

## Report to Civic Works Committee

**To:** Chair and Members  
Civic Works Committee

**From:** Kelly Scherr, P.Eng., MBA, FEC  
Deputy City Manager, Environment & Infrastructure

**Subject:** Short-Term Contract Amendment for EnviroDepot Operation and Management Program

**Date:** October 4, 2022

## Recommendation

That, on the recommendation of the Deputy City Manager, Environment & Infrastructure, the following actions **BE TAKEN** with respect to the contract with Try Recycling Inc., for the provision of the EnviroDepot Operation and Management Program:

- a) The action taken by the Deputy City Manager, Environment & Infrastructure, in accordance with Procurement of Goods and Services Policy, Section 4.3 d. **BE RECOGNIZED**; it being noted that the action taken is in the best interest for the safe and efficient operation of EnviroDepots during the fall season (2022) when use of the EnviroDepots is increased;
- b) the short-term amendment of the contract with Try Recycling Inc. for the provision of the EnviroDepot Operation and Management Program, in accordance with Procurement of Goods and Services Policy, Section 20.3 e)i. **BE APPROVED**; and
- c) Civic Administration **BE AUTHORIZED** to undertake all administrative acts that are necessary in connection with this Report and the contracts referenced herein.

## Executive Summary

The current contract the City of London (City) has with Try Recycling Inc. (Try Recycling) for the provision of the EnviroDepot Operation and Management Program (Contract) commenced in January 2017. The current Contract involves operation and management of the Clarke Rd South and the Oxford Street West EnviroDepots (Clarke South and Oxford EnviroDepots). The City has a second agreement with Try Recycling to provide an additional EnviroDepot location for London residents to use which is located at the Try Recycling Operations Centre at 21462 Clarke Road North.

Since the start of the Contract, customer use of the Clarke South and Oxford EnviroDepots has significantly increased year over year. The City has also added/ increased additional services that residents can access at the EnviroDepots such the purchase of Blue Boxes, home composters and garbage tags.

In response to the increased volume of customer use of the Clarke South and Oxford EnviroDepots, City Staff and Try Recycling staff completed a Health and Safety review. The review included an assessment of the number and type of visitors, vehicle traffic, site capacity, quantity and types of materials being handled, vehicle queuing on Oxford Street and Clarke Road (two major arterials), vehicle flow and direction, customer wait times, and delays in customer service.

Between 2017 and 2021, the number of visits has increased at Oxford EnviroDepot by 140% and Clarke South by 130%. Between July 2021 and July 2022, Oxford is up another 8% and Clarke South is up 4%.

The result of this review determined that in order to maintain the safe and efficient operation of the Clarke South and Oxford EnviroDepots and address certain items in time for the busiest period of the year (fall yard clean up and leaf collection) additional

staffing from Try Recycling is required (2 additional staff members on all days of operation at each EnviroDepot) for the duration of September 1, 2022 until December 31, 2022. The expected cost for the added staffing is approximately \$115,000.

The additional staff required to maintain the safe and efficient operation of the Clarke South and Oxford EnviroDepots is a Triggering Event in accordance with Section 4.3 of the Procurement of Goods and Policy. The short term contract amendment of approximately \$115,000 is being undertaken in accordance with Section 20.3 e)i. There is available operating budget to absorb this contract amendment.

## Linkage to the Corporate Strategic Plan

Municipal Council continues to recognize the importance of waste management and the need for a more sustainable and resilient city in the development of its 2019-2023 Strategic Plan for the City of London. Specifically, London's efforts in waste management address the three following areas of focus: Building a Sustainable City; Growing our Economy; and Leading in Public Service.

On April 23, 2019, the following was approved by Municipal Council with respect to climate change:

Therefore, a climate emergency be declared by the City of London for the purposes of naming, framing, and deepening our commitment to protecting our economy, our eco systems, and our community from climate change.

On April 12, 2022, Municipal Council approved the Climate Emergency Action Plan which includes Area of Focus 5, Transforming Consumption and Waste as Part of the Circular Economy.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

Some relevant reports that can be found at [www.london.ca](http://www.london.ca) under Council and Committees meetings include:

- RFP 16-37 EnviroDepot Operation and Management Program, Contract Award (October 4, 2016, meeting of the Civic Works Committee (CWC), Item #11)
- RFP 15-42 Yard Material Composting, Irregular Bid, (November 3, 2015 meeting of the CWC, Item #14.
- Interim Waste Diversion Plan 2014-2015 (July 21, 2014 meeting of the CWC, Item #18)
- Status Report: Update of Road Map to Maximize Waste Diversion 2.0 (July 22, 2013 meeting of CWC, Item #14)

#### 1.2 Purpose and Rationale for this Action

The purpose of this report is to update Committee and Council on the direction taken on contracted EnviroDepot operations as per the Procurement of Goods and Services Policy.

