility Organization (PRO), this could be a favourable direction for the Authority. This direction could generate revenue and may also help the region with a more seamless transition to EPR. Therefore, the Board approved the recommendation to allow Administration to proceed with the issuance of a Request for Proposal (RFP) for the lease of one or both of its MRFs. On April 6, 2023, the Authority issued an RFP (No.2023-0406) to pursue the potential lease of one or both MRFs after August 2024.

In July 2023, the Board received the final EXP. report, which recommended that the Authority develop TS-SSO 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, as opposed to direct hauling SSO off-site for processing. In addition, the report outlined two options for an SSO transfer station in Windsor; conversion of the Container MRF to a TS-SSO or construction of a new TS-SSO adjacent to the existing Transfer Station No.1. This report also noted that although not costed for in their study, based on a visual inspection of the site, the Fibre MRF could also potentially be retrofitted to a TS-SSO.

In summer of 2023 following the evaluation of RFP No. 2023-0406, the award of this RFP was not issued to the proponent as it was contingent on them securing a Post-collection services contract with a PRO that aligned with the Authority's Transition date (August 28, 2024). In the weeks following, Authority Administration followed up with Circular Materials (CM) who indicated they were experiencing delays in their procurement and anticipated having a response by the third week of September 2023. During the September 7, 2023 Board meeting, Authority Administration advised the Board that if there is an opportunity to generate revenue from leasing the MRFs, Administration would certainly like to explore the opportunity. However, in absence of a response from CM in a timely

manner, the Authority may need to proceed with a recommendation to the Board for a TS-SSO, as such Technical Staff Committee would be meeting to discuss opportunities to keep moving forward while awaiting a response from CM.

In September 2023, Authority and City of Windsor staff met on site in Windsor to review the TS-SSO options from the EXP. report in greater detail and determined that constructing a new TS-SSO adjacent to Transfer Station No.1 would not be technically or operationally feasible as it would require significant re-work to accommodate the congestion and mix of collection and transfer vehicles for both garbage and SSO, thus impacting existing infrastructure including stormwater management, hydro services, berm, and ditch. At this point, Administration from both the City of Windsor and the Authority did a site walk through and discussed the pros and cons of using the Container MRF as a TS-SSO, and identified that using the Container MRF would limit the opportunity to optimize the site in the future, such as expanding the Public Drop Off Depot (PDO), and would result in the Fibre MRF as a stranded asset. Further, as the Container MRF is much larger than the Fibre MRF, modifications would be required to dissect the facility that could otherwise be used in a way to better meet the Authority's future operational needs. As such, both parties agreed with the direction to investigate using the Fibre MRF as a TS-SSO in order to consider all options for the site in the near and long-term future.

In November 2023, Authority Administration issued a procurement document and engaged Stantec to evaluate the feasibility of using the Fibre MRF at the Authority's Windsor site to transfer SSO off-site for processing. The study included (i) review of background information; (ii) feasibility assessment of retrofitting the existing Fibre MRF to a TS-SSO; (iii) development of a conceptual design and drawings including conceptual operating procedure, TS-SSO layout, modification requirements, and implementation timeline; (iv) identification of TS-SSO permitting requirements or considerations; and (v) preliminary opinion of probable cost.

On February 6, 2024, the Authority received a letter from the City of Windsor with a notice of expanding the Transit Windsor's facilities in the near future, which may require a portion of the Authority's existing leaf and yard waste pad and advising the Authority to consider repurposing the Container MRF to assist with absorbing this Transit expansion into the current PDO Depot area of the site.

On April 1, 2024, the final report was received from Stantec including a recommendation for a new TS-SSO using the Fibre MRF and associated cost estimate.

Discussion

The following sections outline key findings and recommendations from Stantec’s report.

SSO Transfer Station Capacity

Early on in the report estimates of SSO to be received at the Windsor site are discussed (pages 4-9). Stantec conducted a jurisdictional scan of other municipal Green Bin Programs in Ontario and established average SSO generation rates per capita.

They observed that the more mature a Green Bin Program (i.e., how long the Green Bin Program has been operating), the more SSO is generated/captured. As shown in Table 1 below, the average SSO generation rates per capita were then used to estimate the capacity needed for the Windsor TS-SSO for a 20-year planning horizon (in accordance with engineering design best practices), highlighting key ranges along this timeframe.

Table 1. Annual SSO Tonnage Projection

Municipality	Annual SSO Tonnage Projection (tonnes per year)		
	Short-Range (2025)	Mid-Range (2032)	Long-Range (2044)
Windsor	4,803	11,889	12,973
Tecumseh	467	1,079	1,085
Lakeshore	875	2,284	2,632
Total (Rounded to Nearest 100)	6,200	15,300	16,700

As such, the recommended design capacity of the Windsor SSO transfer station is 16,700 tonnes per year.

Conceptual Designs and Recommendation

The following four conceptual designs were considered and are summarized below and details can be found in pages 10-22 of the report:

1. Option 1: Tipping Floor within the Fibre MRF
2. Option 2: Expansion of the Fibre MRF Tipping Floor
3. Option 3: Expand Footprint Within the Fibre MRF
4. Option 4: Remove Building Extension (Tipping Floor) and Modify Layout

Options 1 and 2 were assessed to determine the viability of using the existing Fibre MRF tip floor for a TS-SSO in order to potentially maintain the operation of the recycling equipment in the Fibre MRF during Blue Box Transition and possibly beyond as this direction has not been finalized at this time. Options 1 and 2 were deemed not feasible for several reasons including insufficient space to accommodate the SSO capacity needs, linear operations which are not considered best practice, and many constraints related to expanding the Fibre MRF.

Option 3 uses the existing building infrastructure and orientation, and converts the north half of the Fibre MRF to a TS-SSO. Option 4 requires modifications to the building and exterior (demolition of the north tip floor and expansion of the west bay). This option modifies the orientation to optimize traffic flow and aligns with best management practices. The options are illustrated in the conceptual design drawings shown in Appendix A of the report.

As outlined on pages 21 and 22 of the report, Option 4 is most aligned with best management practices for the TS-SSO's operations and provides several technical and operational advantages over Option 3 such as:

- The entry and exit points for the collection vehicles and transfer trailers are separated resulting in less interaction and overlap of vehicle routes, thereby reducing traffic congestion or issues.
- Elevation difference between the tipping floor and the loading bay floor, which would allow for more efficient and best practice methods to loading an open-top transfer trailer. Further, this would mitigate operational concerns regarding visibility for at-grade loading as seen in all other options, including the Container MRF scenario.
- A specialized piece of equipment for the loading process is not required in this option as a result of the best practice methods being used to load the trailer.
- Additional space for the collection vehicles to enter and dump the materials, resulting in safer operations, less risk of damage to infrastructure, and more operational flexibility and adaptability in the long-term.
- Additional staging space and separation between the receiving (tipping) area and shipping area may allow potential labour savings (e.g., less need to move delivered materials immediately into the trailer) when SSO volumes reach the estimated program high.
- Space is available for segregating unacceptable materials.

