## Innovative Management Awards Finalists

### Finalistes des prix pour gestion innovatrice

### 2018

<table>
<thead>
<tr>
<th>Ministry / Ministère Organization / Organisation</th>
<th>Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation Office, Ministry of the Attorney General</td>
<td>Ideas and Innovation Fund</td>
</tr>
<tr>
<td>Condominium Authority of Ontario</td>
<td>Supporting Condo Communities Through Self-Help Tools and Canada’s First Fully Online Tribunal</td>
</tr>
<tr>
<td>CHU de Québec – Université Laval</td>
<td>Implantation de la gestion LEAN et d’une salle de pilotage numérique</td>
</tr>
<tr>
<td>Alberta Climate Change Office</td>
<td>Carbon Competitiveness Incentive Regulation</td>
</tr>
<tr>
<td>City of Vaughan</td>
<td>Vaughan Inventors: A Staff Engagement Initiative</td>
</tr>
<tr>
<td>City of Markham</td>
<td>Markham’s Textile Recycling Program</td>
</tr>
</tbody>
</table>
The Ontario Ministry of the Attorney General’s Ideas and Innovation Fund (IF…)

EXECUTIVE SUMMARY

In 2017, the Ontario Ministry of the Attorney General harnessed technology to digitally re-launch the ministry’s marquee employee engagement initiative, the Ideas and Innovation Fund (IF…). The revitalized program made it easier than ever for ministry, agency and tribunal staff to effect organizational change and translate their ideas into practice.

THE CONTEXT

The Ideas and Innovation Fund (IF…) is a biennial challenge that invites MAG ministry, agency and tribunal staff to submit ideas and solutions that will help the ministry support its vision of an innovative, sustainable and responsive justice system.

The first two rounds of IF… generated 279 submissions, and funding for 17 ideas was provided. But, in a decentralized, innovation-focused organization like MAG, the IF… team recognized that the paper-based program was ready for modernization.

After an inter-jurisdictional scan of best practices from 26 organizations, the team collaborated with the Ontario Treasury Board Secretariat to customize a newly launched intranet platform, InsideOPS, into a digital crowdsourcing tool to render the IF… program more user-friendly, responsive and engaging.

The tool’s priorities? Transparency and usability. Ideas submitted via the tool are posted to an “Ideas Hub,” where staff build on ideas using the comment function and support submissions by “liking” their favourite ideas. It encourages re-engagement by way of real-time updates, while customizable widgets, including “Recent Comments” and “Top Posts,” direct users to dynamic spaces of the platform.
HOW IF… WORKS

The 2017/18 round of IF… ran from November 1 to December 8, 2017. The crowdsourcing tool was open for business 24/7, and the submission form directed staff to align their idea with one of the ministry’s three strategic goals. Staff could check the “IF… Ideas Hub” daily to “like” and comment on their favourite submissions.

At the end of the submission period, the ideas with the most “likes” proceeded to the final idea selection event, the Innovation Circle. At the event, the submitters behind the Top 11 submissions pitched their ideas and a panel of experts selected five ideas to be put in action.

After the event, project managers from the ministry’s Innovation Office were assigned to each successful idea, with the idea submitters joining the project working group.

IF… BY THE NUMBERS

• 139 ideas submitted

• 3,493 “likes”

• 249 comments

• Over 50% of MAG ministry, agency and tribunal staff engaged on the platform

• Ideas emerged from all MAG divisions and every geographical region
WHY IF… MATTERS

The 2017/18 round of IF… blazed an innovative and effective path forward for idea generation processes at public organizations across all orders of government. As the Institute of Public Administration of Canada recognizes, Canadians are demanding “new approaches to public services that are relevant, cost effective, efficient, transparent and…innovative.” IF… takes this demand one step further. It transforms the way government directly accesses ideation across the organization to generate solutions that will respond to the needs and expectations of citizens. The revamped IF… program:

- Amplifies staff’s voices;
- Disrupts organizational siloes; and
- Embraces scalability.

AMPLIFYING EMPLOYEES’ VOICES

The revamped IF… program brought new ideas about how to improve government programs and services to the fore by disrupting traditional idea-generating and decision-making processes. The platform acted as one, big, open-invitation skip-level meeting. The IF… team received submissions from staff at all levels of the organization – check out Figure 1 to see a breakdown.

Furthermore, the ability to “like” ideas provided staff with an even more convenient way to share their perspective. If staff didn’t have the time to compose a formal submission, they had the option of browsing through the ideas and voting for their favourites. The platform’s transparency facilitated a truly democratic process, where ideas with broad staff support rose to the top and all staff had an equal opportunity to be heard, no matter how much time they had to engage.

