



## **Administrative Report**

### **Office of the General Manager**

### **Essex-Windsor Solid Waste Authority**

**To:** Warden Gary McNamara and Members of County Council

**From:** Michelle Bishop, CGA, CPA  
General Manager, Essex-Windsor Solid Waste Authority

Steffan Brisebois, CPA  
Manager, Finance & Administration EWSWA

**Date:** **December 15, 2021**

**Subject:** **Essex-Windsor Solid Waste Authority 2022 Budget**

### **Process and Purpose**

#### **EWSWA Budget Approval Process**

---

Section 5(d) of the 1994 Agreement between the City of Windsor and County of Essex that created the Essex-Windsor Solid Waste Authority states: "The Authority shall report to a regularly scheduled meeting of each of the City and County Councils by the end of each year...and shall submit an operational plan and budget as referred to herein and shall ask for approval from each of the City and County Councils."

#### **Purpose**

---

Therefore, the purpose of this report is to request approval from the County of Essex for:

The **Authority's 2022 budget which includes a 4.1% increase** to what was assessed to Windsor and the 7 County municipalities for 2021 totaling \$536,140.

**The 2022 increase represents \$289,890 for the City of Windsor,** which is in addition to the \$7,038,880 that was budgeted to be assessed to Windsor for 2021. Further, for 2022, the City of Windsor is forecasted to be assessed an additional \$88,000 related to the estimated increase in the amount of refuse delivered for disposal from 55,800 tonnes budgeted in 2021 to 58,000 tonnes estimated for 2022.

**The 2022 increase represents \$246,250 for County of Essex municipalities,** which is in addition to the \$6,037,720 that was budgeted to be assessed to those municipalities for 2021. Further, for 2022, the 7 County municipalities are forecasted to be assessed an additional \$110,000 related to the estimated increase in the amount of refuse delivered for disposal from 50,600 tonnes budgeted in 2021 to 53,350 tonnes estimated for 2022.

Additional tonnage forecasts are estimates and may not be realized in 2022.

## **Background**

On November 2, 2021 the Board of the Essex-Windsor Solid Waste Authority met to deliberate the Authority's 2022 budget. After discussion, the budget was approved.

## **Budget Guidance**

---

In order to guide the EWSWA Board as it deliberated the 2022 draft Budget document, the Board considered a February 2018 recommendation from the CAOs of the City of Windsor and the County of Essex. The recommendation stemmed from a report prepared by the CAOs which served to assist in resolving the matter of the approval of the 2017 and 2018 EWSWA budgets.

The recommendation, as contained within the report, was as follows:

***THAT the Board acknowledge the built-in budget pressures due to increasing debenture payments and other non-discretionary costs and commit to working towards a sustainable, balanced budget over the next ten years while maintaining appropriate reserve funds and avoiding significant spikes in tipping fees.***

With 2018 being Year 1 of the 10-year period this means that the objective is to attain a balanced budget by the time of the preparation of the 2027 budget.

## Administrative Report

Page 3 of 12

December 1, 2021

2022 EWSWA Budget

---

The same recommendation was presented both to County Council in February 2018 and Windsor Council in March 2018 as part of their consideration and approval of the Authority's 2018 budget.

### **15 Year Budget Forecast (attached to this report)**

---

As part of the annual budget preparation process, **a 15-year forecast is prepared. A copy of the forecast is attached to this report.** This forecast shows that in order to have a balanced budget by 2027 and replenish the Rate Stabilization Reserve, the amount assessed annually by the Authority to the City of Windsor and the 7 County municipalities will need to increase 4.1% for each year to and including 2026 with a reduced increase being projected for 2027 as the budget is being projected as being balanced for that year.

The outcome of these annual increases of 4.1% for each year is that the Authority's budget will be balanced without the requirement for a contribution from the Rate Stabilization Reserve.

#### **Prior and projected increases:**

2017	0%
2018	2.0% (Year 1 of the Balanced Budget Objective)
2019	4.1% (Year 2 of the Balanced Budget Objective)
2020	4.1% (Year 3 of the Balanced Budget Objective)
2021	4.1% (Year 4 of the Balanced Budget Objective)
2022-26	4.1% (For each of those 5 years)
2027	1.75% (2027 being Year 10 of the Balanced Budget Objective)

### **EWSWA Approved Budget Recommendations**

---

The following are the full 2022 budget recommendations approved by the EWSWA Board at its November 2, 2021 meeting.

1. Approve the 2022 **Expenditure and Revenue budget estimate figures** excluding the municipal Total Waste Management Fee (Tip Fee) and the municipal Fixed Cost Assessment.
2. Increase the **Total Waste Management Fee** by \$1.00 per tonne to \$40.00/tonne from \$39.00/tonne. This is the fee assessed to municipalities for each tonne of refuse delivered for disposal. This results in **\$106,400** based on the 2021 municipal tonnage level **plus an additional \$198,000** due to an increase in municipal tonnes from 106,400 in 2021 to 111,350 in 2022.

## Administrative Report

Page 4 of 12

December 1, 2021

2022 EWSWA Budget

---

3. Increase the **fixed cost assessment** to Windsor and the 7 County municipalities based on the following chart. Fixed costs are assessed based on population per the 2016 census.

Municipality	2021 Budgeted Fixed Cost Assessment	2022 Budgeted Fixed Cost Assessment	Year Over Year Increase
<b>Windsor</b>	\$4,862,678	\$5,096,764	\$234,086
<b>Amherstburg</b>	\$491,131	\$514,773	\$23,643
<b>Essex</b>	\$457,345	\$479,362	\$22,016
<b>Kingsville</b>	\$482,533	\$505,762	\$23,229
<b>Lakeshore</b>	\$819,693	\$859,153	\$39,459
<b>Lasalle</b>	\$675,708	\$708,236	\$32,528
<b>Leamington</b>	\$617,832	\$647,574	\$29,742
<b>Tecumseh</b>	\$520,080	\$545,116	\$25,036
<b>Total County</b>	\$4,064,322	\$4,259,976	\$195,650
<b>Total</b>	\$8,927,000	\$9,356,740	<b>\$429,740</b>

(The sum of \$106,400 from Recommendation 2 and \$429,740 from Recommendation 3 equates to \$536,140. This represents a 4.1% increase to the 2022 budgeted total municipal assessment of \$13,612,740.)

