



**Administrative Report**  
**Office of the General Manager**  
**Essex-Windsor Solid Waste Authority**

**To:** Warden Hilda MacDonald and Members of County Council

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

Steffan Brisebois, CPA  
Manager, Finance & Administration

**Date:** December 17, 2025

**Subject:** Essex-Windsor Solid Waste Authority 2026 Budget

## **Process and Purpose**

### **EWSWA Budget Approval Process**

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Section 5(d) of the 1994 Agreement between the City of Windsor and County of Essex that created the Essex-Windsor Solid Waste Authority (the 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**

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

1. **Recommend** that for 2026, the Council of the County of Essex approve 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:

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- (a) A \$0.00 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 - **\$0**
- (b) An increase in the fixed amount assessed to municipalities based on population – **\$326,390** [\$149,040 to the County Municipalities and \$177,350 to the City of Windsor]

In addition, as a result of the launch of the Green Bin program, the municipal tonnages are projected to decrease from 109,900 tonnes in 2025 to 99,260 tonnes in 2026. The decrease is estimated to be 10,640 tonnes [3,400 for the County Municipalities and 7,240 for the City of Windsor] with a year-over-year decrease of **(\$457,520)** [(\$146,200) to the County Municipalities and (\$311,320) to the City of Windsor] in the municipal tipping fees at the 2026 rate of \$43.00 per tonne.

The variance in estimated tonnage decreases between the City of Windsor and County of Essex municipalities is due to the two phase launch of the Green Bin Program. The tonnage estimates include 12 months of participation for the Phase 1 municipalities (Essex, Lakeshore, LaSalle and Tecumseh) and 2 months of participation for Phase 2 municipalities (Amherstburg, Kingsville and Leamington).

As a result of the above, the actual overall increase/(decrease) in the municipal assessment for costs not related to the Green Bin Program is **(0.84%)** [0.02% increase to the County Municipalities and (0.86%) decrease to the City of Windsor].

The 2026 County Municipalities net increase is \$2,840 [\$149,040 increase to the fixed amount less (\$146,200) decrease to the County Municipalities municipal tonnages] from the assessed \$7,194,300 that was budgeted to those municipalities for 2025. The municipalities' tonnages are budgeted at 49,300 tonnes, a decrease of (3,400) tonnes from the 2025 budget year.

The 2026 City of Windsor's net decrease is (\$133,950) [\$177,370 increase to the fixed amount less (\$311,320) decrease to the City of Windsor tonnages], from the assessed \$8,324,870 that was budgeted to Windsor in 2025. The City of Windsor's tonnage is budgeted at 49,960 tonnes, a decrease of (7,240) tonnes from the 2025 budget year.

2. **Recommend** that for 2026, the County of Essex 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:

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- (a) A \$135.00 per-tonne fee assessed on green bin material delivered for processing totalling \$1,807,000 [\$671,800 assessed to the County of Essex and \$1,135,200 assessed to the City of Windsor].
- (b) A fixed cost assessed based on the number of households receiving collection per household totalling \$18,071,000 [\$7,104,410 assessed to the County of Essex and \$10,966,590 to the City of Windsor].

## Background

On November 4, 2025 the Board of the Essex-Windsor Solid Waste Authority met to deliberate the Authority's 2026 Operational Plan and Budget. After discussion, the budget was approved.

## Budget Guidance

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To guide the Authority Board as it deliberated the 2026 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.

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 2027 with a reduced increase being projected for 2028 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)
2019-2024	4.1% (Year 2-7 of the Balanced Budget Objective)
2025	3.4% (Year 8 of the Balanced Budget Objective)
2026	(.08%) (Year 9 of the Balanced Budget Objective)
2027	4.1% (Year 10 of the Balanced Budget Objective)
2028	3.75% (2028 being Year 10 of the Balanced Budget Objective)

The 2018 recommendations adopted assumed that existing service levels would be maintained and did not contemplate significant service enhancements. Therefore, any additional costs to be incurred as a result of the implementation of the Regional Food and Organic Waste Management Program or Green Bin Program would require additional funding.

Due to the statement above, the 15-year forecast does not include the additional costs included in the 2026 budget associated with the launch of the Green Bin Program. The rationale being to present to County Council the financial position of the Authority based on the recommendations above.