In addition, Option 4 supports the Authority's long-term needs for the site in the following ways:

- Provides a reliable long-term solution that prioritizes operational flexibility and capacity for transferring SSO materials for the Green Bin Program for years to come that would support program expansion (e.g., additional compostable materials, servicing customers beyond the residential Green Bin Program).
- Maintains the Container MRF and surrounding area for a potential future PDO expansion or other needs.
- This further supports long-term optimization of the site in maintaining commercial traffic to the west and residential traffic to the east of the site, resulting in a safer, less complex traffic mix which is often brought up as a concern by contractors working onsite. In turn, this would support a safer work experience for contractors and lend to a more user-friendly experience for all visitors of the PDO.
- Does not result in a stranded asset; if the Container MRF were used for a TS-SSO, the Fibre MRF would be isolated and have limited functionality going forward.
- Provides contingency capacity for garbage overflow in the event of downtime at Transfer Station No.1 or a natural disaster (e.g., flood).
- Provides redundancy and contingency capacity for SSO in the event of downtime at the processing facility or at another Authority TS-SSO (Essex).
- Leaves the Container MRF available to process non-eligible source blue box material, if needed.

As such, Option 4 has been identified as the preferred and recommended option for a TS-SSO at the Windsor site.

Consultation

The Stantec report has been shared with the Technical Staff Committee for consideration. In particular, City of Windsor's Manager, Environmental Services, and Waste Collection Contracts & Operations Administrator have been engaged throughout the study.

In February 2024, Authority Administration conducted site visits of SSO transfer stations in Halton Region, Region of Waterloo, and County of Northumberland to observe similar operations to those proposed for the Windsor site. Although each facility is unique and designed to meet the needs of the site and their Green Bin Program, the Authority observed similar design elements, environmental controls, and equipment used in the recommended Option 4 in the Stantec report. In addition, Authority Administration obtained valuable lessons learned from operational staff in the municipalities visited, which have been considered in the Stantec report and will be carried forward during detailed design.

Further, Authority Administration recently met with the current waste hauler on site to discuss the proposed options regarding traffic flow and order of operations. In addition, personnel experienced in the curbside collection of SSO were consulted. No concerns were identified with the proposed Option 4 and all parties, including Authority Administration and labourer staff who would be performing the work, agreed that Option 4 was superior from an operational standpoint. Specifically, all parties cite the below elevation loading, traffic separation, and substantial staging area as benefits that only Option 4 carries.

Lastly, in December 2023, Authority Administration met with representatives from the Ministry of the Environment, Conservation and Parks (MECP) to discuss the project and change in operations. During the meeting, MECP representatives advised the Authority that environmental controls would be required including conducting operations indoors within the TS-SSO, and implementing odour and leachate management systems and ensuring that water run-off from the TS-SSO must be contained within this new facility and have no external impacts. Authority Administration had a follow-up consultation meeting with the MECP on April 4, outcomes of the meeting are provided under Engineering Design, Studies, and Approvals.

Next Steps and Timeline

Upon approval from the Board, Authority Administration planned to issue an RFP to procure for engineering services for detailed design and approvals for the construction of the TS-SSO. Completion of the detailed design and Environmental Compliance Approval (ECA) application are time sensitive as the MECP currently estimates the approval process to take 12 months. In order to meet the Green Bin Program target launch in October 2025, the Authority had planned for the following timeline for implementation as outlined on Page 33 of the Stantec Report. Further discussion on the timelines are outlined below under Engineering Design, Studies, and Approvals.

Table 2. Windsor SSO Transfer Station Timeline for Implementation

Project Milestone	Timeline
Design Consultant Procurement	April 2024 – May 2024
Preparation of Detailed Design and Approval Application by Consultant	June 2024 – October 2024
City Review of Building Permit Application	October 2024 – January 2025
MECP Review of ECA Amendment Application	October 2024 – September 2025
TS-SSO Tender and Construction	January 2025 – August 2025

Project Milestone	Timeline
TS-SSO Commissioning and Operator Training	September 2025 – October 2025

Decommission Fibre MRF Equipment

Following approval from the Board, Authority Administration will issue procurement for decommissioning and sale of equipment for the Fibre and Container MRFs and will report back the results to the Board at a later date. The intent is for the decommissioning and sale of equipment work to take place following the Blue Box Transition on August 28, 2024 in order to meet the timeline for construction outlined above.

Financial Implications

Fibre MRF Retrofit Cost Estimate

Stantec’s report estimates Option 4 will cost approximately \$4.21M, including construction and engineering detailed in Table 3, and further in Appendix B, page 55 of the Stantec report.

Table 3. Windsor SSO Transfer Station Option 4 Cost Estimate

Description	Cost Estimate
Construction Cost	\$ 2,876,000
Contingency Allowance (30%)	\$ 863,000
Total Estimated Capital Investment	\$ 3,739,000
Engineering Design, Studies, and Approvals	\$ 471,000
Total Estimated Project Cost	\$ 4,210,000

Authority Administration has considered the impacts of this cost and completed due diligence reviews as detailed in the following sections to support the recommendation.

Container MRF Retrofit Cost Estimate

As part of EXP.’s final report in 2023, a cost estimate for converting the Container MRF to a TS-SSO was initially provided at approximately \$670,000.

It is important to note that EXP.’s cost estimate was prepared in early 2023 and prior to consultations with the MECP. Accordingly, Stantec was asked by Administration to prepare an opinion of probable cost review Technical Memo,

attached, of the initial Container MRF cost estimate and noted the following key factors as reasons for the discrepancy:

- A number of additional controls, work, and equipment were identified in Stantec's study and were not included in the EXP. cost estimate but should be factored in. The following lists and estimates the financial impact of these items:
 - Specialty Floor Coating or Sacrificial Floor Costing = \$ 300,000
 - Basic Climate Control, Air Handling Unit, and Accessories = \$ 100,000
 - Comprehensive Odour Control Unit = \$ 900,000
 - Leachate System (Trash Basket and Oil and Grit Separator) = \$ 80,000
 - Transfer Equipment (specialized front-end loader) = \$ 185,000
 - Total = \$ 1,565,000
- Contingency costs were not considered in the EXP. estimate. Stantec has recommended a 30% contingency allowance for this project.
- EXP.'s cost estimate included a basic allowance for engineering / architecture design work and contract fees. Based on the updated construction cost these values are expected to be greater, totalling \$200,000.

In consideration of the above, the estimated construction costs, contingency, and engineering for the Container MRF would be at a minimum \$3.1M. This minimum cost estimate to retrofit the Container MRF as compared to retrofitting the Fibre MRF results in a difference in price of \$1.1M (~36%). Stantec further notes the remaining difference in price may be due to other factors including the extent of building modifications, inflation rates, and general estimating variances, further closing the gap in price difference.

Phased Approach to Option 4

In addition, Authority Administration considered completing Option 4 in two phases to disperse the capital expenditure over several years. In consultation with Stantec, while technically feasible, completing Option 4 in two phases would result in higher costs in the long-term and is not preferable for reasons including, but not limited to:

- (1) Re-work of push walls between the first phase and second phase;
- (2) Purchase of specialized loading equipment needed in the first phase but not the second;
- (3) Cost escalation due to inflation and rising construction costs;
- (4) Higher contract costs due to separate projects (for example, contract administration or mobilization and demobilization costs); and

- (5) Inconvenience during construction of the second phase while maintaining operations of the TS-SSO.

Therefore, it is recommended to proceed with and complete Option 4 in one phase.

Engineering Design, Studies, and Approvals

Authority Administration met with the MECP on April 4, 2024 to provide an update on the project and to confirm requirements for an ECA amendment application in an effort to support and expedite the approvals review process. In attendance were representatives from the MECP approvals branch specializing in waste, air, noise, and wastewater, as well as staff from their local branch in Windsor. Authority Administration explained the proposed timelines for the project in order to meet the Green Bin Program launch date of October 2025.