4. Approve the **Fee Schedule** (see attached).
5. That any resultant surplus from 2021 operations be contributed to, or funded by, the Rate Stabilization Reserve.
6. That any resultant surplus/(deficit) from 2022 operations be contributed to, or funded by, the Rate Stabilization Reserve.

## Population and Tonnage

---

The following table shows the population and tonnage figures that are used to allocate and assess charges to the County municipalities and the City of Windsor in regard to the Fixed Cost Allocation and the Total Waste Management Fee (tipping fee).

Municipality	Population (2016 Census)	Tonnes 2022	Tonnes 2021
Windsor	210,891	58,000	55,800
County	177,720	53,350	50,600

**Administrative Report**

Page 5 of 12

December 1, 2021

2022 EWSWA Budget

<b>Municipality</b>	<b>Population (2016 Census)</b>	<b>Tonnes 2022</b>	<b>Tonnes 2021</b>
Total	388,611	111,350	106,400

\*\* Note – Updated 2021 census figures are scheduled to be published in Feb. 2022. A reconciling adjustment will be made at that time.

**Discussion**

Attached to this report are expenditure and revenue schedules showing 2022 budget figures as well as 2021 budget and projection figures. A summary table is presented as follows:

**Summary (Excluding Perpetual Care for Landfills 2 and 3)**

	<b>2021 Budget</b>	<b>2021 Projection</b>	<b>2022 Budget</b>	<b>2022 vs 2021</b>
<b><u>EXPENDITURES</u></b>				
Operating Expenditures	\$29,228,320	\$29,344,450	\$31,330,910	
Capital out of Current	\$95,000	\$71,710	\$22,300	
<b>Total Expenditures</b>	<b>\$29,323,320</b>	<b>\$29,416,160</b>	<b>\$31,353,210</b>	
<b><u>REVENUE - Non-Municipal</u></b>				
ICI Tip Fees; Recycling Sales; Blue Box Funding; Other	(\$13,664,150)	(\$17,769,710)	(\$16,355,170)	
<b>Amount Required from Municipalities</b>	<b>\$15,659,170</b>	<b>\$11,646,450</b>	<b>\$14,998,040</b>	
<b><u>REVENUE - From Municipalities</u></b>				
Fixed Cost Allocation Admin+Compensation +Debenture)	(\$8,927,000)	(\$8,927,000)	(\$9,356,740)	
Total Waste Mgt Fee - 2021 106,400 Tonnes as Base:				
(2021 - 106,400 @ \$39) (2022 - 106,400 @ \$40)	(\$4,149,600)	(\$4,366,350)	(\$4,256,000)	4.10%
<b>Sub-Total - Revenue from Municipalities</b>	<b>(\$13,076,600)</b>	<b>(\$13,293,350)</b>	<b>(\$13,612,740)</b>	
Increase in Muni. Tonnes 2022 vs 2021 if realized:				
(2021 - 106,400) (2022 - 111,350) = 4,950 Tonnes @ \$40	\$0	\$0	(\$198,000)	
<b>Total Revenue from Municipalities</b>	<b>(\$13,076,600)</b>	<b>(\$13,293,350)</b>	<b>(\$13,810,740)</b>	

**Administrative Report**

Page 6 of 12

December 1, 2021

2022 EWSWA Budget

	<b>2021 Budget</b>	<b>2021 Projection</b>	<b>2022 Budget</b>	<b>2022 vs 2021</b>
<b>Surplus (Deficit)</b>	<b>(\$2,582,570)</b>	<b>\$1,646,900</b>	<b>(\$1,187,300)</b>	

In order to balance the 2022 budget a (\$1,187,300) contribution from the Authority's Rate Stabilization Reserve will be required. This reserve is used to smooth out any large increases to the municipal Total Waste Management Fee.

**2021 Budgeted Deficit vs. 2021 Projected Deficit - \$4,229,470 Favourable**


---

The \$4,229,470 favourable variance between the 2021 budgeted deficit of (\$2,582,570) and the 2021 projected surplus of \$1,646,900 is attributed to:

Revenue	Recycling - Recycling Material Sales	\$3,277,950
Revenue	Recycling - Stewardship Ontario Blue Box Funding	\$535,250
Revenue	Landfill Tipping Fees - IC&I Landfilled Material	\$218,590
Revenue	Landfill Tipping Fees - Municipally Delivered Waste	\$216,750
Revenue	Misc. - Increased Revenue Various Programs	\$73,770
<b>Revenue</b>	<b>Favourable Variance</b>	<b>\$4,322,310</b>
<b>Expenditure</b>	<b>Misc. Programs- Unfavourable Variance</b>	<b>(\$92,840)</b>
<b>Variance</b>	<b>Budget vs Projection – Favourable</b>	<b>\$4,229,470</b>

**2021 Budgeted Deficit vs. 2022 Budgeted Deficit - \$1,395,270 Favourable**


---

The \$1,395,270 favourable variance between the 2021 budgeted deficit of (\$2,582,570) and the 2022 budgeted deficit of (\$1,187,300) is attributed to:

Revenue	Recycling - Recycling Material Sales	\$1,902,500
Revenue	Municipalities - 4.10% Increase & Increase in Tonnes	\$734,140

**Administrative Report**

Page 7 of 12

December 1, 2021

2022 EWSWA Budget

---

Revenue	Recycling - Stewardship Ontario Blue Box Funding	\$535,250
Revenue	Landfill Tipping Fees - IC&I Landfilled Material	\$278,120
Revenue	Misc. - Decreased Revenue Various Programs	(\$24,850)
<b>Revenue</b>	<b>Favourable Variance</b>	<b>\$3,425,160</b>