As documented in the 15-year forecast table, due to the reduction in traditional municipal waste tipping fees as a result of the launch of the Green Bin Program and lower than budgeted tipping fees from non-municipal sources, the goal of achieving a balanced budget in 2027 is not achievable without a further increase in fees assessed to the municipalities.

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**EWSWA Approved Budget Recommendations**

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The following are the full 2026 budget recommendations approved by the Authority Board at its November 4, 2025, meeting.

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
TOTAL	<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.

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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.

## Discussion

Attached to this report are expenditure and revenue schedules showing the 2026 budget figures as well as 2025 budget and projection figures.

Summary tables have been presented below as follows:

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

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In order to balance the 2026 budget a (\$564,920) contribution from the Authority's Rate Stabilization Reserve will be required. This reserve is used to manage future years' tipping fees.

	<b>2025 Budget</b>	<b>2025 Projection</b>	<b>2026 Budget</b>	<b>2026 vs 2025</b>
<b><u>EXPENDITURES</u></b>				
Operating Expenditures	\$37,141,520	\$34,524,550	\$48,956,780	
Capital out of Current	\$4,500	\$41,950	\$26,500	
<b>Total Expenditures</b>	<b>\$37,146,020</b>	<b>\$34,566,500</b>	<b>\$48,983,280</b>	
<b><u>REVENUE - Non-Municipal</u></b>				
IC&I Tip Fees; Other	(\$17,530,925)	(\$13,495,125)	(\$13,152,320)	
<b>Amount Required from Municipalities</b>	<b>\$19,615,095</b>	<b>\$21,071,375</b>	<b>\$35,830,960</b>	
<b><u>REVENUE - From Municipalities</u></b>				
Fixed Cost Allocation	(\$10,793,470)	(\$10,793,470)	(\$11,119,860)	
Total Waste Mgt Fee - 2025 - 109,900 Tonnes as Base:				
(2025 - 109,900 @ \$43)	(\$4,725,700)	(\$4,889,300)	(\$4,725,700)	
(2026 - 109,900 @ \$43)				
<b>Sub-Total - Revenue from Municipalities</b>	<b>(\$15,519,170)</b>	<b>(\$15,682,770)</b>	<b>(\$15,845,560)</b>	<b>2.1%</b>

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	<b>2025 Budget</b>	<b>2025 Projection</b>	<b>2026 Budget</b>	<b>2026 vs 2025</b>
Decrease in Municipal Tonnes 2025 vs 2026:				
(2025 – 109,900) (2026 – 99,260) = (10,640) Tonnes @ \$43	\$0	\$0	\$457,520	<b>(2.9%)</b>
Green Bin Program Cost Recovery	(\$3,743,400)	(\$3,623,110)	(\$19,878,000)	<b>NEW</b>
<b>Total Revenue from Municipalities</b>	<b>(\$19,262,570)</b>	<b>(\$19,305,880)</b>	<b>(\$35,266,040)</b>	
<b>(Deficit)</b>	<b>(\$352,525)</b>	<b>(\$1,765,495)</b>	<b>(\$564,920)</b>	

**Breakdown of the Municipal Assessment Between Windsor and Essex County Municipalities – Excluding the Green Bin Program**

	<b>2025 Budget</b>	<b>2026 Budget</b>	<b>Difference</b>	
<b>WINDSOR (Population 229,660)</b>				
Fixed Cost Allocation-Based on Census Population	\$5,865,270	\$6,042,640		
2025 Tipping Fee @ \$43 - 57,200 Tonnes	\$2,459,600	\$2,459,600		
<b>Sub-Total</b>	<b>\$8,324,870</b>	<b>\$8,502,240</b>	<b>(\$177,370)</b>	<b>2.1%</b>
Change in Municipal Tonnes 2026 vs 2025: (2026 - 49,960) (2025 - 57,200) = (7,240) @ \$43		<b>(\$311,320)</b>	\$311,320	<b>-3.7%</b>
<b>Total Windsor</b>	<b>\$8,324,870</b>	<b>\$8,190,920</b>	<b>(\$133,950)</b>	<b>-1.6%</b>
<b>COUNTY (Population 192,970)</b>				
Fixed Cost Allocation-Based on Census Population	\$4,928,200	\$5,077,240		
2025 Tipping Fee @ \$43 - 52,700 Tonnes	\$2,266,100	\$2,266,100		
<b>Sub-Total</b>	<b>\$7,194,300</b>	<b>\$7,343,340</b>	<b>(\$149,040)</b>	<b>2.1%</b>
Change in Municipal Tonnes 2026 vs 2025: (2026 - 49,300) (2025 - 52,700) = (3,400) @ \$43		<b>(\$146,200)</b>	\$146,200	<b>-2.0%</b>
<b>Total County Municipalities</b>	<b>\$7,194,300</b>	<b>\$7,197,140</b>	<b>\$2,840</b>	<b>0.0%</b>
<b>TOTAL MUNICIPAL ASSESSMENT</b>	<b>\$15,519,170</b>	<b>\$15,388,060</b>	<b>(\$131,110)</b>	<b>-0.8%</b>