The MECP waste approvals representative indicated concerns with the proposed timelines. However, committed to expediting the review of the Authority's application given the significance of this project with the understanding that the Authority must submit an application as soon as possible and no later than August 2024. The MECP representatives further advised of the need for additional studies to support the Authority's application for a waste, air, and sewage ECA.

If the Authority follows the RFP process noted above to procure for engineering services for detailed design and approvals to construct a TS-SSO at the Authority's Windsor site, assuming an award for the work in June 2024, this gives proponents less than 3 months to complete the work, which is not practicable given the extent of the work required and supporting studies needed for the application package. Unfortunately, due to delays and unknowns with respect to the Blue Box Transition and the ultimate use of the MRFs, the Authority could not have foreseen which MRF would have been the best option for a TS-SSO until now to make the best decision going forward.

In light of the above, Section 8 of the Authority's Procurement Policy allows for limited tendering or the direct purchase of goods and services and aligns with Canadian Free Trade Agreement that states that a procuring entity may use limited tendering in the following circumstances:

(c) 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

(ii) would cause significant inconvenience or substantial duplication of costs for the procuring entity;

(d) if strictly necessary for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering;

As such, Administration recommends to the Board to engage Stantec Consulting Ltd. for engineering services for detailed design and approvals to construct a TS-SSO at the Authority's Windsor site in order to avoid the duplication of work already completed by Stantec and the urgency to meet the timelines required by the MECP.

Financial Implications

Due to the outstanding items described in the background section of this report, Administration did not have sufficient information during the 2024 Operational Plan and Budget (Budget) development in September of 2023 to include figures other than those contained in the EXP. report. Additionally, at the time of the Budget preparation, the future requirements of the existing MRF processing equipment were unknown.

Therefore, the capital Budget included a figure of \$858,800 for the Windsor TS-SSO. The proposed funding for the project was a loan from the Authority's Equipment Replacement Reserve to be paid back over the useful life of the asset (estimated at 20 years).

In the absence of the need for Circular Materials to utilize the MRF processing equipment under contract to support the region's residential blue box program much of the existing processing equipment will no longer be required as of August 28, 2024. If the Authority requires some equipment to support the non-eligible source sector it will be significantly less than the current asset inventory.

As a result, the existing funds currently held in the Authority's Equipment Replacement Reserve for the replacement of these assets may not be required. The MRF processing equipment reserve balance as of December 31, 2023, was \$2,216,627.

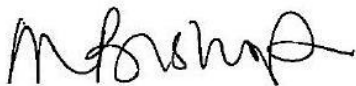
A final funding recommendation and request for approval will be provided at the time of contract award based on actual project costs. It is the intent of Administration to request from the Board the reallocation of those funds to partially fund this project with the balance being a loan as approved in the 2024 Budget and stated above.

Recommendation

THAT the Board APPROVE Administration’s recommendation to proceed with utilizing the Fibre MRF for the purpose of a TS-SSO for the new Green Bin Program in fall 2025.

Further, THAT the Board APPROVE Administration’s recommendation to engage Stantec Consulting Ltd. for engineering services for detailed design and approvals to construct a TS-SSO at the Authority’s Windsor site.

Submitted By



Michelle Bishop, General Manager



Cathy Copot-Nepszy, Manager of Waste Diversion

Attachments: Stantec Source Separated Transfer Station Feasibility Report
 Stantec Technical Memo – Opinion on Probable Cost



Essex-Windsor Solid Waste Authority

Administrative Report

April 3, 2024

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

From: Catharine Copot-Nepszy, Manager of Waste Diversion

Meeting Date: Wednesday, April 10, 2024

Subject: Promotion & Education (P&E) Plan-Blue Box Transition to Producers

Purpose

The purpose of this report is to provide the Authority Board with an update on the Promotion and Education (P&E) Program Plan- Blue Box Transition to Producers that Administration developed to prepare Essex-Windsor for a smooth Transition to Producers on August 28, 2024.

Background

Due to Ontario Regulation 391/21 (O.Reg 391/21) passed in June 2021, the Essex catchment (Catchment #27), which includes both the City of Windsor and the County of Essex, will start its Transition to EPR on August 28, 2024. Like all other municipalities in Ontario, Transition will end on December 31, 2025, where full Extended Producer Responsibility (EPR) will begin January 1, 2026.

O.Reg 391/21 published provincial changes that will impact programs and services currently provided by the Authority to Eligible Sources (ES) such as residential recycling collection, seasonal dwellings, specified public spaces, retirement and long-term care homes, public and private schools, etc. It will also impact the region's Non-eligible Sources (NES) as now defined in O.Reg 391/21. Per these new regulations, NES include services to special events recycling, Industrial, Commercial and Institutional (IC&I) recycling, places of worship, weekend

campgrounds, commercial properties along residential routes, public facing areas of municipal buildings or facilities (e.g. libraries, arenas), not-for-profit organizations, etc. Once Transition begins, Producers are obligated to continue to service Eligible Sources, but they are not obligated to service Non-eligible Source (NES). Further, once full EPR begins and if a Producer chooses to service both sources, they can not mix collected blue box materials for both sources. Additionally, there are changes to the materials accepted and/or currently collected at the curb under the current recycling program in Essex-Windsor.

While there is information that the Authority requires from Circular Materials, the Producer Responsibility Organization who is leading the common collection system in Ontario on behalf of Producers, many details won't be shared by Circular Materials until almost a month ahead of the Transition Date. This has been an ongoing challenge across Ontario municipalities with planning proactive communications for their Transition, even though Circular Materials has noted to municipalities including Essex-Windsor that they do not require any P&E from them (including the Authority) in advance of the Transition date as they will take care of this once Transition begins. In spite of this challenge and direction from Circular Materials, the Authority's approach will be to inform Essex-Windsor residents and customers in advance of the Transition with the information available to them as *knowledge is power!*

To prepare for a smooth Transition, Authority Administration has been working over the past several months to finalize a P&E Plan-Blue Box Transition to Producers. This comprehensive plan will help prepare current users of the Blue Box program in advance of Transition. This approach was taken by other municipalities in Ontario and has supported their jurisdictions favourably to Transition. As the Authority now has clearer direction on what Transition will mean to its constituents, Administration feels that it is timely to share this plan with the members of the Board.

Discussion

The purpose of developing this plan was to outline the objectives, strategies and tactics for communicating changes to its users on the Authority's recycling programs and services resulting from the Transition of Blue Box recycling collection responsibilities from the Authority to Producers.

Once the situational analysis was complete by the Authority, Administration was able to develop an overall communications approach. It was established that:

- All communication to its users was clear and transparent and pertinent to each source- Eligible Sources (ES) and Non-eligible Sources (NES).
- Present this communication in a logical, regular manner to Authority Board members and the municipalities that it services.
- Inform everyone of the Authority's role in Transition.
- Shares information on Transition and the benefits of moving to Producers.
- Reaffirm that Transition will have little to no impact on its resident's bi-weekly curbside collection.

Key objectives were then finalized to:

- Inform both sources, Eligible Sources (ES) and Non-Eligible Sources (NES), about changes to recycling services and programs to avoid confusion.
- Update Special Event Recycling programming information if changes are made to this program.
- Provide information to Board members and municipalities on changes and impacts to its programs, services and staff.

Key audiences were also defined through this process and included all parties that are currently receiving blue box program servicing, education, resources, and inventory from the Authority. At this point, as communication needs for ES and NES were different at various points in the plan, it was decided to create separate plans for these sources.