Figure 1: This graph shows the distribution of idea submitters. The usability of the platform is highlighted by frontline staff’s robust participation.
DISRUPTING ORGANIZATIONAL SILOES

MAG is a vast ministry with over 8,000 employees. These employees occupy highly-specific and time-consuming roles in different agencies, tribunals, courthouses, and ministries, across the province. The 2017/18 round of IF… effectively tackled this challenge by introducing the digital crowdsourcing tool.

It enabled cross-divisional collaboration: an Executive Advisor from Environment and Land Tribunals Ontario submitted an idea. A Web and Digital Media Advisor from MAG’s Communications Branch added his two-cents and a Supervisor of Court Operations from the Court Services Division highlighted a specific benefit of the idea.

It facilitated cross-ministerial conversation: a Legal Counsel in MAG’s Indigenous Justice Division proposed a new program. A Legal Director from the Ministry of Indigenous Relations and Reconciliation commended the proposal and a Senior Research Advisor from Cabinet Office recommended that all ministries develop a similar program.

Plus, it broke down geographical barriers. Take a look at Figure 2 – an idea from a Supervisor of Court Operations in Kingston engaged staff from 10 different locations across the province.

Just as the revamped program engaged staff at all levels of the organization, it enabled cross-province collaboration.

Figure 2: The Future of Court Recording Storage, one of the winning ideas, received comments from staff located in 10 different locations across the province.
EMBRACING SCALABILITY

Finally, the IF... team’s platform is scalable. Think of the Ontario Ministry of the Attorney General as the pilot site, and ministries across Ontario as potential adopters.

By building the platform on InsideOPS, the future home of 123 intranets, the IF... team developed a cost-effective solution for large-scale crowdsourcing in the OPS. Through demonstration and knowledge discovery sessions, the IF... team has already started sharing their insights with other ministries who are exploring new, inclusive ways to engage with their employees and generate innovative ideas to improve government services. Plus, by running such a successful program, the IF... team has fueled a desire for future applications of the tool.

CONCLUSION

By harnessing new technology, the IF... team amplified MAG ministry, agency and tribunal employees’ voices, disrupted organizational siloes and embraced scalability.

In these ways, the team transformed MAG’s marquee employee engagement initiative into a more relevant, significant and effective program that made it easier than ever for staff to translate their ideas into practice. The success of the IF... program can be replicated by ministries across the OPS, and even inspire additional public organizations across Canada.
ABOUT US

The Ministry of the Attorney General is responsible for providing a fair and accessible justice system which reflects the needs of the diverse communities it serves across government and the province. It strives to manage the justice system in an equitable, affordable and accessible way throughout the province.

BY THE NUMBERS

• Approximately 8,700 personnel;

• Supports over 150,000 victims of crime and witnesses every year;

• Administers approximately 150 statutes;

• Operates 161 court locations with approximately 775 judicial hearing rooms;

• Responsible for oversight of 6 non-adjudicative agencies and 18 tribunals;

• Answers more than 3,000,000 phone calls per year.
Supporting Condo Communities Through Integrated Self-Help Tools and Canada’s First Fully Online Tribunal

www.condoauthorityontario.ca
Ontario’s condominium market has grown dramatically since the Condominium Act, 1998 came into force. Today, the province’s 810,000 condo units house 1.6 million residents, and nearly 60% of all new homes built in Ontario are condominiums.

This rise in condominium living has resulted in a number of new challenges for condominium communities, primarily in the form of issues which often involve several parties with different rights, responsibilities, and interests. These issues can be very complex, legalistic, technical, time consuming and costly, and can adversely impact a condo owner’s ability to enjoy their biggest purchase – their home.

Condominium communities needed new, modern solutions to meet these challenges. Guided by a bold vision for holistic online service delivery, the Condominium Authority of Ontario (CAO) recently launched a range of innovative solutions – including the Condominium Authority Tribunal (CAT), Canada’s first fully online dispute resolution (ODR) service for condo communities.

By implementing this state-of-the-art CAT-ODR system, the CAO has provided a way to resolve condo disputes conveniently, quickly and affordably, while encouraging communities to work together collaboratively.

The policy changes that led to the creation of the CAO began in 2012 with the Ontario government’s extensive public review of the Condominium Act, 1998. Over an 18-month period, the Ministry of Government and Consumer Services (MGCS) held public consultations with owners, developers, condo managers, lawyers and mediators, who identified issues and made 2,000 recommended changes to revolutionize the legal framework governing condominiums.