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**Breakdown of the Municipal Assessment Between the City of Windsor and the County of Essex – Green Bin Program**

The following table provides a breakdown of the amounts to be assessed to the County of Essex and the City of Windsor based on the 2026 budgeted costs. The budget document considers the request made by the County of Essex to assess the cost of the Green Bin program to the County of Essex instead of directly to the 7 local municipalities. The assessment consists of 3 separate costs:

1. The cost to process each tonne of material, invoiced to the City and County based on the actual tonnage of material collected and delivered for processing.
2. The repayment cost for the purchase and delivery of the Green Bin Program cart and kitchen catcher, this cost is allocated based on the number of carts distributed. The repayment term is 5 years.
3. Program Allocation – The Program Allocation represents the remaining program costs, which cover expenses related to material collection, contract supervision, customer service, and the capital and operating costs associated with operating the transfer station for consolidating and transferring materials. These costs are aligned with the collection contract language and are calculated based on the number of households receiving service. The total program allocation consists of \$13,811,600 in collection costs and \$2,205,460 in other program-related expenses, as detailed in the accompanying budget document.

	<b>Processing Cost</b>	<b>Cart Allocation</b>	<b>Program Allocation</b>	<b>2026 Budget</b>
<b>City of Windsor</b>				
Processing - 8,212 tonnes	\$1,135,200			\$1,135,200
Cart and Program Cost		\$1,257,740	\$9,708,850	\$10,966,590
<b>City - Green Bin Total</b>				<b>\$12,101,790</b>
<b>County of Essex</b>				
Processing - 4,845 tonnes	\$671,800			\$671,800
Cart and Program Cost		\$796,260	\$6,308,150	\$7,104,410
<b>County - Green Bin Total</b>				<b>\$7,776,210</b>
<b>Total 2026 Program</b>	<b>\$1,807,000</b>	<b>\$2,054,000</b>	<b>\$16,017,000</b>	<b>\$19,878,000</b>

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Note: City Program Allocation equals \$8,563,192 for collection and \$1,145,694 for other program costs. County Program Allocation equals \$5,248,408 for collection and \$1,059,766 for other program costs. The variance in collection cost is due to the 3 remaining Phase 2 municipalities not commencing the program until November 2026.

## Population and Tonnage

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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).

<b>Municipality</b>	<b>Population (2021 Census)</b>	<b>Tonnes 2025</b>	<b>Tonnes 2026</b>
Windsor	229,660	57,200	49,960
County	192,970	52,700	49,300
Total	422,630	109,900	99,260

## 2025 Budgeted Deficit vs. 2025 Projected Deficit – (\$1,412,970) Unfavourable

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The (\$1,412,970) unfavourable variance between the 2025 budgeted deficit of (\$352,525) and the 2025 projected deficit of (\$1,765,495) is attributed to:

### Revenue summary of changes:

Revenue	PDO - Residential recycling depot subsidy from CM	\$169,800
Revenue	Municipal Tipping Fees – Increase in landfilled material	\$163,600
Revenue	Various Programs - Net decrease in revenues	(\$82,390)
Revenue	Reduction in the contribution from the Waste Reduction Reserve - P&E	(\$571,080)
Revenue	IC&I Tipping Fees - Decrease in landfilled material	(\$3,672,420)
<b>Variance</b>	<b>Revenues Budget vs Projection - Unfavourable</b>	<b>(\$3,992,490)</b>

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**Expenditure summary of changes:**