Next steps in developing this P&E Plan was arriving at key messaging for each of the sources: ES and NES. Administration identified messaging that will need to be communicated to both sources through a mass campaign tailored to each source as needed. Some key messages that will be pushed out include the following below, especially as the County of Essex will receive a new collection contractor:

- There is no 'regular' collection time. Collection can occur from 6am to 6pm on your regularly scheduled day, therefore it's important to have materials set-out by 6am.
- Five materials are not obligated for Producers to collect after August 27th, 2024: hardcover and softcover books, empty paint cans, empty spray paint cans, and used motor oil. Tips on how to divert these materials will be given.
- Size right your cardboard.
- Essex-Windsor will remain a two-stream, blue and red box recycling program during Transition.

There was some messaging that was identified as being unique to each source. For example, NES messaging may be different as:

- Collection service to NES is not obligated by the Producers under O.Reg 391/21.
- Collection schedule and frequency may change or cease.
- Customer service information may be different than ES.
- Replacement boxes may come from a different provider.
- New NES are not permitted under this program as compared to ES.
- Acceptable materials in the NES program may be different than ES.

As a result of key messages that were outlined for each source, objectives to support these messages were established. Specifically, common to both was the importance to stay up-to-date on collection changes by either remaining subscribed to the Recycle Coach App or getting signed up, as Circular Materials will use this App to communicate changes during Transition.

To ensure that all objectives were met for both sources, the following four Tactics were created by Administration:

Tactic 1: Transition-Prep Tactic (Starts in April)

A "Public Notice" campaign with messaging reiterating good recycling practices, as well as introducing the five materials that will no longer be accepted/collected in the recycling program as of August 28th. This Tactic will target the region as it is a mass campaign, so it will reach all sources. This will be rolled out to Board members, staff, as well as municipal partners through the Municipal Working Group. Reach is planned through: Authority socials/e-newsletter/website, print resources at events like Earth Day, Envirotips mail-out (173,500 households), etc.

Tactic 2: Pre-Transition Tactic (July-September)

A "Public Notice" campaign will inform users more about the 'Transition to Producers' portion and that Circular Materials will be administering the recycling program as of August 28th and beyond. The goal of this Tactic is to connect users to Circular Materials direct so they can get quick service for program issues (e.g., missed collection) and questions (e.g., where does a new homeowner get a blue box). This Tactic will target Eligible Sources and potentially NES if they continue to be included in the Blue Box program during Transition. Similar parties noted above in Tactic 1 will receive communication about this campaign. Some methods that will be used to reach affected users: collection calendar (mailed 1st quarter), Earth Day, Media Release, Transition Fact Sheet, Authority socials/website, E-newsletter, Envirotips, etc.

Tactic 3: NES Registration Tactic (April-May)

The Authority will launch a NES Mandatory Registration campaign for Transition which will focus on confirming and getting information on current participants of the NES program so that efficient communication can be had between the Authority and NES on any service changes as a result of Transition. It also aids the Authority in finalizing a collection list to Circular Material's contractor as this is a requirement and can not be adjusted (e.g., addition of addresses) once finalized in an agreement. Specific tactics will be deployed in order to reach this source effectively.

Tactic 4: NES Pre-Transition Tactic (June-September)

Once NES registration is complete, the list will be verified by the Authority and communication will be issued to the NES list on their Transition program. This will be done through a specific NES listserv, Authority socials/website/etc., as well as other communication strategies. Authority Board members, staff, municipal partners, etc., will also receive communication.

In the Appendices of this report, you will find various communication notices that have been designed to communicate key messaging as outlined by Administration and meet objectives identified in the P&E Plan.

It is Administration's experience that early communication ahead of change, yields favourable compliance and support from its constituents. This was witnessed first-hand by the Authority in 2020 when a comprehensive P&E Plan was created and implemented five months ahead of the 'No Plastic Bag' Ban that was enforced by the Authority's collectors to reduce contamination in the Blue Box program. Over 90% compliancy was reached a month into the ban as a result of all the upfront P&E that was communicated to all sectors that were affected by the ban.

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- Blue Box Transition to Producers was included in the 2024 Operational Plan and Budget.

Recommendation

THAT the Board receive this report as information.

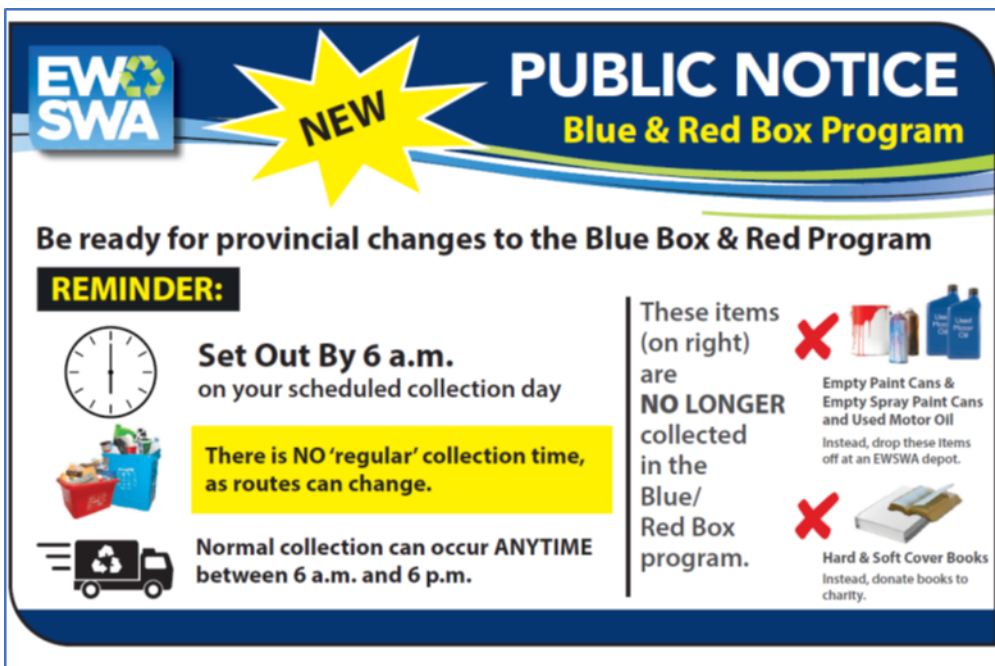
Submitted By



Catharine Copot-Nepszy, Manager of Waste Diversion

Below are some draft examples of messaging that will be promoted through this P&E Plan to current users of the Blue/Red Box program.

Figure 1. Public Notice resource (front and back) that highlights Blue/Red Box program changes and reminders.



The graphic is a public notice for the Blue & Red Box Program. It features the EWSWA logo in the top left corner. A yellow starburst with the word "NEW" is positioned next to the logo. The main title "PUBLIC NOTICE" is in large white letters, with "Blue & Red Box Program" in yellow below it. The central message reads "Be ready for provincial changes to the Blue Box & Red Program". Under the heading "REMINDER:", there are three key points: 1) "Set Out By 6 a.m. on your scheduled collection day" accompanied by a clock icon. 2) "There is NO 'regular' collection time, as routes can change." highlighted in a yellow box. 3) "Normal collection can occur ANYTIME between 6 a.m. and 6 p.m." with a recycling truck icon. On the right side, a vertical line separates the general reminders from specific items that are no longer collected. The text states "These items (on right) are NO LONGER collected in the Blue/Red Box program." Two categories are listed with red 'X' marks: "Empty Paint Cans & Empty Spray Paint Cans and Used Motor Oil" (with icons of paint cans and a motor oil can) and "Hard & Soft Cover Books" (with an icon of books). For the paint cans, it says "Instead, drop these Items off at an EWSWA depot." For the books, it says "Instead, donate books to charity."

