



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

**Meeting Date:** Tuesday, November 4, 2025  
**Time:** 4:00 PM  
**Location:** County of Essex Administration Building  
Council Chambers, 2<sup>nd</sup> Floor  
360 Fairview Avenue West  
Essex, Ontario N8M 1Y6

**Attendance**

**Board Members:**

Gary McNamara – Chair	County of Essex
Michael Akpata	County of Essex
Rob Shepley	County of Essex
Kieran McKenzie	City of Windsor
Mark McKenzie	City of Windsor
Jim Morrison	City of Windsor

**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
Natalie Byczynski	Project Manager
Teresa Policella	Executive Assistant

**City of Windsor Staff:**

Tony Ardovini	Deputy Treasurer Financial Planning
Jim Leether	Manager of Environmental Services
Stacey McGuire	Acting Executive Director of Operations
Mark Spizzirri	Manager of Performance Management and Business Case Development
Stuart Diotte	Coordinator of Environmental Services

**County of Essex Staff:**

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

**Absent:**

Drew Dilkens	City of Windsor (Ex-Officio)
Hilda MacDonald	County of Essex
Kirk Walstedt	County of Essex
Gary Kaschak – Vice Chair	City of Windsor

**1. Call to Order**

The Chair called the meeting to order at 4:00 PM.

**2. 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.

**3. Approval of the Minutes**

Moved by Rob Shepley

Seconded by Mark McKenzie

**That** the minutes from the Essex-Windsor Solid Waste Authority Regular Meeting, dated September 10, 2025, be ***approved and adopted***.

**87-2025  
Carried**

**4. Business Arising from the Minutes**

No items were raised for discussion.

**5. Correspondence**

- A. October 1, 2025, letter from Todd McCarthy, Minister of the Environment, Conservation and Parks (MECP) Re: Blue Box Collection from Industrial, Commercial and Institutional Sources

The Chair asked if there were any comments regarding the correspondence.

Kieran McKenzie asked for Administration's comments regarding the letter.

The General Manager stated that she was not surprised by the correspondence from the Minister's office. As discussed at the Board meeting on September 10, 2025, regarding the Circular Materials (CM) Service Proposal, there were a significant number of stringent stipulations and service level gaps contained within the proposal. The proposal also lacked any costing or financial information. In discussions with the Board previously, Resource Productivity and Recovery Authority (RPRA) and internally with colleagues around the Province, the stipulations from CM were not going to work. The collective hope was that the Minister's office would require CM to revise the proposed restrictions or set the service, but that did not happen. The General Manager noted that this outcome is disappointing and impractical, particularly in servicing Non-eligible Sources (NESs) through a separate collection.

Kieran McKenzie asked if this framework is permanent or whether the requirements will be revisited and NES will be added to the collection.

The General Manager stated that the Producers have engaged CM as the service provider, but she is not aware of a contract termination date. In the absence of the MECPC changing the actual regulation, it's obvious from CM's proposal that they are not changing their direction.

Kieran McKenzie asked if there was a regulatory change, would CM legally have to change its direction?

The General Manager stated that if the regulation were to be amended, the parties would need to make changes to satisfy the requirements of the regulation. However, she is not certain how the actual change would be enforced. RPPRA has the ability to levy administrative penalties for non-compliance, which may be the legal recourse available.

Kieran McKenzie asked about the \$171 million savings annually to municipalities as referenced in the Minister's letter.

The General Manager explained the process that previously determined the Producer funding requirement and how the Province is likely calculating the savings to the municipalities of \$171 million.

Kieran McKenzie noted that it would be hard to quantify if the dollar amount does not reflect the reality.

The General Manager agreed that with the additional cost of servicing the NES sector, the savings would certainly be lower than reported and that the cost would be very hard to quantify. Most municipalities do not know the true cost to collect from NES locations prior to Transition to Extended Producer Responsibility. The original cost to collect NES was embedded in the total program cost. When the RFP was issued for collection, NES was included. The Authority used a stop count previously that was equal to approximately 2% of the cost.

Kieran McKenzie commented that the public will ultimately assess if it is a good program. He asked if conversations with either the service provider or the government note the net impact to the landfill for potential waste that is not diverted from the landfill.