Expenditures	Admin - Insurance decrease due to changes in risk profiles	\$124,400
Expenditures	Green Bin - Decrease in P&E cart kits and promotional material	\$162,120
Expenditures	Regional Landfill - Hauling and treatment decrease in tonnes	\$272,800
Expenditures	Regional Landfill - Diesel Fuel - Litre price less than budget	\$70,000
Expenditures	Regional Landfill - Heavy Equipment R&M increase due to major repairs	(\$192,500)
Expenditures	Regional Landfill - Reduction in the contribution to the Regional Landfill Reserve due to reduced vines & growing media	\$1,300,000
Expenditures	Regional Landfill Other - Reduction in host compensation due to reduced landfillable tonnages	\$655,700
Expenditures	Various Programs - Net decrease in expenditures	\$187,000
<b>Variance</b>	<b>Expenditure Budget vs Projection - Favourable</b>	<b>\$2,579,520</b>

<b>Variance</b>	<b>Budget vs Projection - Unfavourable</b>	<b>(\$1,412,970)</b>
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**2025 Budgeted Deficit (\$352,525) vs. 2026 Budgeted Deficit (\$564,920) – (\$212,395) Unfavourable Variance**
**Revenue summary of changes:**

Revenue	Green Bin - City of Windsor Cart, Program and Processing Reimbursement	\$9,738,240
Revenue	Green Bin - County of Essex Cart, Program and Processing Reimbursement	\$6,396,360
Revenue	Municipal Tipping Fees & Fixed Cost Allocation	(\$131,110)
Revenue	IC&I Tipping Fees - Decrease in landfilled material	(\$3,025,100)
Revenue	Reduction in the contribution from the Waste Reduction Reserve - P&E	(\$635,000)
Revenue	Reduction in the contribution from the Regional Landfill Reserve - Leachate Management	(\$608,000)
Revenue	Container MRF Rental & Additional Rent - No agreement in 2026	(\$293,500)
Revenue	Various Programs - Net increase in revenues	\$182,975
<b>Variance</b>	<b>Revenues 2025 Budget vs 2026 Budget - Favourable</b>	<b>\$11,624,865</b>

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**Expenditure summary of changes:**

Expenditures	Admin - Insurance decrease due to changes in risk profiles	\$124,000
Expenditures	Recycling - Decrease due to the City of Windsor no longer operating the non-eligible source (NES) recycling program	\$1,315,000
Expenditures	Regional Landfill - Reduction in the contribution to the Regional Landfill Reserve due to reduced vines & growing media	\$1,300,000
Expenditures	Regional Landfill Other- Reduction in host compensation due to reduced landfillable tonnages	\$699,100
Expenditures	Regional Landfill – Reverse Osmosis (RO) and Frac Tank Rental - Reduction in the monthly rental rate	\$608,000
Expenditures	Regional Landfill - Leachate Hauling and Treatment - Reduced tonnages	\$483,600
Expenditures	Green Bin - P&E for Phase 2 municipalities	\$300,800
Expenditures	Recycling - NES processing fees	\$67,000
Expenditures	Green Bin - City of Windsor Collection - Full Calendar Year	(\$6,895,680)
Expenditures	Green Bin - County of Essex Collection - Full Calendar Year	(\$4,199,170)
Expenditures	Green Bin - Cart (5 years), SSO Transfer Station (20 years) & Equipment Replacement Reserve payment - Full Calendar Year	(\$2,105,490)
Expenditures	Green Bin - Processing - Full Calendar Year	(\$1,975,360)
Expenditures	Green Bin - Wages & Benefits - Full Calendar Year	(\$318,700)
Expenditures	Regional Landfill - RO consumables and repairs	(\$364,000)
Expenditures	Green Bin - Cart Warranty - Full Calendar Year	(\$270,700)
Expenditures	Regional Landfill Other- Increased contribution relating to the Sunlife Debenture	(\$206,170)
Expenditures	Various Programs - Increase in expenditures	(\$399,490)
<b>Variance</b>	<b>Expenditures 2025 Budget vs 2026 Budget - Favourable</b>	<b>(\$11,837,260)</b>