Keep In Touch / Stay Informed

The EWSWA will be advising residents of all upcoming changes via our social media channels.

Connect With Us:

 @ewswa
 ewswarecycles
 EWSWAorg

 **recycle coach**

Your collection schedule at your fingertips!
 Free download at the App Store and Google Play.



IMPORTANT ANNOUNCEMENT

As of August 28th, 2024 - Essex County municipalities and the City of Windsor's recycling programs will be managed by Circular Materials (CM). CM will be the administrator of the common collection system in Ontario as municipalities like the Essex-Windsor Solid Waste Authority (EWSWA) are longer required by O. Reg 391/21 to administer and pay for this program.

 **Four Steps For Continued Collection**

1. Set out by 6 a.m. on your collection day
2. Keep Blue and Red Box Items separate
3. Size cardboard no larger than 30" x 30"
4. Put out acceptable program materials



**RESIDENTIAL
Blue & Red Box Program**

Starting August 28, 2024

If you:

- have collection issues
- have recycling questions
- need to request a new bin

Please contact CM:

Phone:
1-877-667-2626
Email:
**customerservice@
circularmaterials.ca**

ESSEX-WINDSOR SOLID WASTE AUTHORITY / www.ewswa.org / ask@ewswa.org / 1-800-563-3377

Figure 2. Public Notice social media ad/resource that highlights hard and softcover book program changes in the Blue/Red Box program.



PUBLIC NOTICE

Upcoming changes to Red Box Recycling

NEW



The provincial government has made changes to the recycling program.

Hard and soft cover books are **NO LONGER** accepted in the recycling program. Instead, donate books to charity.




Hard & Soft Cover Books

 @ewswa

 ewswarecycles

 EWSWAorg

Connect with us on our socials for up-to-date news!

ESSEX-WINDSOR SOLID WASTE AUTHORITY / WWW.EWSWA.ORG

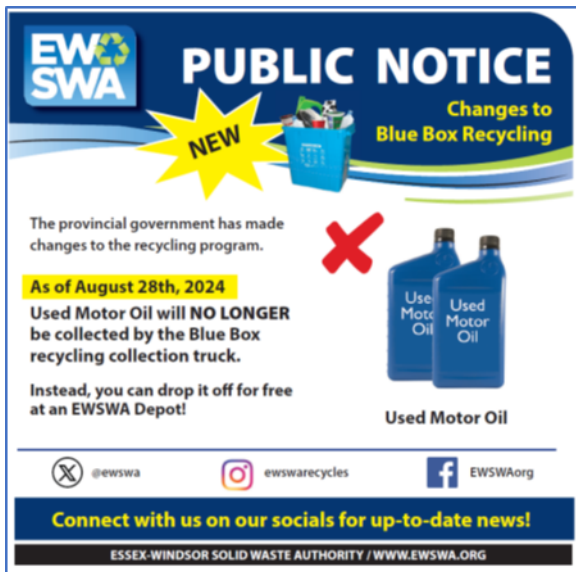
Figure 3. Public Notice social media ad/resource that highlights paint cans and spray paint program changes in the Blue/Red Box program.



Figure 4. Public Notice social media ad/resource that highlights set-out time will continue to occur between 6am and 6pm for the Blue/Red Box program.



Figure 5. Public Notice social media ad/resource that highlights motor oil curbside collection changes in the Blue/Red Box program.



Attachment: Promotion & Education Plan – Blue/Red Box Program Transition to Producers



Promotion & Education Plan - Blue/Red Box Program Transition to Producers

A. Purpose

The purpose of this plan is to outline the objectives, strategies and tactics for communicating changes to current program users/stakeholders of the Authority's recycling programs and services resulting from the Transition of the Blue/Red Box recycling collection responsibilities from the Authority to Producers. Note, that the Producers have engaged Circular Materials to manage the common collection system for the Blue/Red Box program in Ontario on their behalf.

B. Situation Analysis

On June 3, 2021, the Ontario Government released a new Blue/Red Box regulation under the Resource Recovery and Circular Economy Act to make Producers of products and packaging fully responsible for the cost and operation of the Blue/Red Box program. Under this Regulation, the Authority's date of Transition out of Blue/Red Box responsibilities was proclaimed as August 28, 2024.

These provincial changes impact several related programs and services provided by the Authority including residential recycling collection (eligible sources), special events recycling, Industrial, Commercial and Institutional (IC&I) recycling, public spaces recycling, and recycling at its drop-off depots. Through this Regulation change (Ontario Regulation 391/21- O.Reg.391/21) Producers are obligated to continue to provide service to Eligible Sources, but they are **not** obligated to service Non-eligible Sources (NES), which are defined below. In addition, there are changes to the materials accepted and/or currently collected at the curbside under the current recycling program in Essex-Windsor.

Table 1. Eligible and Non-Eligible Sources as defined by O. Reg. 391/21

Eligible Sources (ES)	Non-eligible Sources (NES)
<ul style="list-style-type: none"> • single family homes, • seasonal dwellings, • multi-unit residential buildings, • public and private schools, • specified retirement and long-term care homes, • specified public spaces 	<ul style="list-style-type: none"> • industrial or commercial properties, • BIAs • commercial farms • places of worship • weekend campgrounds • commercial properties along residential routes, • public facing areas of municipal buildings or facilities (e.g. libraries, arenas) • not-for-profit organizations.

While there is information that the Authority still requires Circular Materials to provide, many details won't be shared by Circular Materials until the Authority nears its Transition Date. This has been an ongoing challenge across Ontario municipalities with planning proactive communications for their Transition. In spite of this challenge, the Authority will work to inform Essex-Windsor residents and customers of the Transition using the information available to them.

C. Overall Communications Approach

- Create a clear and logical plan to communicate to all users of the Authority's Blue/Red Box program of the upcoming Transition.
- Be clear and transparent about changes and impacts to households, businesses, and others who are currently serviced by the Blue/Red Box program.
- Provide the Authority Board and municipalities with regular communication on the region's Transition to Producers.
- Provide information about the Transition that demonstrates the Authority's role in the process (i.e., complying with Provincial regulation).
- Inform about the benefits of the Transition to minimize negative perceptions.
- Inform that Transition will have little to no impact on resident's regular, bi-weekly curbside collection.

D. Overall Communications Objectives

1. Inform households (single family homes and multi-residential units) about changes to recycling services and programs to avoid confusion. This will also provide limited disruption to customer service as customer service contacts will change with Transition. Program changes such as: where to obtain or purchase recycling containers and what materials are accepted in the Blue/Red Box as a result of the Transition to Producers will need to be communicated.
2. Inform IC&I property owners about changes to recycling services and programs (*objective to be refined based on whether the Authority continues this service*).
3. Update Special Event Recycling programming information if changes are made (based on whether the Authority continues this service).
4. Provide detailed information to Authority Board members, and local municipalities on changes and impacts to Authority programs, services and staff.

E. Key Audiences

- Households/landlords receiving curbside recycling collection from the Authority
- Multi-Residential tenants, buildings, and landlords/property managers
- IC&I properties receiving curbside recycling collection from the Authority
- Mixed Use property owners and tenants
- Designated Business Areas (BIA's)
- Municipalities
- Event planners
- Students /schools
- Home Hardware locations in Essex-Windsor that sell Blue/Red Box merchandise

To provide a clear and robust communication strategy, the Authority has broken it into two groups: Eligible Sources (ES) and Non-eligible Sources (NES) as at times approaches to prepare these groups for Transition will be unique to each source.