**Administrative Report**

Page 8 of 12

December 1, 2021

2022 EWSWA Budget

Expenditure	Waste Hauling Contract – Transfer St. #1 & Public Drop Off	(\$1,064,500)
Expenditure	Regional Landfill - Landfill Deventure	(\$196,730)
Expenditure	Administration - Insurance Premiums	(\$140,000)
Expenditure	Regional Landfill - Leachate Hauling and Treatment	(\$113,700)
Expenditure	Misc. - Other Expenditures Various Programs	(\$163,040)
Expenditure	Recycling - City & County Blue Box Collection Annual Adj.	(\$142,820)
Expenditure	Regional Landfill – Fuel	(\$82,000)
Expenditure	Regional Landfill - Compensation - Town of Essex	(\$76,100)
Expenditure	Recycling - Processing of Recyclables Annual Adj.	(\$51,000)
<b>Expenditure</b>	<b>Unfavourable Variance</b>	<b>(\$2,029,890)</b>
<b>Variance</b>	<b>2021 Budget vs 2022 Budget - Favourable</b>	<b>\$1,395,270</b>

**2022 Budgeted Total Fees Assessed to Municipalities**

The following table shows the total fees to be assessed to each of the municipalities:

	<b>2022 Fixed Cost Assessment</b> (Based on population)	<b>2022 Tip Fees</b> (Based on waste delivered for disposal)	<b>2022 Total</b>
<b>WINDSOR</b>	<b>\$5,096,764</b>	<b>\$2,320,000</b>	<b>\$7,416,764</b>
AMHERSTBURG	\$514,773	\$294,000	\$808,773
ESSEX	\$479,362	\$248,000	\$727,362
KINGSVILLE	\$505,762	\$236,000	\$741,762
LAKE SHORE	\$859,153	\$476,000	\$1,335,153
LASALLE	\$708,236	\$352,000	\$1,060,236
LEAMINGTON	\$647,574	\$280,000	\$927,574
TECUMSEH	\$545,116	\$248,000	\$793,116



## Administrative Report

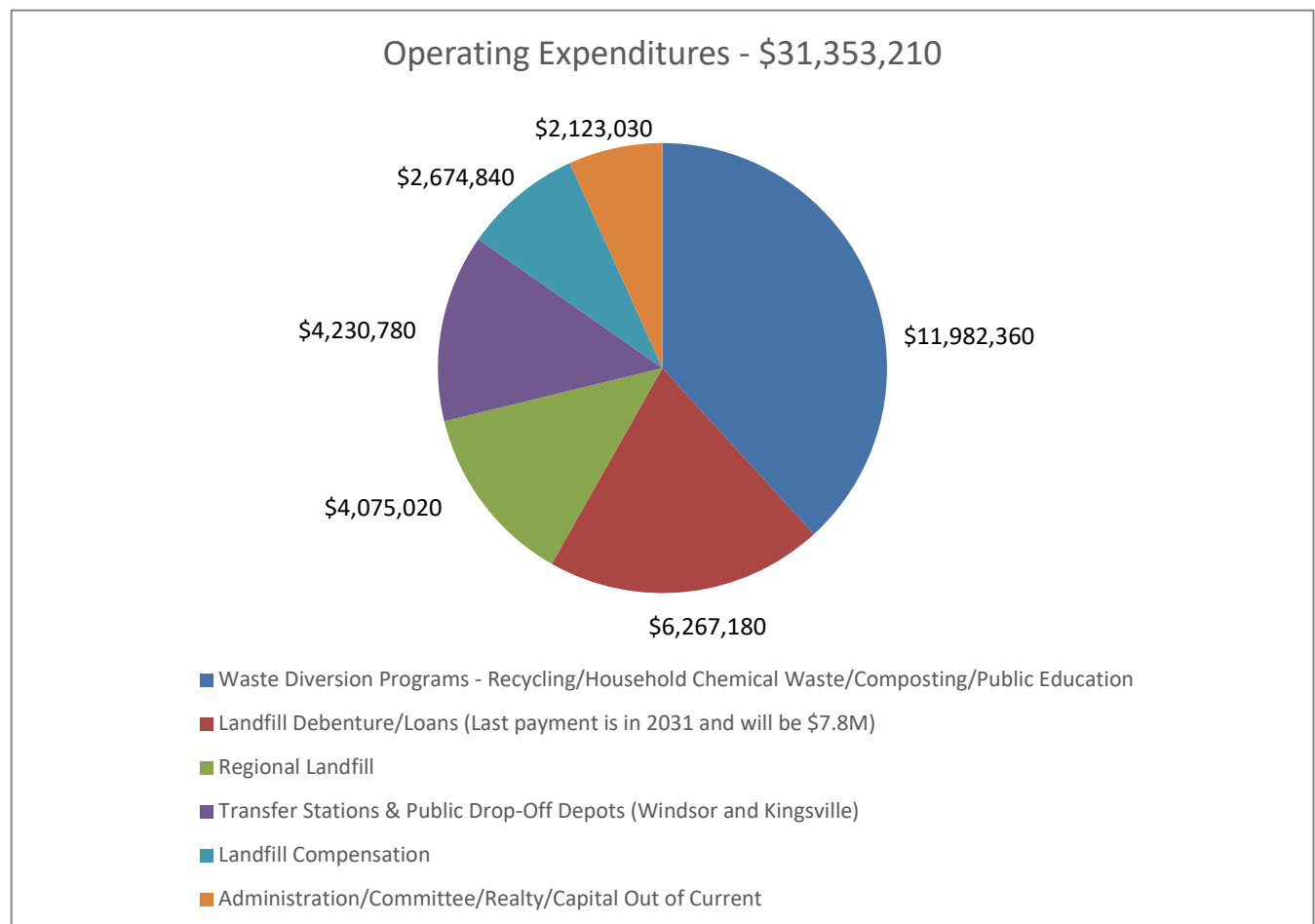
Page 9 of 12

December 1, 2021

2022 EWSWA Budget

	<b>2022 Fixed Cost Assessment</b> (Based on population)	<b>2022 Tip Fees</b> (Based on waste delivered for disposal)	<b>2022 Total</b>
<b>TOTAL COUNTY</b>	<b>\$4,259,976</b>	<b>\$2,134,000</b>	<b>\$6,393,976</b>
<b>TOTAL WINDSOR AND COUNTY</b>	<b>\$9,356,740</b>	<b>\$4,454,000</b>	<b>\$13,810,740</b>