### 4.0 Responsibilities

*4.3d. When the Deputy City Manager is of the opinion that a Triggering Event has occurred, the Deputy City Manager may authorize the purchase of such goods and/or services as is considered necessary to remedy the situation without regard to the requirement for a competitive bid and may approve the necessary contract amendment. The relevant details*

*surrounding the Triggering Event shall be included in a report and submitted to Committee as soon as possible.*

**3.0 Definitions**

*‘Triggering Event’ means an occurrence resulting from an unforeseen action or consequence of an unforeseen event, which must be remedied on a time sensitive basis to avoid a material financial risk to the City or serious or prolonged risk to persons or property.*

To complete the activities with Try Recycling, the Deputy City Manager, will then undertake the negotiations and administrative acts that are necessary to extend the contract connection in accordance with Procurement of Goods and Services Policy:

**20.3 Contract Amendments**

- e. City Council must authorize contract amendments when:
  - i. the total amended value of the contract will be greater than the administrative (Deputy City Manager) approval threshold; or

**2.0 Discussion and Considerations**

**2.1 Clarke South & Oxford EnviroDepots Usage Increase**

Since the start of the current Contract with Try Recycling, customer visits to the Clarke South and Oxford EnviroDepots have increased year over year (Table 1).

**Table1: EnviroDepot Customer Visits**

	2017	2018	2019	2020	2021
	Oxford EnviroDepot				
Visits	185,097	219,617	236,521	375,007	439,728
Increase		19%	8%	59%	17%
	Clarke South EnviroDepot				
Visits	100,668	119,716	126,189	190,359	229,819
Increase		19%	5%	51%	21%

Between 2017 and 2021, the number of visits has increased at Oxford EnviroDepot by 140% and Clarke South by 130%. Between July 2021 and July 2022, Oxford is up another 8% and Clarke south another 4%.

In general, the increase in customer visits to both EnviroDepots is believed to be a result of city growth (specifically in the west part of London) and providing/expanding access to more services such as selling Blue Boxes, home composters and garbage tags. The largest percentage increase in customer visits at both EnviroDepots occurred in 2020 and is attributed to the COVID-19 pandemic as the EnviroDepots remained a service that the City continued as part of it’s pandemic response. The same percentage increase of visits was not observed in 2021, however the increase remained above the year over year change observed before the onset of the pandemic. This trend is expected to continue for 2022 and specifically over the months of September through December as has been observed historically.

Another important point to note is that the number of visits to the EnviroDepots is not uniform throughout the year and the number customers using the depots increases over the September through December months.

**2.2 Triggering Event Response Options**

In response to the increase in the number of customers using the Clarke South and Oxford EnviroDepots which is expected to continue for the remainder of 2022 and

concerns raised about health and safety issues, City staff and Try Recycling staff completed a health and safety review of operations at these EnviroDepots.

The review included an assessment of the number and type of visitors, vehicle traffic, site capacity, quantity and types of materials being handled, vehicle queuing on Oxford Street and Clarke Road (two major arterials), vehicle flow and direction on-site, customer wait times, and delays in customer service.

Based on the review, it was determined that additional staff are required to enhance the safe and efficient operation of the Clarke South and Oxford EnviroDepots between September 1 and December 31, 2022. Adding additional staff was also the quickest solution to address safety concerns. The additional staff are required to assist in managing the following items that relate to the safe and efficient operations of the EnviroDepots:

- Traffic queuing along Oxford Street and Clarke Road (both major arterials) during peak EnviroDepot usage days and times;
- Vehicle flow and direction on-site;
- Monitoring safe vehicle operation;
- Monitoring material unloading practices;
- Customer wait time; and
- Customer service in general.

City staff reviewed available options to provide for additional staffing and determined that requesting Try Recycling provide two additional staff members is the most efficient and cost effective option for the following reasons:

- The Waste Management Division does not have available staff resources to dedicate to this task;
- There is an additional staff unit rate cost within the existing contract with Try Recycling that was requested during the competitive Request for Proposals process; and
- Utilizing contract staff from resources outside of Try Recycling could potentially frustrate the existing contract with Try Recycling and not provide the desired result.

Two additional staff members were added to Clarke South and Oxford EnviroDepots each operating day for the period September 1, 2022 through December 31, 2022.

## **2.2 Long Term Solution Review**

Proceeding with the recommended one-time, short-term contract amendment with Try Recycling will address the emerging issue of managing customer volumes and safety concerns. It is expected based on observed trends that customer volumes at these depots will continue to increase.

In response to this, City staff will be completing a review of operations in late 2022 and will develop options for future considerations. Options may involve, however will not be limited to the following:

- Re-issuing the Depot Operation and Management Program RFP to allow right sizing of the staffing requirements for the program;
- Reviewing individual EnviroDepot space and traffic flow limitations and assess whether improvements can be made through capital investment;
- Reviewing materials that arrive at the EnviroDepots to determine if any could be eliminated; and
- Reviewing if any services such as sale of Blue Boxes and home composters could be undertaken at different locations.

3.0 Financial Impact/Considerations

The recommended short-term contract amendment with Try Recycling is expected to cost approximately \$115,000 over the September through December 2022 period. This additional expenditure can be accommodated in the 2022 Waste Management Division operating budget. This is a one-time contract amendment so there will not be permanent costs associated with the recommended amendment.

Conclusion

Proceeding with the recommended one-time, short-term contract amendment for approximately \$115,000 with Try Recycling to add two additional staff resources at each of the Clarke S and Oxford EnviroDepots to enhance the safe and efficient operation of each depot is the most efficient and cost-effective option over the September through December 2022 time frame.

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**Prepared and**                    **Jay Stanford, M.A., M.P.A.**  
**Submitted by:**                **Director, Climate Change, Environment & Waste Management**

**Recommended by:**        **Kelly Scherr, P. Eng., MBA, FEC**  
   **Deputy City Manager, Environment & Infrastructure**

C     Anna Lisa Barbon, Deputy City Manager, Finance Supports & City Treasurer  
       Ian Collins, Director, Financial Services