The General Manager stated that the Authority will continue to communicate that the absence of a program will result in increased material being delivered to the landfill. This will result in increased costs for the landfill, municipalities, increased risk and administrative burden. There is a cardboard ban at the landfill, which could result in Authority staff rejecting loads. She noted that we are starting to see some municipalities not providing service, and BIAs are lobbying the government. She does not believe this conversation will end soon.

Kieran McKenzie commended Administration, who advocated and went above and beyond, which resulted in a response from Minister McCarthy.

Mr. Morrison also commended Authority Administration. He further asked about the savings the Authority experienced from the Transition of the recycling program to the Producers.

The General Manager referred to the memo that was shared with the Board, which provided supplemental information related to the recycling program costs referenced in the proposed 2026 budget. The information was included to provide supplemental information related to the recycling program costs referenced in the Draft 2026 Operational Plan and Budget. The document was provided to summarize previously approved recycling program budgets and illustrate the financial impacts of the Blue Box Program wind-up.

Kieran McKenzie moved that the correspondence and memo be distributed to the local municipalities.

Moved by Kieran McKenzie  
Seconded by Mark McKenzie

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

**That** the Board **direct** Authority Administration to distribute the correspondence dated October 1, 2025, from Todd McCarthy, Minister of the Environment, Conservation and Parks Re: Blue Box Collection from Industrial, Commercial and Institutional Sources to the Clerk's Department at the City of Windsor, County of Essex and seven (7) County Municipalities as information.

**That** the Board **direct** Authority Administration to distribute the memo dated November 4, 2025, Re: Recycling Program Transition Financial Information to the Clerk's Department at the City of Windsor, County of Essex and seven (7) County Municipalities as information.

**88-2025  
Carried**

## **6. Delegations**

There were no delegations.

## **7. Waste Disposal**

### **A. Barn Demolition at Regional Landfill**

The Manager of Waste Disposal presented the report recommending the approval to demolish the existing timber structure, located on the Authority's property at 8803 8th Concession Rd., north-east of the Regional Landfill, due to the condition of the structure.

The barn has been used for equipment storage, but due to deterioration, it requires structural repairs, increasing concerns related to safety and liability, and recent break-ins. Administration is recommending that the barn be demolished. A condition assessment of the barn was conducted by GS Engineering Inc. (GSE), and they estimated the cost of the repairs would be approximately \$72,000-\$100,000. GSE concluded that the demolition of the barn would be more economical.

The Authority solicited proposals for the demolition of the barn, and Jones Group Inc. was the lowest bidder at a cost of \$6,000 plus applicable taxes.

Mr. Akpata asked if there was any salvageable wood and what the intended use would be.

The Manager of Waste Disposal stated that there are some beams, and the Authority has asked the contractor to take them down as cautiously as possible. The beams will be moved to the landfill, where they will be stored for future use, if possible. He noted that the barn boards will not be salvageable.

Moved by Jim Morrison  
Seconded by Michael Akpata

**That** the Board **approve** the demolition and removal of the timber barn structure located at 8803 8<sup>th</sup> Concession Rd.

**89-2025**  
**Carried**

B. Equipment Fire at the Windsor Transfer Station

The Manager of Waste Disposal stated the purpose of the report was to advise the Board of an equipment fire at Windsor Transfer Station No. 1 (TS1) that occurred on October 3, 2025. There were no safety concerns or damage to the transfer station as a result of the fire.

The backhoe is used to clear blockages in the TS1 pits, clean up garbage around the TS1 building to keep a neat and clean facility. Currently, the Authority's insurer is completing its investigation, and the report is expected in the coming weeks. The cause of the fire is not known at this time.

The backhoe was purchased in 2019 and was scheduled to be replaced in 2026. Typically, the Authority would issue a Request for Tender to procure equipment, but due to the immediate need for this unit, the timing of the final determination from the insurer and the lead time for the new equipment, the Authority may need to leverage the procurement group buying discount program allowed under the Procurement Policy, for the direct purchase of a replacement backhoe. The Authority also proposes entering into a Maintenance and Repair Agreement (MARC) with the supplier.