## Budget Summary by Program



## Administrative Report

Page 10 of 12

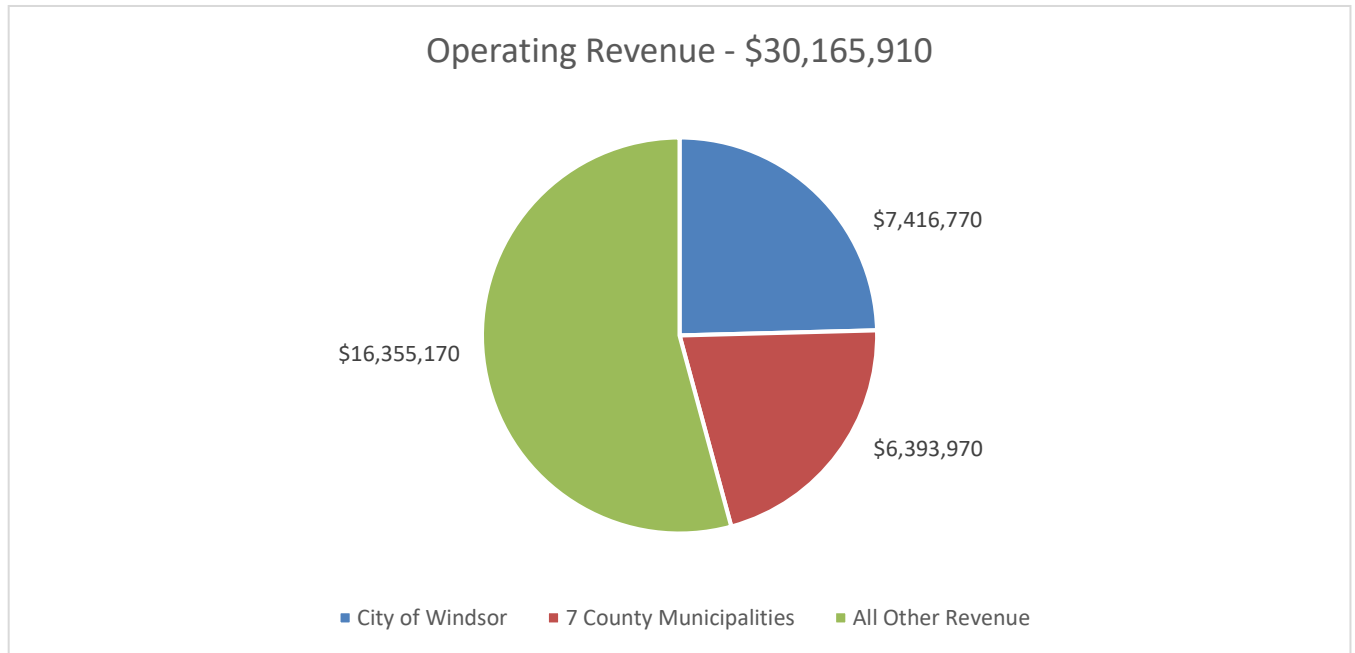
December 1, 2021

2022 EWSWA Budget

---

### Budget Revenue by Source

---



**Perpetual Care Assessments to closed Landfill #3 and closed Landfill #2 Municipalities**

In addition to the assessment amounts shown in the table on the previous pages the following table shows the assessment amounts applicable only to Landfill #3 and Landfill #2 municipalities.

**Perpetual Care - Closed Landfill #3**

<b>Municipality</b>	<b>Share of Perpetual Care Expenditure</b>	<b>2022 Municipal Assessment</b>	<b>2021 Municipal Assessment</b>	<b>Year Over Year Increased Assessment</b>
<b>Windsor</b>	91.84%	\$619,948	\$594,829	\$25,119
<b>Lakeshore</b>	4.76%	\$39,422	\$38,821	\$601
<b>Tecumseh</b>	3.40%	\$28,160	\$27,730	\$430
<b>Total</b>	100.00%	\$687,530	\$661,380	\$26,150

**Perpetual Care - Closed Landfill #2**

<b>Municipality</b>	<b>Share of Perpetual Care Expenditure</b>	<b>2022 Municipal Assessment</b>	<b>2021 Municipal Assessment</b>	<b>Year Over Year Increase Assessment</b>
<b>Leamington</b>	74.90%	\$168,622	\$149,852	\$18,770
<b>Kingsville</b>	25.10%	\$56,508	\$50,218	\$6,290
<b>Total</b>	100.00%	\$225,130	\$200,070	\$25,060

**Recommendation**

1. **THAT** the Council of the County of Essex approve the 2022 Essex-Windsor Solid Waste Authority budget and a 4.1% increase to the 2021 total municipal assessment of \$13,612,740 based on a fixed cost allocation calculated on population and a Total Waste Management Fee of \$40.00 per tonne fee for refuse delivered for disposal. The total assessment to County of Essex municipalities and to the City of Windsor is to also include the increase in municipal tonnage from 2021 to 2022 being an additional 4,950 tonnes representing \$198,000. The overall 2022 assessment to Windsor and the County municipalities will be \$13,810,740.