Consequently, the government created the Protecting Condominium Owners Act, 2015 (“PCOA”), which introduced significant changes to the Condominium Act, 1998, and paved the way for the establishment of the CAO and CAT. To meet the very aggressive timelines set out in the legislation, the CAO leveraged the research work of the MGCS and worked collaboratively with them to align policy development and implementation milestones.
Guided by a set of core values and adopting a strong governance structure that involved iterative and agile development processes, the team stuck to the vision, focused on priorities, remained undeterred by obstacles and developed a wide range of innovative solutions in record time.

The team envisioned an integrated, modular, end-to-end information technology ecosystem, that would ensure access to CAO’s services throughout the province and beyond, at any time of the day or night. To that end, the CAO engaged MS Gold Partner Adoxio and adopted the leading-edge Microsoft Dynamics Customer Relationship Management (CRM) solution that was fast, affordable, secure, reliable and adaptable.

On September 1, 2017, after receiving designation under Ontario Regulation 181/17, the CAO launched its website and helpful information. Two months later, the CAO launched a comprehensive range of online services designed to inform condominium communities and help resolve issues early and before they escalate into disputes.
Supportive Self-Help Services

To meet the needs of modern condo communities, the CAO introduced a wealth of self-help information and services that were guided by feedback sessions with condo owners and directors.

For issues that condo communities can’t resolve using these self-help services, there’s the Condominium Authority Tribunal (CAT) and its ground-breaking new online dispute resolution service.

Province-wide online services provided by the CAO

Info, Tools, Templates & Customer Service
- Information to help people in condo communities understand their overall rights and responsibilities, covering topics such as:
  - The roles, rights, and responsibilities of condo owners, managers, residents and directors;
  - Condo by-laws, policies and legislative updates;
  - Condo buyer’s guide – key considerations for buying a condo.
- Customer Care team – answers first-level inquiries, while Information and Tribunal Coordinators provide support for more complex queries regarding general rights and obligations.

Guided Steps to Common Issues
- Self-help tools, templates and guided steps to common issues that help condominium communities identify and resolve issues before they escalate into disputes.
- Guided steps to common issues support condo residents, including:
  Step 1: Description of the Issue;
  Step 2: Information about the legislation, by-laws and rules;
  Step 3: Possible solutions; and
  Step 4: Filing case with the CAT or get additional help.
- Common issues include: records, noise, personal property, meetings, odours, issues with condo managers, pets, neighbours, rules and short-term rentals.

Condo Director Training
Mandatory training is required by legislation for all condo directors elected or appointed after November 1, 2017:
- Condominium directors play a critical role in ensuring that the condominium corporation is properly governed, managed, and maintained. The CAO’s mandatory training equips condo directors with essential knowledge and helpful information and tips to assist them in executing their roles.
- 23 online modules available at no charge to directors and the public.

Condo Returns & Public Registry
- All condominium corporations are legally required to file corporate information (“condo returns”) and regular updates to this information (“notices of change”).
- The CAO also provides a publicly available and searchable database containing information filed in returns and notices of change for every condo corporation in Ontario.

“Wow...I am so grateful you went into so much detail with step by step instructions easy to follow. There is certainly a lot to review but you have made my job so much easier.”
Michelle, Condo Owner
Building the First Fully Online Tribunal

Historically, condominium dispute resolution through mandatory private mediation, arbitration, or the courts has been complex, time consuming, and costly. Condominium communities needed an agile approach to help them understand and resolve their issues early and affordably.

The CAO’s Board of Directors was committed to introducing a new tribunal service that would meet the needs of condominium communities – one that would be user-centric, accessible, and affordable.

To that end, a small team of tribunal experts with backgrounds in administrative justice, experience designing and implementing modernization initiatives, and the resolve to develop fresh solutions to overcome old problems was recruited. These individuals were empowered to lead the design of the CAT, and to take calculated risks in devising a creative approach.

By carefully analyzing the mechanics that underlie traditional negotiations, mediations, and tribunal adjudication proceedings, and with due consideration to the legal framework surrounding each, the CAO team was able to translate traditional processes into a modern online platform that users can easily access and use.

To validate the proposed system, a Reference Group of experts with backgrounds in administrative justice, dispute resolution, self-representation, and innovation in justice through technology were engaged at key points in the process.

A review of the international marketplace for a suitable vendor led the CAO to an innovative partnership agreement with the Université de Montréal’s Cyberjustice Laboratory. Building on the Laboratory’s previous open-source solution dealing with consumer disputes in Quebec, a small team of tribunal and technology experts from the CAO and Cyberjustice developed the CAT’s new online dispute resolution system (CAT-ODR), including a brand-new adjudication module, all in only six months. This collaboration was exceptionally successful, thanks to a shared vision, and a willingness to take risks and work iteratively.