F. Approach-Eligible Sources (ES)

I. Key Messaging

1. Beginning August 28, 2024, the Authority will Transition responsibility for the Blue and Red Box residential recycling collection to Circular Materials in accordance with the Province of Ontario's new Regulation, O. Reg. 391/21.
2. Under this Blue/Red Box Regulation, the province has removed responsibilities from the municipalities to administer the recycling program. Therefore, Circular Materials will administer Blue/Red Box recycling collection services and associated P&E in order to meet provincial targets. Producers will be responsible for the processing and marketing of these materials and the Authority and all other municipalities in Ontario are no longer responsible to administer any part of the Blue/Red Box program as the responsibility shifts to Producers.
3. The Blue/Red Box Transition will result in changes to recycling programs and services (removal of some recycling materials).
4. The Authority will continue to be responsible for the Essex-Windsor Regional Landfill, Windsor Drop Off Depot, Transfer Station #2 (Kingsville), and the Regional Recycling Depot (Essex).
5. The Authority will continue to provide residential recycling depot collection on behalf of Circular Materials during the Transition period of January 1, 2024 to December 31, 2025 (*pending Board approval and subject to confirmation of compensation from Circular Materials on whether or not the Authority will enter into an agreement with Circular Materials*).
6. The Authority will continue Special Events Recycling services for 2024 and 2025 (pending Board approval).
7. Under the new O. Reg 391/21, materials such as soft and hardcover books are not considered obligated materials for the Producer to collect in the Blue/Red Box program at Transition. While these items have not been promoted in the Authority's program since 2020, they have been collected in the past as end markets allowed for this material to be collected.
8. Paint Cans and Spray Paint Cans are no longer obligated materials for the Producer to collect in the Blue/Red Box

- program. The Authority did promote these items to be included in its program as end markets were available.
9. The new customer service number to call for recycling collection questions is to be determined by Circular Materials*.
 10. The new process/place to obtain recycling boxes for replacement and new homeowners is to be determined Circular Materials*.
 11. Residential curbside collection occurs on the existing scheduled day during Transition. It is important to remind residents that there is no set time for collection at their household and that they must continue to have materials set out by 6am to ensure they receive collection.
 12. The complementary collection of motor oil alongside Blue/Red Box recycling will cease as of Transition as this service is not the responsibility of the Producers. Instead, residents will be reminded that the EWSWA now has three Depots that they can drop these materials off free of charge.

* Will be updated when information is confirmed by Circular Materials

II. Communications Strategies, Objectives and Tactics:

To successfully navigate/execute a seamless Transition to Producers in Essex-Windsor, the Authority will undertake a multi-faceted public campaign employing various media (both print and digital) to communicate simple and effective messaging to Eligible Sources.

Objective 1:

Remind Blue/Red Box program users about the basic set-out requirements to ensure recycling collection services are not interrupted during Transition. Program reminders on set-out time, acceptable materials, separation of materials (i.e., two-stream), and breakdown of cardboard to proper sizing requirements need to continue to be communicated.

Objective 2:

To introduce the non-obligated materials (hard and soft cover books, paint, spray pan cans, motor oil) that will no longer be accepted in the curbside recycling program as of Transition - August 28, 2024. Connect

users to EWSWA Depots and other community programs for proper recycling/disposal strategies.

Objective 3:

Inform households (including multi-residential) about the Transition of the Blue/Red Box program to the Producers and that this may minimally impact their recycling services and programs. To avoid confusion and provide limited disruption to their customer services, new customer service contacts for recycling issues, as well as, who to contact to obtain recycling containers as of August 28, 2024 should be given.

Objective 4:

Circular Materials has indicated that a pilot program featuring an “Oops-Sticker” notification will be introduced and Essex-Windsor will be included in this initiative. The Authority will provide support for this initiative if Circular Materials offers information to the Authority ahead of Transition, as it will be a new program for the City of Windsor (e.g., currently using door hangers). County residents are already familiar with the “Oops Sticker” as a non-compliance notification, however, this program will have a new design and may offer different messaging.

Objective 5:

Inform users to stay connected and be on the cusp of collection schedules during Transition, by subscribing to Recycle Coach as Circular Materials will be using this tool to communicate any changes.

G. Approach-Non-Eligible Sources (NES)

I. Key Messaging:

1. Under this Blue/Red Box regulation (O. Reg. 321/21), the Producer is not obligated to service the majority of the IC&I sector which are considered Non-eligible Sources (NES).
2. The Blue/Red Box Transition will result in changes to recycling programs (acceptable materials) and services (potential level of service or removal of service).
3. Blue/Red Box program service changes (e.g., elimination of curbside service, frequency of service, or no change) specific to NES (if any exist) are to be communicated once confirmed and approved by the Authority Board.

4. The Authority continues to be responsible for the Essex-Windsor Regional Landfill, Windsor Drop Off Depot, Transfer Station #2 (Kingsville), and the Regional Recycling Depot (Essex).
5. The Authority will continue to provide residential recycling depot collection during the Transition period of January 1, 2024 to December 31, 2025 (pending Board approval and subject to confirmation of compensation from Circular Materials).
6. Acceptable Materials list changes for NES if these are different/same as ES (pending Board approval).
7. Customer service information for NES for recycling collection questions to be determined (need to confirm if GFL or Authority) if service is approved.
8. The new process/place to obtain recycling boxes for replacement and new homeowners is to be determined by Circular Materials or the Authority*.

* Will be updated when information is confirmed

II. Communications Strategies, Objectives and Tactics:

To successfully navigate/execute a seamless Transition to Producers in Essex-Windsor, the Authority will undertake a multi-faceted public outreach and education campaign employing various media (both print and digital) to communicate simple and effective messaging to Non-Eligible Sources (NES).

Objective 1:

Remind NES about the basic requirements to ensure recycling collection services are not interrupted during Transition through reminders on: set-out time, acceptable materials, separation of materials (i.e., two-stream), and breakdown of cardboard to proper sizing requirements (if the servicing of NES is approved by the Board).

Objective 2:

Introduce the non-obligated materials (hard and soft cover books, paint, spray pan cans, motor oil) that will no longer be accepted in the curbside recycling program as of Transition - August 28, 2024. Connect

them to EWSWA Depots and other community programs for free drop off.

Objective 3:

Inform households (including multi-res) about changes to recycling services and programs to avoid confusion. Provide customer service information as this will change with Transition to help customers get issues and questions resolved quickly.

Objective 4:

Circular Materials has indicated that a pilot program featuring an “Oops-Sticker” notification will be introduced and Essex-Windsor will be included in the residential curbside collection program. The Authority will provide support for this initiative where Circular Materials offers information to the Authority to promote this change to NES, as it will be a new program for the City of Windsor. The County are already familiar with the “Oops Sticker” approach as a non-compliance notification, however there may be slight changes to the existing design and content.

Objective 5:

Stay connected and on the cusp of collection schedules during Transition, by subscribing to Recycle Coach as Circular Materials will be using this tool to communicate any changes (where this is applicable to NES).

H. Tactics

The following four tactics were developed in order to meet the objectives outlined above and get key messaging to Eligible Sources/ Non-eligible Sources. The methods and audiences highlighted have been successfully executed before for the No Plastic Bags Ban.