**Administrative Report**

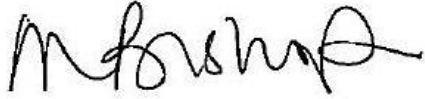
Page 12 of 12

December 1, 2021

2022 EWSWA Budget

---

Respectfully Submitted



Michelle Bishop  
General Manager



Steffan Brisebois  
Manager, Finance & Administration

**Attachments**

- Operating Budget Summary Table
- Revenue Summary Table
- Schedule of Fees
- 15 Year Budget Forecast

**2022 EWSWA Budget**  
**Operating Budget Summary Table (Including Perpetual Care)**

Printed On 2021-10-26, 1:26 PM

Operating Expenditures	2021 Budget \$	2021 Projection \$	2022 Budget \$
Committee Expenses	12,400	4,750	13,000
Administration	2,010,140	2,096,210	2,061,020
<b>Total - Administration &amp; Committee</b>	<b>2,022,540</b>	<b>2,100,960</b>	<b>2,074,020</b>
Realty	26,700	20,400	26,710
<b>Total - Realty</b>	<b>26,700</b>	<b>20,400</b>	<b>26,710</b>
Recycling Program	9,364,710	9,368,640	9,704,710
Municipal Hazardous or Special Waste Program	456,200	507,540	512,800
Waste Reduction/ Reuse	1,413,450	1,345,110	1,388,500
Advertising/ Public Education	344,350	326,640	376,350
<b>Total - 3R's Programs</b>	<b>11,578,710</b>	<b>11,547,930</b>	<b>11,982,360</b>
Regional Landfill - Operating Expenditures	3,747,860	3,828,670	4,075,020
<b>Total - Landfill Operations</b>	<b>3,747,860</b>	<b>3,828,670</b>	<b>4,075,020</b>
Transfer Stn. 1 (Windsor)	1,367,430	1,368,630	2,053,360
Transfer Stn. 2 (Kingsville)	742,390	730,870	757,050
Public Drop-Off (Windsor)	1,105,560	1,187,770	1,420,370
<b>Total Transfer Stations and Waste Deport Operations</b>	<b>3,215,380</b>	<b>3,287,270</b>	<b>4,230,780</b>
<b>Sub-Total Operating Exp. Before "Reg. Landfill - Other" Expenses</b>	<b>20,591,190</b>	<b>20,785,230</b>	<b>22,388,890</b>
Contrib. to Reg. Landfill Debt Retirement Reserve - Sun Life Debenture (Last Pmt. 2031)	5,461,370	5,461,370	5,658,100
Contribution to Regional Landfill Perpetual Care Reserve - Scheduled to Resume in 2032	0	0	0
Town of Essex Compensation	2,516,860	2,441,700	2,592,960
Annual Residential Compensation	80,150	77,400	81,880
Loan Repayment to Reserves - Development of Cells 3 and 4	553,750	553,750	584,080
Loan Interest - Cell #4 North	25,000	25,000	25,000
<b>Total - Regional Landfill - Other</b>	<b>8,637,130</b>	<b>8,559,220</b>	<b>8,942,020</b>
<b>Sub-Total Operating Expenditures (Including Reg. Landfill - Other)</b>	<b>29,228,320</b>	<b>29,344,450</b>	<b>31,330,910</b>

**2022 EWSWA Budget**  
**Operating Budget Summary Table (Including Perpetual Care)**

Printed On 2021-10-26, 1:26 PM

Other Expenditures	2021 Budget \$	2021 Projection \$	2022 Budget \$
Landfill #2 Perpetual Care - Current Year Expenditures	287,200	239,200	300,500
Landfill #3 Perpetual Care - Current Year Expenditures	811,370	716,200	824,670
<b>Total - Perpetual Care Costs - Landfill Sites #2 &amp; #3</b>	<b>1,098,570</b>	<b>955,400</b>	<b>1,125,170</b>
Recycling	452,000	314,710	131,200
Waste Reduction	37,000	42,000	0
Regional Landfill	582,000	475,600	2,497,700
Transfer Station #2 (Kingsville)	143,800	86,000	196,000
Transfer Station #1 (Windsor)	0	0	90,000
Windsor Depot	5,000	5,000	5,000
Regional Landfill - Other	500,000	0	500,000
<b>Total - Capital Works</b>	<b>1,719,800</b>	<b>923,310</b>	<b>3,419,900</b>
<b>Grand Total - Operating , Perpetual Care and Capital Expenditures</b>	<b>32,046,690</b>	<b>31,223,160</b>	<b>35,875,979</b>
<b>Total - Revenue</b>	<b>29,464,120</b>	<b>33,082,570</b>	<b>34,688,680</b>
<b>Total - Excess of Revenue over Expenditures</b>	<b>(2,582,570)</b>	<b>1,859,410</b>	<b>(1,187,300)</b>

Summary Excess Revenue over Expenses Surplus (Deficit) Comprised of the Following:	2021 Budget \$	2021 Projection \$	2022 Budget \$
Operations Surplus (Deficit) - Contribution To/From Rate Stabilization Reserve	(2,582,570)	1,646,900	(1,187,300)
Landfill #2 Accum. Surplus (Deficit) at end of year	0	75,370	0
Landfill #3 Accum. Surplus at end of year	0	137,140	0
<b>Total - Surplus (Deficit) for Year</b>	<b>(2,582,570)</b>	<b>1,859,410</b>	<b>(1,187,300)</b>