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### Condo Owner

After reviewing the information, templates and guided steps to common issues on the CAO website, owner still has a dispute and decides to file a case.

### Stage 1: Negotiation (Fee $25)

Applicant files case with the CAT-ODR, providing them with a forum and tools to help them negotiate and resolve the dispute themselves.

### Stage 2: Mediation (Fee $50)

A CAT mediator joins the case and guides the applicant and respondent’s discussions to help them resolve the dispute. If the case does not settle, the mediator helps the applicant and respondent prepare case for online written hearing in Stage 3.

### Stage 3: Tribunal Decision (Fee $125)

A CAT Member considers evidence and arguments from the applicant and respondent and makes a final decision about the case.

### Resolution

- Settlement Agreement if in **Stage 1 or 2**
- Consent Order if in **Stage 2 or 3**
- Decision if in **Stage 3**
Credible Innovation

The CAO recognized that for its new dispute resolution service to be credible, it must be guided by the same principles as existing adjudicative tribunals:

**Fair**

Users must have the opportunity to make their case, and decisions must be based on facts and the law.

- The CAT-ODR system promotes procedural fairness by providing all users with the same tools, and access to the same information concurrently. It ensures that all interactions between users and CAT Members are productive, appropriate, and visible in real-time.
- Unlike stressful and emotional in-person proceedings, the CAT platform is asynchronous, allowing users to consider the facts of their case, consult with others and decide on their course of action.

**Timeliness**

Disputes should be resolved without undue delay.

- With traditional tribunals, parties often wait months for their case to be heard, and almost all action happens on the day of the hearing. With the CAT, users start resolving their dispute from day one and negotiations continue as long as necessary. However, the CAT has seen some cases being filed and resolved in as little as a day.

**Participatory**

Users should be actively engaged in the process.

- In the CAT’s Negotiation and Mediation stages, users interact online by sending settlement offers to one another. If a user accepts another’s offer, they will both receive a settlement agreement or consent order resolving their case.
- Through the CAT-ODR system, users can upload documents, evidence, witness testimony, submit requests to the Member, send questions to CAT staff, and receive responses – at any time throughout the entire process.

“Thank you for your honest efforts to smooth the waters and reach consensus. The CAT is going to be a valuable tool for Condo owners. I trust that the other sections of the ACT will be added so Owners can be reasonably protected.”

CAT-ODR User
Accessible

The tribunal must be accessible to all.

• Unlike traditional tribunals, the CAT system allows users to access and participate in their case anytime, anywhere. Users are spared the trouble of travelling to in-person meetings.

• The CAO offers all three stages of the CAT-ODR at a very modest cost of $200, while private mediation and arbitration can cost between $1,500 and $3,000.

• The system is fully accessible for individuals with disabilities.

Predictable

Users should understand how the tribunal operates and the likely outcome.

• The online tribunal system ensures that everyone involved understands the process by providing simple instructions throughout. This is particularly helpful for users without legal representation and with limited tribunal experience.

• CAT Members receive extensive in-depth training on issues within the CAT’s jurisdiction, ensuring that the CAT’s decisions are predictable. All CAT decisions will be publicly available on the Canadian Legal Information Institute’s website, so users can see how similar cases were decided in the past.

• The CAO is keen to share learnings and is now key partner and subject of federally-funded research project.

Improving transparency, accountability and responsiveness via transformative technology.
Innovation

The CAO has deployed a complete online ecosystem that helps resolve issues before they escalate. The CAT-ODR system has re-written the paradigm for dispute resolution and provides fair, accessible, participatory, affordable, and predictable dispute resolution.

Relevance

Today, Ontarians expect to access public services online. The online tribunal addresses this need by placing a wide range of conflict resolution tools at their fingertips. As such, the system offers a template for online dispute resolution delivery that is applicable in many sectors.

Significance

The CAO’s successes have attracted the attention of governments, tribunals, and legal communities across Canada and beyond, as they are interested in learning about the methodology and management of the online tribunal. The CAO is keen to share learnings and is now key partner and subject of federally-funded research project.

Impact

To date, the CAO has responded to over 30,000 client queries and has registered over 8,400 visits to Records Issues page. Over 3,000 individuals have completed the mandatory director training online, with approximately 50,000 more to go.

The self-help services and CAT-ODR system have provided an affordable, accessible, and intuitive way for many users to resolve their condo issues. At the CAT, some disputes have settled in as little as a day at a cost of just $25.