The Draft 2026 Operational Plan and Budget has been amended to include the replacement of the backhoe in 2025, rather than in 2026 as originally scheduled. An estimated replacement cost of \$225,000 has been included in the budget, based on a sourced quotation. This cost will be partially offset by any applicable insurance proceeds, with the net cost of the new unit to be financed from the Equipment Replacement Reserve.

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

Moved by Mark McKenzie  
Seconded by Jim Morrison

**That** the Board **approve** the purchase of a replacement unit should the insurer determine that the existing equipment cannot be repaired.

**That** the Board **delegate** authority to the General Manager, in consultation with the Authority Chair and Vice-Chair, to proceed with the procurement of the replacement equipment in the absence of a Board meeting, to avoid operational delays.

**That** the Board **direct** the General Manager to report back to the Board at a future meeting with the outcome of the insurer's assessment, the procurement process, and any related costs.

**90-2025  
Carried**

## **8. Waste Diversion**

### **A. Green Bin Program Launch (Verbal report)**

The Manager of Waste Diversion provided an update regarding the first two weeks of the Green Bin Program. During the first two weeks, 351 tonnes of Green Bin material was collected. The Authority's processor, Seacliff Energy, noted that the material received has been extremely clean, which is a result of residents wanting to participate in the program and using the program properly. Authority staff have been conducting visual audits daily, and results show less than 5% contamination. Residents are being acknowledged for their efforts and participation in the program by receiving "Gold Star" stickers as well as coupons towards Glad compostable bags.

Authority staff have been working on communications and messaging and have been very active on social media to increase participation in the program. There has been an increase in followers on the Recycle Coach app since the start of the program. Based on feedback from residents and collectors, certain materials are currently being considered for removal or addition to the program. Mr. Shepley congratulated Administration on a successful launch of

the program. He asked if the Board would be provided with an update on the usage of the program among the membership. He also noted that he received a call from a resident who was adamant that they would not be billed if not participating in the program.

The Manager of Waste Diversion stated usage is being monitored, and further that when residents opt out of the program, it is noted in the system that the resident was advised that they will not receive a credit on their property taxes, similar to if they chose not to utilize other municipal services.

Mr. Akpata asked, should residents call the Authority due to the RFID tags on the bins to advise that they are away during the winter months and are not placing a bin out for collection.

The Manager of Waste Diversion stated that residents are not required to notify the Authority. She noted residents should not leave anything in their bin while they are away. Regarding the RFID tags, the General Manager noted that the information is only used to tag the bin as an Authority asset and link the bin to the address, no other information is being collected. The collection trucks have GPS, to know if the street was serviced and at what time. The Authority is not tracking if a house has set out a bin for collection.

Kieran McKenzie congratulated Administration and everyone involved in the rollout of the program. He noted that the success of the program is largely due to the robust P&E campaigns. The P&E has generated conversations, whether good or bad, but so many positives. In regards to the material that may or may not be collected, he asked about the process for determining acceptable materials. He further asked Administration to have pumpkins be accepted as part of the program because you can eat them. He believes it would be served better if they were accepted as part of the program.

The General Manager stated that collectors have been instructed not to leave the bins behind because of pumpkins in them. Traditionally, pumpkins were part of outdoor décor, and it was recommended that pumpkins be reused where possible at a municipal event or be disposed of in leaf and yard waste. Tipping fees for yard waste are \$44/tonne, and Seacliff Energy's fees are \$135/tonne. From a financial standpoint, it would be better if pumpkins were placed in yard waste.

Mr. Morrison commended Administration on the rollout of the program. He asked if Miller drivers are getting out of the truck to pick up the Green Bin if it is not placed out properly.

The Manager of Waste Diversion stated that, during program roll-out, Miller has increased manpower in order to keep them more efficient, but this will not always be the case. More education on proper set-out will be provided to residents. However, in some situations, the driver will need to exit the collection vehicle.

Moved by Rob Shepley  
Seconded by Mark McKenzie

**That** the verbal report be **received** as information.

**91-2025  
Carried**

B. Non-Eligible Source Recycling Program Update

The General Manager stated that the purpose of this report is to request formal approval to engage Miller Waste Systems to provide Non-Eligible Source (NES) recycling collection in the County of Essex (County). At its meeting on September 17, 2025, County of Essex Council was provided with information regarding the NES program and endorsed that the Authority negotiate a collection contract with Miller.