## Revenue Summary Table

Account Number	Revenue Re: Regular Operations	2021 Budget \$	2022 Projection \$	2022 Budget \$
14201-6510	Municipal Allocation of Fixed Costs - Admin., Debenture, Compensation	\$8,927,000	\$8,927,000	\$9,356,740
14201.6520	Total Waste Management Fee - Municipally Delivered Refuse	4,149,600	4,366,350	4,454,000
14201.6521	Tipping Fees - Municipally Delivered - Organics	709,300	766,170	774,900
14201.6622	Tipping Fees - Residentially Delivered - Refuse	766,500	787,550	777,000
14201.6630	Tipping Fees - Residential Customers - \$5 Flat Fee for Refuse	190,000	203,830	200,000
14201.6625	Tipping Fees - Residentially Delivered - Grass	7,000	6,630	7,000
14201.6626	Tipping Fees - Residential & ICI Delivered Tires	6,000	0	0
14201.6627	Tipping Fees - Residential & ICI Delivered - Refrigerants	22,500	25,170	25,000
14201.6620	Tipping Fees - ICI - Refuse - Landfilled	5,400,350	5,618,940	5,678,470
14201.6619	Tipping Fees - ICI - Organics & Other Non-Landfilled Materials	379,650	389,920	385,150
14201.6698	Tipping Fees - Weigh Scale Receipts	47,850	29,770	18,000
14201.6628	Tipping Fees - Asbestos and Dig Out Fees	13,000	11,300	11,500
14301.6625	Sale of Recyclable Goods	1,771,700	5,049,650	3,674,200
14301.6724	LCBO Bottle Deposit (Paid by the Beer Store)	62,000	77,500	67,200
14301.6798	Stewardship Ontario/Waste Diversion Organization - Recycling Program	2,800,000	3,335,250	3,335,250
14104.6720	Reg. LF Recovery of Wages & Benefits from LF#2 Perp.Care	42,000	42,000	42,000
14104.6720	Reg. LF Recovery of Wages & Benefits from LF#3 Perp.Care	46,000	46,000	46,000
14106.6798	Sale of Scrap Metal & Batteries - Kingsville Drop-Off Depot	13,000	11,700	13,000
14201.6501	Charge to Perpetual Care Site 2	15,000	15,000	15,000
14201.6502	Charge to Perpetual Care Site 3	31,500	31,500	31,500
14201.6623	Interest Income on Overdue Tip Fees	300	300	300
14201.6698	Administration - Miscellaneous Revenue - Inc. Wage Subsidies & CUPE Wage Recovery	11,000	11,000	11,000
14201.6703	Interest Income - Current Bank Account	18,000	9,000	12,000
14201.6720	Admin. Recovery of Wages & Benefits from LF#2 Perp.Care	5,000	5,000	5,000
14201.6720	Admin. Recovery of Wages & Benefits from LF#3 Perp.Care	15,000	15,000	15,000
14301.6627	Sale of Blue Boxes	41,000	41,700	41,000
14301.6626	Recovery From Contractor - Residual Hauling (Cont. Comp./Fibre Trailer)	225,500	95,700	96,000
14303.6324	County Municipalities - White Goods Collections	35,000	47,800	48,000
14303.6323	Electronics Recycling Revenue	50,000	63,000	66,000
14303.6722	Composter & Digester Sales to Public	10,000	3,800	8,000
14303.6726	Sale of Compost	225,000	241,000	225,000
14303.6727	Compost Delivery Fee to Residents	5,000	7,590	7,500
14304.6728	Sale of Scrap Metal - Windsor Drop-Off Depot	91,000	153,900	187,800
14305.6620	MHSW - Small Business Revenue	35,000	36,370	28,300
14305.6798	MHSW - Used Auto Battery Sales	10,500	9,170	10,700
14305.6320	Stewardship Ont. Funding - Disposal - Phase One	20,000	22,700	23,000
14305.6320	Stewardship Funding - Contract Labour & Fixed Costs - Phase One	145,000	145,000	145,000
14401.6629	Rental Income - Farmland & Other	224,400	224,400	224,400
14201.6810	Cont. from Waste Reduction Res. - Regional Food and Organics Waste Management Plan	174,100	189,400	100,000
<b>Sub-Total</b>	<b>Recurring Revenue Re: Regular Operations</b>	<b>\$26,740,750</b>	<b>\$31,063,060</b>	<b>\$30,165,910</b>

\$13,810,740

## Revenue Summary Table

Account Number	Revenue Re: Landfill #2 and Landfill #3 Perpetual Care	2021 Budget \$	2022 Projection \$	2022 Budget \$
14102.6520	Landfill #2 Perpetual Care - Contrib. From Municipalities	\$200,070	\$200,070	\$225,130
19205.8704	Landfill #2 Perpetual Care - Prior Year's Accum. Surplus (Deficit) Used to Fund Op.	87,130	114,500	75,370
14107.6520	Landfill #3 Perpetual Care - Contrib. From Municipalities	661,380	661,380	687,530
19205.8705	Landfill #3 Perpetual Care - Prior Year's Accum. Surplus (Deficit) Used to Fund Op.	149,990	191,960	137,140
<b>Sub-Total</b>	<b>Revenue Re: Landfill #2 and Landfill #3 Perpetual Care</b>	<b>\$1,098,570</b>	<b>\$1,167,910</b>	<b>\$1,125,170</b>