<b>Variance</b>	<b>2025 Budget vs 2026 Budget - Unfavourable</b>	<b>(\$212,395)</b>
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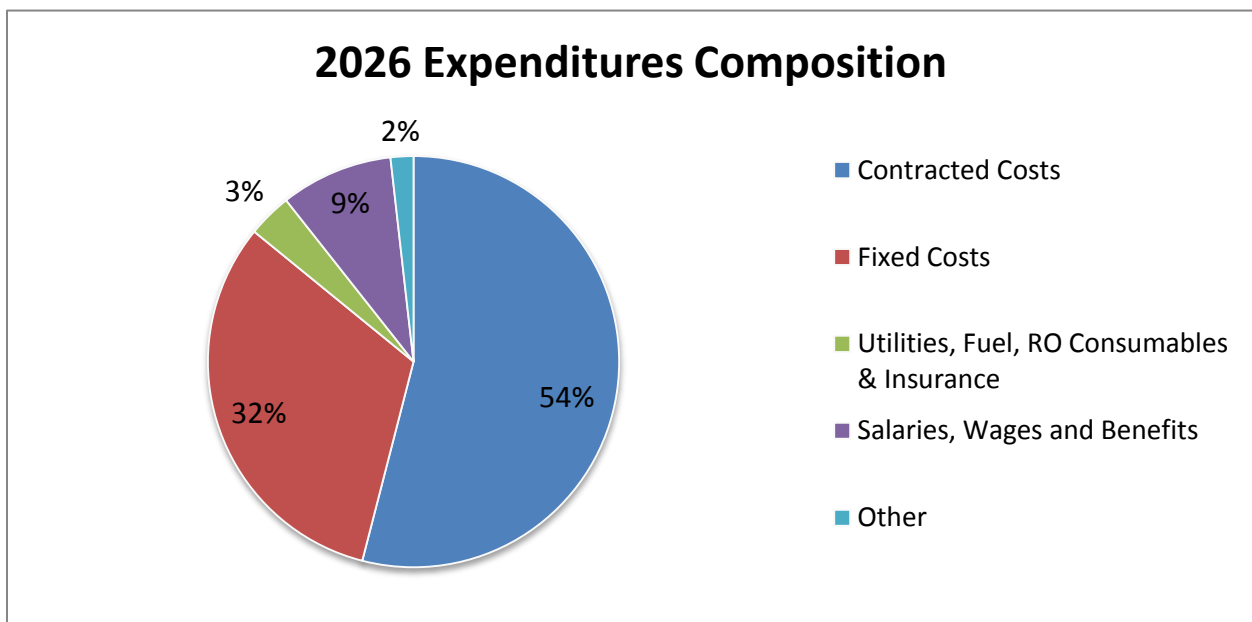
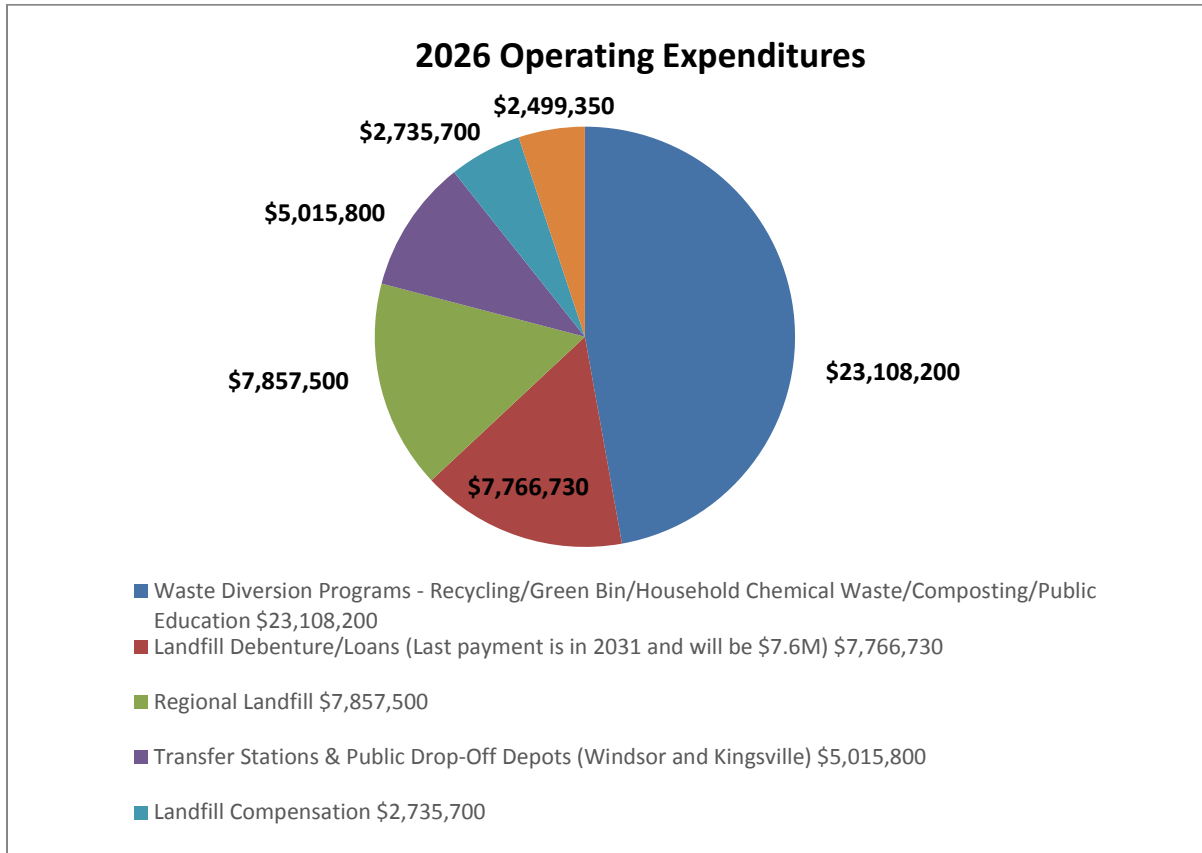
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**Budget Summary by Program**