The Chair asked if there were any questions.

Mr. Morrison asked how the County is going to repay this, and if the cost is included in the budget.

The General Manager stated that it will be managed in the same manner as Perpetual Care programs. The NES costs will be separated in the budget. Similar to the perpetual care for closed Landfill 2 and Landfill 3, the expenditures are removed from the operating budget into a separate program funded solely by those using the program.

There were no further questions.

Moved by Mark McKenzie  
Seconded by Jim Morrison

**That** the Board **approve** the continuation of a Non-Eligible Source Recycling Program in the County, commencing on January 1, 2026, and that Miller Waste Systems be **awarded** the contract for bi-weekly collection services at a Year One cost not to exceed \$495,000, plus HST, and with the contract duration, along with the full terms and conditions, being finalized prior to execution, and that the Chair and General Manager be **authorized** to execute the final contract.

**92-2025  
Carried**



## 9. Finance & Administration

### A. 2026 Operational Plan and Budget Overview

The General Manager presented the comprehensive 2026 Operational Plan and Budget overview report. The report recommends approval of the 2026 expenditure budget estimates as well as the budget estimates related to non-municipal revenue (e.g. Industrial, Commercial and Institutional (IC&I) tip fees, Other Revenue, etc.). The report also recommends approval of a 2.1% increase to the 2025 base amount budgeted to be assessed to Windsor and the 7 County municipalities. This increase equates to \$326,390 and would be comprised of two components. The first component is a \$0 increase in the per-tonne fee assessed on refuse delivered for disposal from the 2025 rate of \$43.00 to the 2026 rate of \$43.00. The other component is an increase in the fixed amount assessed to municipalities based on population. This increase is \$326,390.

Overall, the budget includes tipping fee increases to the non-municipal sectors, which include a \$3 tipping fee increase for the IC&I sector (typically the increase is \$1-\$2) and a \$20 increase to residents who deliver in excess of 100kg of material. This fee has not increased since 2012. As a result of increases to the non-municipal sector, the tipping fees to municipalities will remain the same at \$43/tonne.

The General Manager noted that with the introduction of the Green Bin program, the municipal tonnages are projected to decrease by 10,640 tonnes with a year-over-year decrease of (\$457,520) in the municipal tipping fees at the 2026 rate of \$43.00 per tonne. As a result, the actual overall increase in the municipal assessment for costs not related to the Green Bin Program is (0.84%). The report also recommends that for 2026, the Board approve the Green Bin Program funding model for the City of Windsor and County of Essex at full cost recovery for the Program. This cost equates to \$19,878,000 and would be comprised of two components. The first component is a \$135.00 per-tonne fee assessed on green bin material delivered for processing totalling \$1,807,000. The other component is a fixed cost assessed based on the number of households receiving collection per household totalling \$18,071,000.

Due to the reduction of tonnages from the County municipalities and the City, the only variable cost is the host compensation to the Town of Essex. The fixed costs remain the same.

In 2018, the Authority, City of Windsor and the County of Essex approved reaching a balanced budget by 2027. In order to achieve a balanced budget, increases would be required. Administration is proposing holding off on balancing the budget by another year due to the launch of the Green Bin Program.

She referred to the Appendix regarding potential options for the Board to increase revenue and decrease expenditures.

The General Manager asked if there were any questions.

Mr. Morrison suggested that the tipping fees for residents remain as proposed and no additional fees be considered. He also suggested options for future consideration for collection calendars to reduce costs. He is pleased with the (0.84%) decrease.

The Chair noted the Authority's commitment to the debenture, which has a high interest rate of 6.24%. He inquired whether or not there would be a heavy penalty if the debenture were paid out in full.

The General Manager noted that in or around 2019-2020, when interest rates were favourable, the Authority explored ways for the City and the County to resolve their debt. The result was that paying the debenture in full did not make financial sense due to Sunlife assessing penalties and interest. The General Manager highlighted the Authority's commitment to fund the perpetual care reserve once the debenture reaches maturity. She reminded the Board that the Essex-Windsor Regional Landfill's Environmental Compliance Approval states that the Authority is required to fund its own perpetual care.