Account Number	Revenue Re: Capital and Non Recurring	2021 Budget \$	2022 Projection \$	2022 Budget \$
14104.6820	Contribution from Equipment Replacement Reserve - Front End Loader	335,000	207,700	0
14104.6725	Sale of Surplus Equipment - CAT 930K	40,000	67,000	0
14104.6820	Contribution from Equipment Replacement Reserve - Pickup Truck	0	0	47,000
14104.6725	Sale of Surplus Equipment - Sale of 2010 F150 Pickup Truck	0	0	4,000
14104.6820	Contribution from Equipment Replacement Reserve - Mower	30,000	21,400	0
14104.6820	Contribution from Equipment Replacement Reserve - Skid Steer	60,000	56,500	0
14104.6820	Contribution from Equipment Replacement Reserve - Paving	85,000	94,500	0
14104.6820	Contribution from Equipment Replacement Reserve - Landfill Compactor CAT 836K	0	0	1,138,800
14104.6725	Sale of Surplus Equipment - CAT 836K	0	0	236,000
14104.6820	Contribution from Equipment Replacement Reserve -Excavator CAT 330	0	0	282,500
14104.6725	Sale of Surplus Equipment - Excavator CAT 326FL	0	0	70,000
14104.6820	Contribution from Equipment Replacement Reserve - CAT 730 Rock Truck	0	0	454,650
14104.6725	Sale of Surplus Equipment - Rock Truck CAT 725C	0	0	142,250
14104.6820	Contribution from Equipment Replacement Reserve - Bull Litter Fence	0	0	67,600
14104.6820	Contribution from Equipment Replacement Reserve - Methane Detection Maint. Build.	0	0	52,400
14105.6820	Contribution from Equipment Replacement Reserve - Compact Chute Rebuild	0	0	90,000
14106.6820	Contribution from Equipment Replacement Reserve - Paving & Drainage Rep.	52,800	0	70,000
14106.6820	Contribution from Equipment Replacement Reserve - Transfer Station Washroom	90,000	86,000	0
14106.6820	Contribution from Equipment Replacement Reserve - Push Wall	0	0	125,000
14301.6820	Contribution from Equipment Replacement Reserve - Conveyor Replacement	65,000	61,200	25,000
14301.6820	Contribution from Equipment Replacement Reserve - Compressor Room	50,000	42,750	0
14301.6820	Contribution from Equipment Replacement Reserve - Building Repairs	70,000	70,000	0
14301.6820	Contribution from Equipment Replacement Reserve - Container Processing Equipment	30,000	0	0
14301.6820	Contribution from Equipment Replacement Reserve - Fibre Processing Equipment	125,000	0	0
14301.6327	Sale of Roll - Out Carts - 95 gal. - Commercial	30,000	49,100	50,000
14301.6329	Sale of Roll - Out Carts - 35 & 65 gal. - Residential	25,000	53,450	42,400
14303.6820	Contribution from Equipment Replacement Reserve - Waste Red. Forklift	37,000	33,130	-
14303.6725	Sale of Surplus Equipment - Forklift	0	8,870	-
14201.6804	Contribution for Regional Landfill Reserve - Gas Collection Wellfield	500,000	0	500,000
<b>Sub-Total</b>	<b>Revenue Re: Capital and Non-Recurring</b>	<b>\$1,624,800</b>	<b>\$851,600</b>	<b>\$3,397,600</b>
<b>Total</b>	<b>Revenue</b>	<b>\$29,464,120</b>	<b>\$33,082,570</b>	<b>\$34,688,680</b>



**Essex-Windsor Solid Waste Authority  
Schedule of Fees**

1 of 2

Rate Type - Municipal	2022 Rate	2021 Rate	Unit of Measure	Description
Municipally Delivered Refuse - Total Waste Management Fee	<b>\$40.00</b>	\$39.00	Per Tonne	
Water & Waste Water Treatment Plant Residue	\$62.00	\$61.00	Per Tonne	
Municipally Delivered Pallets	See Organics	See Organics	Per Tonne	
Municipally Delivered Street Sweepings	\$10.00	\$10.00	Per Tonne	
Municipally Delivered Organics	\$42.00	\$41.00	Per Tonne	
Non-Residentially Collected Refuse	\$30.00	\$30.00	Per Tonne	Re: Construction and Demolition
Rate Type - Residential	2022 Rate	2021 Rate	Unit of Measure	Description
Refuse - Residentially Delivered	4 Loads at \$5	4 Loads at \$5	Kilograms	If weight is 100kg or less.
Refuse - Residentially Delivered - After \$5 Loads Exhausted (See also minimum charge below)	\$105.00	\$105.00	Per Tonne	
Refuse - Residentially Delivered - Minimum Fee (Applies after \$5 loads are exhausted)	\$10.00	\$10.00	Minimum Flat Fee	If load is less than 100 kg and \$5 loads exhausted.
Organics - Residentially Delivered Leaves, Tree Trimmings, Brush, Other	No Charge	No Charge	Per Load	
Organics - Residentially Delivered Grass	\$3 Per Bag \$15 Per Truck or Trailer	\$3 Per Bag \$15 Per Truck or Trailer	Each	
Other - Tires - Passenger	\$0.00	\$0.00	Per Tire	Revised January 2021 - No longer allowed
Other - Tires - Light Truck	\$0.00	\$0.00	Per Tire	to charge fo tire disposal.
Other - Tires - Medium Truck	\$0.00	\$0.00	Per Tire	
Other - Tires - Farm Tractor	\$0.00	\$0.00	Per Tire	
Other - Residential Pallets	\$49.00	\$48.00	Per Tonne	
Other Refrigerants	\$20.00	\$20.00	Per Unit	
Other - Railway Ties	\$105.00	\$105.00	Per Tonne	
Other - White Goods	No Charge	No Charge	Per Unit	
Other - Recyclables	No Charge	No Charge	Per Load	
Other - Household Chemical Waste	No Charge	No Charge	Per Load	