Tactic 1: Transition-Prep Tactic (Starts in April)

A “Public Notice” campaign with messaging reiterating good recycling practices, as well as introducing the five materials that will no longer be accepted/collected in the recycling program as of August 28th. This Tactic will target the region as it is a mass campaign, so it will reach all sources. Tactics will include:

- Identification to Authority Board members
- Notice to staff and the Authority's Municipal partners (e.g., Municipal Working Group)
- Social Media Campaign
- E-newsletter
- Earth Day
- Print Flyers for distribution at local events and for others to access digitally
- Provide displays and information at Earth Day 2024
- Website alert as well as information on the campaign
- Enviro Tips Newsletter (print, circ. 173,500) in late July-early August
- COE / TV's / County Connect and City internal communications where feasible

Tactic 2: Pre-Transition Tactic (July-September)

A "Public Notice" campaign will inform users more about the 'Transition to Producers' portion and that Circular Materials will be administering the recycling program as of August 28th and beyond. The goal of this Tactic is to connect users to Circular Materials direct so they can get quick service for program issues (e.g., missed collection) and questions (e.g., where does a new homeowner get a blue box). This Tactic will target Eligible Sources and potentially NES if they continue to be included in the Blue Box program during Transition. Tactics include:

- Identification to Authority Board members
- Notice to staff and the Authority's Municipal partners (e.g., Municipal Working Group)
- Collection Calendar Feature (August)
- Provide displays and information at Earth Day 2024
- Enviro Tips in late July-early August
- Media Release
- Transition to Producers Fact Sheet
- Municipal mailouts (if available)
- E-newsletter
- Social Media Campaign
- Website alert w/ information on the Transition to Producers and link on the website direct to Circular Materials (where feasible)

- City and EWSWA customer service hotlines informed and equipped (hot button set-up at EWSWA) to connect residents immediately to Circular Materials to resolve issues immediately.
- Radio
- Print Flyers for distribution at local events and for others to access digitally
- COE / TV's / County Connect and City internal communications where feasible

Tactic 3: NES Registration Tactic (April-May)

The Authority will launch a NES Mandatory Registration campaign for Transition which will focus on confirming and getting information on current participants of the NES program so that efficient communication can be had between the Authority and NES on any service changes as a result of Transition. It also aids the Authority in finalizing a collection list to Circular Material's contractor as this is a requirement and can not be adjusted (e.g., addition of addresses) once finalized in an agreement. Specific tactics will be deployed in order to reach this source effectively such as:

- Identification to Authority Board members
- Notice to staff and the Authority's Municipal partners (e.g., Municipal Working Group)
- Issue of a sticker to NES during collection to communicate website registration
- Media Release
- Provide displays and information at Earth Day 2024E-newsletter
- Print Flyers for distribution at local events and for others to access digitally
- Social Media Campaign
- Website alert as well as information on why registration is needed and link to registration form
- Radio
- Enviro Tips in late July-early August
- COE / TV's / County Connect and City internal communications where feasible

Tactic 4: NES Pre-Transition Tactic (*pending Board approval*)

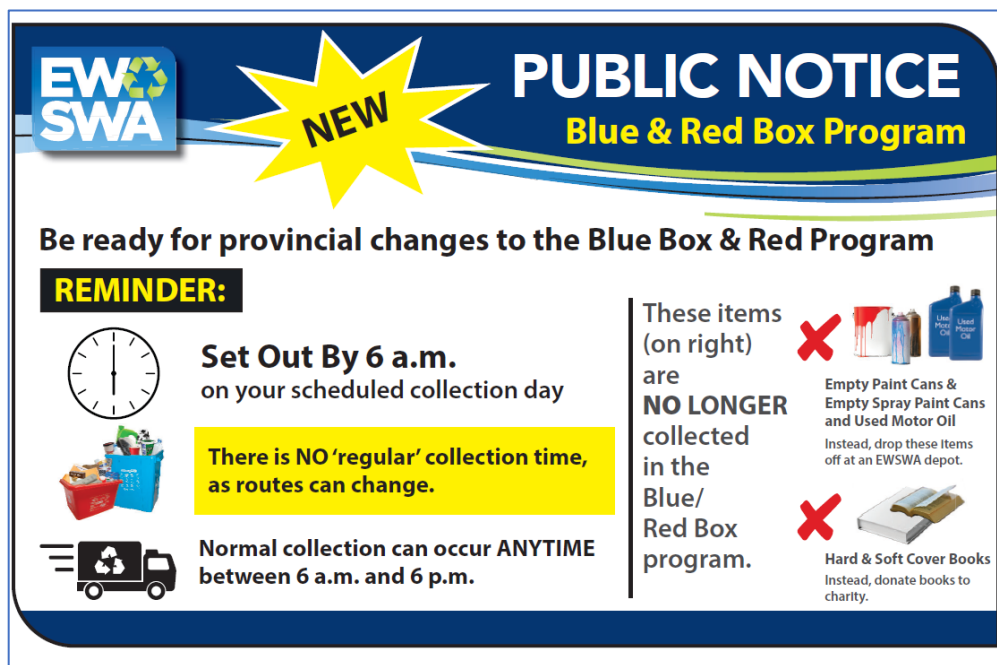
Once NES registration is complete, the list will be verified by the Authority and communication will be issued to the NES list on their Transition program as well as communications such as:

- Identification to Authority Board members
- Notice to staff and the Authority’s Municipal partners (e.g., Municipal Working Group)
- Email/mail-out to NES list using NES registration information.
- E-newsletter to NES list
- Print Flyers for distribution at local events and for others to access digitally
- Social Media Campaign
- Website alert for NES list- notifying them of email/letter and to contact us if they don’t receive it by x-date
- Enviro Tips in late July-early August
- COE / TV’s / County Connect and City internal communications where feasible

I. Draft Designs- Resources and Ads

Below are some draft examples of messaging that will be promoted through this P&E Plan to current users/stakeholders of the Blue/Red Box program.

Figure 1. Public Notice resource (front and back) that highlights Blue/Red Box program changes and reminders.



Keep In Touch / Stay Informed

The EWSWA will be advising residents of all upcoming changes via our social media channels.

Connect With Us:

 @ewswa

 ewswarecycles

 EWSWAorg

 **recycle coach**

Your collection schedule at your fingertips!
Free download at the App Store and Google Play.



IMPORTANT ANNOUNCEMENT

As of August 28th, 2024 - Essex County municipalities and the City of Windsor's recycling programs will be managed by Circular Materials (CM). CM will be the administrator of the common collection system in Ontario as municipalities like the Essex-Windsor Solid Waste Authority (EWSWA) are longer required by O. Reg 391/21 to administer and pay for this program.

 **Four Steps For Continued Collection**

1. Set out by 6 a.m. on your collection day
2. Keep Blue and Red Box Items separate
3. Size cardboard no larger than 30" x 30"
4. Put out acceptable program materials



RESIDENTIAL Blue & Red Box Program

Starting August 28, 2024

If you:

- have collection issues
- have recycling questions
- need to request a new bin


Please contact CM:

Phone: **1-877-667-2626**

Email: **customerservice@circularmaterials.ca**

ESSEX-WINDSOR SOLID WASTE AUTHORITY / www.ewswa.org / ask@ewswa.org / 1-800-563-3377


Figure 2. Public Notice social media ad/resource that highlights hard and softcover book program changes in the Blue/Red Box program.




PUBLIC NOTICE

Upcoming changes to Red Box Recycling

NEW








Hard & Soft Cover Books

The provincial government has made changes to the recycling program.

Hard and soft cover books are **NO LONGER** accepted in the recycling program. Instead, donate books to charity.