Kieran McKenzie commented that, based on the new programs that the Authority is offering the community and the financial pressures of the region, he is pleased with the budget as presented and would move the recommendations.

There were no further questions.

Moved by Kieran McKenzie

Seconded by Jim Morrison

**That** the Board

1. Approve the 2026 **Expenditure and Revenue budget estimate figures** excluding the municipal Total Waste Management Fee (Tip Fee) and the municipal Fixed Cost Assessment.
2. Maintain the **Total Waste Management Fee** at \$43.00/tonne. This is the fee assessed to municipalities for each tonne of refuse delivered for disposal.
3. Increase the **Fixed Cost Assessment** to Windsor and the 7 County municipalities based on the following chart. Fixed costs are assessed based on population.

	<b>2021 Census Population</b>	<b>2026 Amount</b>	<b>2025 Amount</b>	<b>Difference</b>
WINDSOR	229,660	\$6,042,620	\$5,865,270	\$177,350
AMHERSTBURG	23,524	\$618,940	600,780	\$18,160
ESSEX	21,216	\$558,220	541,830	\$16,390
KINGSVILLE	22,119	\$581,980	564,890	\$17,090
LAKESHORE	40,410	\$1,063,220	1,032,010	\$31,210
LASALLE	32,721	\$860,930	835,660	\$25,270
LEAMINGTON	29,680	\$780,900	757,980	\$22,920
TECUMSEH	23,300	\$613,050	595,050	\$18,000
<b>TOTAL</b>	<b>422,630</b>	<b>\$11,119,860</b>	<b>\$10,793,470</b>	<b>\$326,390</b>

4. Approve the **Fee Schedule**, as attached to this report, exclusive of the municipal Total Waste Management Fee but inclusive of the per tonne rate increases outlined in the **Fee Schedule** for 2026.
5. Approve the Green Bin Program funding model for the City of Windsor and County of Essex at full cost recovery for the Program.
6. Approve the County of Essex Non-Eligible Source Recycling Program at a full cost recovery for the Program funded solely by the County of Essex Municipalities.
7. That any resultant (deficit)/surplus from 2025 operations be contributed to or funded by the Rate Stabilization Reserve.
8. That any resultant (deficit)/surplus for 2026 be contributed to or funded by the Rate Stabilization Reserve.

B. 2026 EWSWA Board Meeting Dates

Moved by Rob Shepley

Seconded by Mark McKenzie

**That** the Board **approve** the 2026 Essex-Windsor Solid Waste Authority Regular Meeting Schedule.

**94-2025  
Carried**

**10. New Business**

No items were raised for discussion.

**11. Other Items**

No items were raised for discussion.

**12. By-Laws**

A. By-Law 16-2025

Moved by Mark McKenzie

Seconded by Jim Morrison

**That** By-Law 16-2025, being a By-law to **approve** the continuation of a Non-Eligible Source Recycling Program in the County, commencing January 1, 2026, and that Miller Waste Systems be **awarded** the contract for bi-weekly collection services at a Year One cost not to exceed \$495,000, plus HST, and with the contract duration, along with the full terms and conditions, being finalized prior to execution, and that the Chair and General Manager be **authorized** to execute the final contract.

**95-2025  
Carried**

B. By-Law 17-2025

Moved by Mark McKenzie

Seconded by Jim Morrison

**That** By-Law 17-2025, 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 4<sup>th</sup> day of November, 2025.

**96-2025  
Carried**

**13. Next Meeting Dates**

Tuesday, December 2, 2025

#### **14. Adjournment**

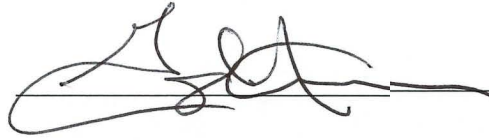
Moved by Michael Akpata

Seconded by Rob Shepley

**THAT** the Board stand *adjourned* at 6:11 PM.

**97-2025  
Carried**

All of which is respectfully submitted.



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**Gary McNamara**  
**Chair**



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**Michelle Bishop**  
**General Manager**