**Essex-Windsor Solid Waste Authority**  
**Schedule of Fees**

2 of 2

Rate Type - Industrial / Commercial/ Institutional (ICI)	2022 Rate	2021 Rate	Unit of Measure	Description
Refuse - ICI Refuse Delivered to the Regional Landfill	\$62.00	\$61.00	Per Tonne	Gate Rate
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$52.00	\$51.00	Per Tonne	1,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$51.00	\$50.00	Per Tonne	2,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$50.00	\$49.00	Per Tonne	3,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$49.00	\$48.00	Per Tonne	4,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$48.00	\$47.00	Per Tonne	5,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$47.00	\$46.00	Per Tonne	10,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$42.00	\$41.00	Per Tonne	20,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered Under Contract to the Regional Landfill	\$34.00	\$33.00	Per Tonne	30,001 Tonnes and Over (Put or Pay)
Refuse - ICI Refuse Delivered to Transfer Stations	\$67.00	\$66.00	Per Tonne	Gate Rate
Refuse - ICI Delivered Refuse	\$6.70	\$6.60	Minimum Fee	Minimum Fee
Organics - ICI Organics Delivered to Transfer Stations or Regional Landfill	\$49.00	\$48.00	Per Tonne	
Organics - ICI Delivered Organics	\$4.90	\$4.80	Minimum Fee	Minimum Fee
Other - Asbestos	\$110.00	\$110.00	Per Tonne	+ \$100 Per Load Flat Fee
Other - Dig Out Fee	\$50.00	\$50.00	Per Dig Out	
Other - Contaminated Soil to be Landfilled	\$36.00	\$35.00	Per Tonne	Effective July 2019 - \$35
Other - Greenhouse Vines and/or Growing Medium to be Landfilled	\$36.00	\$35.00	Per Tonne	Effective July 2019 - \$33
Other - ICI Pallets Delivered to Transfer Station #2 and Regional Landfill	\$49.00	\$48.00	Per Tonne	
Other - Refrigerants	\$20.00	\$20.00	Per Unit	
Other - Weigh Ticket	\$7.00	\$7.00	Per Ticket	
Other - Railway Ties	\$105.00	\$105.00	Per Tonne	
Other - White Goods Without Refrigerants	No Charge	No Charge	Per Unit	
Other - Recyclables	No Charge	No Charge	Per Load	
Approved Charities - Loads Delivered to Transfer Stations	\$17.00	\$16.00	Per Tonne	
Approved Charities - Loads Delivered to Transfer Stations - Minimum Fee	\$5.00	\$5.00	Minimum Fee	Minimum Fee
Approved Charities - Loads Delivered to Regional Landfill	\$0.00	\$0.00	Per Tonne	

**ESSEX-WINDSOR SOLID WASTE AUTHORITY**  
**EWSWA 15 Year Planning Forecast**  
**2022 - 2036**

YEAR		EXPENDITURES	NON-MUN REVENUE	REQUIRED FROM MUNI'S TO BALANCE BUDGET	PROJECTED ASSESSMENT TO MUNICIPALITIES	PROJECTED SURPLUS/ (DEFICIT) FOR THE YEAR	PROJECTED RESERVE BALANCE END OF YEAR	DIFFERENCE IN ANNUAL ASSESSMENT TO MUNICIPALITIES	% ANNUAL INCREASE IN MUNICIPAL ASSESSMENT
1	2017			<b>BUDGET</b>	<b>\$11,013,400</b>				0.00%
2	2018			<b>BUDGET</b>	<b>\$11,250,070</b>				2.00%
3	2019			<b>BUDGET</b>	<b>\$11,819,890</b>				4.10%
4	2020			<b>BUDGET</b>	<b>\$12,469,800</b>				4.10%
5	2021			<b>BUDGET</b>	<b>\$13,076,600</b>	\$1,646,900	\$8,337,880		4.10%
6	2022	\$31,353,210	\$16,355,170	\$14,998,040	\$13,810,740	(\$1,187,300)	\$7,275,650	\$734,140	4.10%
7	2023	\$31,784,277	\$14,264,912	\$17,519,365	\$14,376,980	(\$3,142,384)	\$4,133,266	\$566,240	4.10%
8	2024	\$32,390,689	\$14,284,502	\$18,106,187	\$14,966,437	(\$3,139,750)	\$993,515	\$589,456	4.10%
9	2025	\$33,009,787	\$14,304,190	\$18,705,597	\$15,580,060	(\$3,125,537)	(\$2,132,021)	\$613,624	4.10%
10	2026	<b>\$24,017,388</b>	<b>\$9,186,976</b>	<b>\$14,830,412</b>	<b>\$16,218,843</b>	<b>\$1,388,431</b>	<b>(\$743,591)</b>	<b>\$638,782</b>	4.10%
11	2027	\$24,520,465	\$9,206,861	\$15,313,604	\$16,502,673	\$1,189,069	\$445,478	\$283,830	1.75%
12	2028	\$25,014,078	\$9,226,846	\$15,787,232	\$16,791,469	\$1,004,237	\$1,449,715	\$288,797	1.75%
13	2029	\$25,447,033	\$9,246,930	\$16,200,102	\$17,085,320	\$885,218	\$2,334,933	\$293,851	1.75%
14	2030	\$25,979,998	\$9,267,115	\$16,712,883	\$17,384,313	\$671,431	\$3,006,364	\$298,993	1.75%
15	2031	\$26,529,353	\$9,287,401	\$17,241,952	\$17,688,539	\$446,587	\$3,452,951	\$304,225	1.75%
16	2032	\$26,835,993	\$9,307,788	\$17,528,205	\$17,998,088	\$469,883	\$3,922,834	\$309,549	1.75%
17	2033	\$27,130,466	\$9,328,277	\$17,802,188	\$18,313,055	\$510,866	\$4,433,700	\$314,967	1.75%
18	2034	\$27,431,723	\$9,348,869	\$18,082,854	\$18,633,533	\$550,680	\$4,984,380	\$320,478	1.75%
19	2035	\$27,739,973	\$9,369,564	\$18,370,410	\$18,959,620	\$589,210	\$5,573,590	\$326,087	1.75%
20	2036	\$27,955,429	\$9,390,362	\$18,565,067	\$19,291,413	\$726,346	\$6,299,936	\$331,793	1.75%

- Objective #1 - By 2027 to have a balanced budget and a favourable Rate Stabilization Reserve balance.
- Objective #2 - Post 2027 - To maintain a balanced budget and to reach a minimum Rate Stabilization Reserve balance of \$5M.
- 2026 - Reduced expenditures and revenue associated with producers assuming the net cost of the blue box program.
- The forecast does not include costs associated with a green bin program as these are difficult to define at this time. If net blue box costs are transitioned to producers effective 2024, instead of 2026 as the forecast presents, then there may be funds already built into the forecast to account for a portion of green bin costs for 2025 and 2026. For 2027 and thereafter, the forecast presents annual surpluses. These surpluses may be reduced as a result of adding green bin costs for 2027 and subsequent budget years.