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**2026 Budgeted Total Fees Assessed to Municipalities**

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

	<b>2026 Fixed Cost Assessment</b> (Based on population)	<b>2026 Tip Fees</b> (Based on waste delivered for disposal)	<b>2026 Total</b>	<b>2025 Total</b>
<b>Windsor</b>	<b>\$6,042,640</b>	<b>\$2,148,240</b>	<b>\$8,190,880</b>	<b>\$8,324,870</b>
Amherstburg	\$618,940	\$318,200	\$937,140	\$918,980
Essex	\$558,220	\$249,400	\$807,620	\$808,430
Kingsville	\$581,980	\$258,000	\$839,980	\$827,190
Lakeshore	\$1,063,220	\$438,600	\$1,501,820	\$1,526,510
Lasalle	\$860,930	\$326,800	\$1,187,730	\$1,201,160
Leamington	\$780,900	\$301,000	\$1,081,900	\$1,058,980
Tecumseh	\$613,050	\$227,900	\$840,950	\$853,050
<b>Total County</b>	<b>\$5,077,240</b>	<b>\$2,119,900</b>	<b>\$7,197,140</b>	<b>\$7,194,300</b>
<b>Total Windsor and County</b>	<b>\$11,119,880</b>	<b>\$4,268,140</b>	<b>\$15,388,020</b>	<b>\$15,519,170</b>

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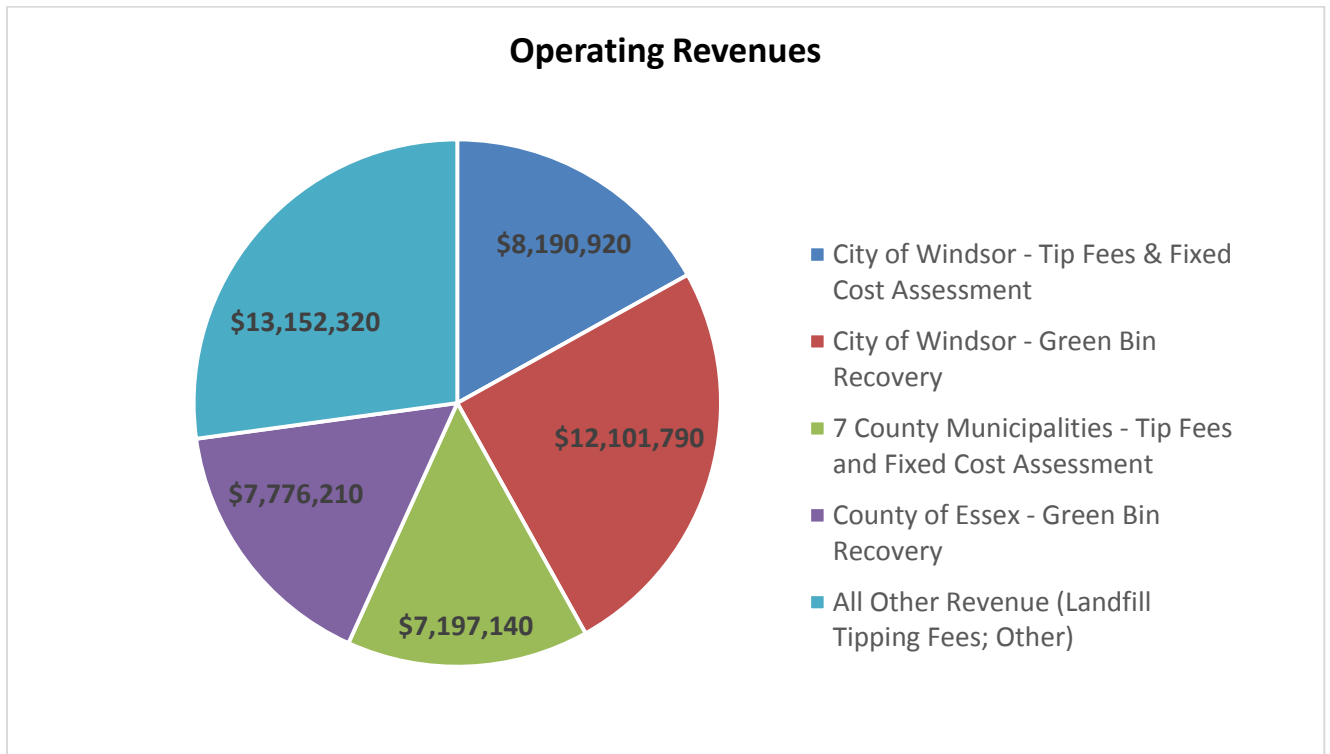
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**Budget Revenue by Source**