 @ewswa

 ewswarecycles

 EWSWAorg

Connect with us on our socials for up-to-date news!

ESSEX-WINDSOR SOLID WASTE AUTHORITY / WWW.EWSWA.ORG

Figure 3. Public Notice social media ad/resource that highlights paint cans and spray paint program changes in the Blue/Red Box program.



Figure 4. Public Notice social media ad/resource that highlights set-out time will continue to occur between 6am and 6pm for the Blue/Red Box program.

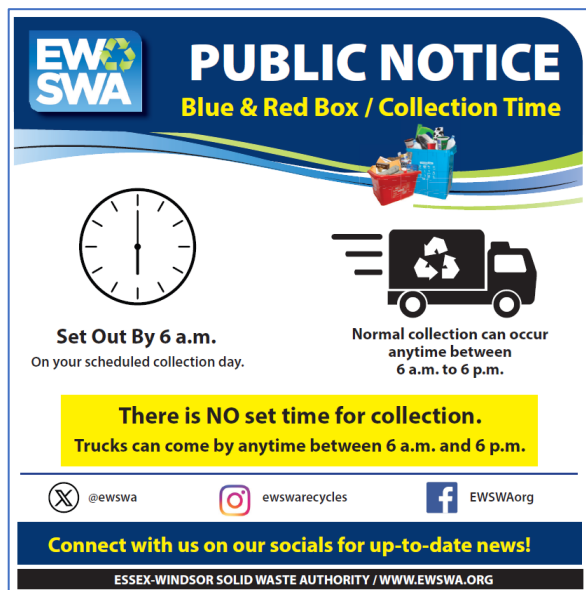


Figure 5. Public Notice social media ad/resource that highlights motor oil curbside collection changes in the Blue/Red Box program.





Essex-Windsor Solid Waste Authority Administrative Report

March 26, 2024

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

From: Michelle Bishop, General Manager

Meeting Date: Wednesday, April 10, 2024

Subject: Contract with Triple M Metal LP. to Supply Auto Shredder Residue for Daily Cover at the Essex-Windsor Regional Landfill June 1, 2024 to May 31, 2029

Purpose

The purpose of this report is to recommend that the Board approve an agreement between the Authority and Triple M Metal LP. (TMM) for TMM to provide the Authority with Auto Shredder Residue (ASR) for a five (5) year period commencing June 1, 2024 to May 31, 2029. TMM would pay the Authority \$10/tonne for a minimum of 50,000 tonnes per year to a maximum of 90,000 tonnes.

Background

Landfills require the use of a material to cover the refuse at the end of each day to control odour, vermin, and blowing litter and to form a firm base upon which heavy equipment can operate. Types of cover material include soil/clay, tarps and auto shredder residue which is a material generated after an automobile has had all recyclable material removed and is then shredded. The auto shredder residue that is used for landfill daily cover consists of glass, fiber, rubber, plastics and dirt. The Authority has been making use of ASR at the Regional Landfill for many years.

The Authority was previously engaged with Ridge Limited Partnership (Ridge) to receive material from TMM for the period June 1, 2016 to May 31, 2019 for the provision of ASR. A new agreement with Ridge was executed for the period June 1, 2019 to May 31, 2021, and renewed via an extension agreement for the period June 1, 2021 to May 31, 2024. Under the terms of the agreement Ridge was

required to deliver a minimum of 40,000 metric tonnes of material in each year of the agreement.

Discussion

The Authority is able to charge a fee to those companies who are required to manage ASR. The Authority is therefore able to derive a benefit from the use of the material in its landfill operations while at the same time earning revenue. Further, Condition 5.36 of the Environmental Compliance Approval for the Regional Landfill permits the use of such material for use as daily cover.

This proposed five (5) year agreement is a new put-or-pay agreement directly with TMM, the company that recycles and shreds the material.

A division of Giampaolo Group Inc., TMM has nearly 50 years of servicing the scrap metal recycling industry with a wide range of processing capabilities. The division uses various recycling processing techniques to support sustainability by processing more than four million tons of metallic scrap material across North America and warrants them to keep environmental, social, and corporate governance at their core.

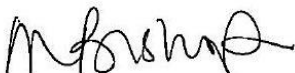
Financial Implications

The agreement with TMM will generate the Authority revenue of a minimum of \$500,000 per year. The Authority's 2024 Operational Plan and Budget includes \$320,000 of revenue based on historical tonnages and pricing. Further, all trucking and delivery costs would be the responsibility of TMM.

Recommendation

THAT the Board approve an agreement between the EWSWA and Triple M Metal LP. (TMM) for the provision of Auto Shredder Residue for a five (5) year period commencing June 1, 2024 to May 31, 2029, at a price of \$10.00 per metric tonne for a minimum of 50,000 tonnes per year to a maximum of 90,000 tonnes per year. Further, the Chair and General Manager be authorized to sign said agreement.

Submitted By



Michelle Bishop, General Manager

Essex-Windsor Solid Waste Authority

By-Law Number 3-2024

Being a By-Law to Authorize the Execution of an Agreement with Miller Waste Systems Inc. for the Curbside Collection of Source Separated Organics for the Green Bin Program in the County of Essex in Urban Settlement Areas for a seven (7) year period with the anticipated commencement date of fall 2025, with the option to extend the Contract for two (2) additional, one-year extensions or portions of a year, any such extension shall be under the same terms and conditions excluding price which will be mutually agreed upon

Whereas the Essex-Windsor Solid Waste Authority has approved entering into an Agreement with Miller Waste Systems Inc.

Now Therefore the Essex-Windsor Solid Waste Authority enacts as follows:

1. THAT EWSWA hereby approves a contract with Miller Waste Systems Inc. upon and subject to the terms, covenants and conditions contained in the Agreement.

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

ESSEX-WINDSOR SOLID WASTE AUTHORITY

Gary Kaschak
EWSWA Board Chair

Michelle Bishop
General Manager

**Read a First, Second and Third Time, Enacted and Passed
this 10th Day of April, 2024.**

Essex-Windsor Solid Waste Authority

By-Law Number 4-2024

Being a By-Law to Authorize the Execution of an Agreement between the Essex-Windsor Solid Waste Authority and Triple M Metal LP for the Disposal of Auto Shredder Residue at the Essex-Windsor Regional Landfill

Whereas the Essex-Windsor Solid Waste Authority has approved entering into an Agreement with Triple M Metal LP, for the Disposal of Auto Shredder Residue at a price of \$10.00 per metric tonne for a minimum of 50,000 tonnes per year to a maximum of 90,000 tonnes per year at the Essex-Windsor Regional Landfill for each 12-month period of the term of the Agreement.

Now Therefore the Essex-Windsor Solid Waste Authority enacts as follows:

1. THAT EWSWA hereby approves a contract with Triple M Metal LP upon and subject to the terms, covenants and conditions contained in the Agreement.
2. THAT the term of this Agreement shall be for a period commencing on the 1st day of June, 2024 and expiring on the 31st day of May, 2029;

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

ESSEX-WINDSOR SOLID WASTE AUTHORITY

Gary Kaschak
EWSWA Board Chair

Michelle Bishop
General Manager

**Read a First, Second and Third Time, Enacted and Passed
this 10th Day of April, 2024.**

Essex-Windsor Solid Waste Authority

By-Law Number 5-2024

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.

ESSEX-WINDSOR SOLID WASTE AUTHORITY

EWSWA Board Chair

**Michelle Bishop
General Manager**

**Read a First, Second and Third Time, Enacted and Passed This
10th Day of April, 2024**