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**Non-Eligible Source (NES) Recycling Costs – County Collection**

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The 2026 budget includes estimates received from the contractor for the cost to operate the Non-Eligible Source recycling program in the County municipalities only. The program collection is provided on a full cost recovery basis. As this is a new program, the estimates provided may vary from the actual program costs. The City will manage a standalone program moving forward. In addition to the assessment amounts shown in the tables above, the following table shows the additional assessment amounts applicable only to the County municipalities.

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<b>Municipality</b>	<b>Population (2021 Census)</b>	<b>Share of NES Program</b>	<b>2026 Municipal Assessment</b>
Amherstburg	23,524	12.19%	\$90,527
Essex	21,216	10.99%	\$81,645
Kingsville	22,119	11.46%	\$85,120
Lakeshore	40,410	20.95%	\$155,508
Lasalle	32,721	16.96%	\$125,918
Leamington	29,680	15.38%	\$114,217
Tecumseh	23,300	12.07%	\$89,665
<b>TOTAL</b>	<b>192,970</b>	<b>100.00%</b>	<b>\$742,600</b>

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

In addition to the assessment amounts shown in the tables above the following tables show 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>2025 Municipal Assessment</b>	<b>2026 Municipal Assessment</b>	<b>Year Over Year (Decrease) Assessment</b>
<b>Windsor</b>	91.84%	\$390,513	\$325,536	(\$64,977)
<b>Lakeshore</b>	4.76%	\$35,989	\$29,880	(\$6,109)
<b>Tecumseh</b>	3.40%	\$25,708	\$21,344	(\$4,364)
<b>Total</b>	<b>100.00%</b>	<b>\$452,210</b>	<b>\$376,760</b>	<b>(\$75,450)</b>

#### **Perpetual Care - Closed Landfill #2**

<b>Municipality</b>	<b>Share of Perpetual Care Expenditure</b>	<b>2025 Municipal Assessment</b>	<b>2026 Municipal Assessment</b>	<b>Year Over Year (Decrease) Assessment</b>
<b>Leamington</b>	74.90%	\$228,370	\$208,746	(\$19,624)
<b>Kingsville</b>	25.10%	\$76,530	\$69,954	(\$6,576)
<b>Total</b>	<b>100.00%</b>	<b>\$304,900</b>	<b>\$278,700</b>	<b>(\$26,200)</b>

**Administrative Report**

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December 17, 2025

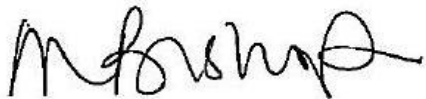
2026 EWSWA Operational Plan and Budget

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**Recommendation**

1. **THAT** the Council of the County of Essex approve the 2026 Essex-Windsor Solid Waste Authority Operational Plan and Budget.

Respectfully Submitted



Michelle Bishop, CPA  
General Manager



Steffan Brisebois, CPA  
Manager, Finance & Administration

**Attachments**

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