The CAO has quickly become a critical solutions provider for condo owners. This is only the beginning; the CAO will continue to support condominium communities across Ontario through its continued commitment to innovation and customer-focused service excellence.
Implantation de la gestion *lean* et d’une salle de pilotage numérique

Le CHU de Québec-Université Laval est le plus important centre hospitalier universitaire du Québec et parmi les trois plus importants au Canada. Dispensant des soins généraux, spécialisés et surspécialisés, il dessert un bassin de population de près de deux millions de personnes. Il détient une mission d’enseignement, de recherche dans de nombreux domaines d’excellence et d’évaluation des technologies ainsi que des modes d’intervention en santé.

La Direction des ressources informationnelles (DRI) du CHU de Québec-Université Laval a pour mission de répondre de manière optimale et avec efficience aux besoins évolutifs de l’organisation en matière de ressources informationnelles. Depuis 2015, la DRI dessert également l’Institut universitaire de cardiologie et de pneumologie de Québec (IUCPQ), de même que le Centre intégré de santé et de services sociaux des Îles (CISSS des Îles) depuis 2017. En plus de veiller au maintien de la sécurité, de la disponibilité et de l’intégrité des ressources informationnelles, elle assure l’évolution ainsi que le maintien de ses actifs informationnels et accompagne les organisations (CHU de Québec-UL, IUCPQ et CISSS des Îles) dans le déploiement de projets informatiques d’envergure.

**Enjeux**

Puisque la technologie est désormais omniprésente dans le domaine de la santé, la DRI est au cœur des activités nécessaires à la réalisation des projets d’amélioration des unités de soins, des services et des autres directions des organisations qu’elle dessert. Vu la complexité des projets et de l’écosystème, plusieurs équipes de la DRI doivent coordonner leurs efforts et veiller à la réalisation conjointe des tâches opérationnelles et des projets. À cela s’ajoutent la gestion du multi-site (cinq centres hospitaliers physiquement situés à des emplacements différents) de même que la gestion des multiples organisations (CHU, IUCPQ et CISSS des Îles).

Ce contexte constitue un enjeu important pour la DRI dans l’exercice de son rôle de soutien-expert. Ainsi, afin de bien accomplir sa mission et d’assurer la continuité des services, la DRI devait innover et revoir l’organisation du travail. L’objectif : une plus grande agilité, une efficience accrue et une meilleure vision quant à l’ensemble des travaux en cours et à venir.
Solution novatrice

Dans ce contexte, la DRI a choisi d’opérer un changement en profondeur et d’implanter la gestion *lean* auprès de tous ses services pour la gestion de ses activités. La gestion *lean* permet d’améliorer la performance globale d’une organisation en éliminant les activités superflues et en concentrant les efforts sur la satisfaction des clients.

Les principales méthodes *lean* ont donc été implantées dans l’ensemble des équipes de la direction afin d’améliorer la performance de leur travail, tout en misant sur une meilleure communication entre les équipes sur le terrain et celles de gestion.

Différents problèmes ont été identifiés, des cibles d’amélioration ont été proposées et, conséquemment, plusieurs projets d’amélioration continue ont été mis en œuvre.

Parallèlement, la DRI a implanté sa salle de pilotage au début de l’année 2016 dans le but de soutenir ses pratiques de gestion *lean* tout en améliorant le partage d’information entre ses équipes. L’approche novatrice de la DRI a été d’implanter une salle de pilotage entièrement numérique et centrée sur la gestion des projets (projets informationnels et projets d’amélioration continue).

Les objectifs de la salle de pilotage de la DRI sont :

- fournir une vision globale des projets en réalisation et de leur état d’avancement (incluant les projets d’amélioration continue de la direction);
- assurer un suivi centralisé des projets;
- améliorer la communication interservices;
- améliorer la gestion de la charge de travail en planifiant à l’avance la réalisation de tâches de projets, parallèlement aux tâches opérationnelles courantes des équipes;
- faciliter la prise de décision (rapidité et efficacité).

Le système d’information pour la gestion de portefeuille de projets permettant la production de rapports personnalisés et de tableaux de bord, implanté au sein de la DRI, vient en soutien aux outils nécessaires à la salle de pilotage. Ainsi, l’ensemble des projets est saisi dans ce système dès la réception d’une demande par un client. Ils sont ensuite discutés lors des rencontres tactiques et stratégiques avec les gestionnaires.

Alors que les salles de pilotage sont habituellement animées par des tableaux blancs, à l’aide de *post-it*, la salle de pilotage numérique de la DRI est novatrice, car elle permet d’ajuster régulièrement et facilement l’information présentée, de fournir des données à jour en temps
réel, d’animer une rencontre avec des participants sur plusieurs sites (à distance) et de consulter l’information et l’évolution des projets en tout temps.

Mensuellement, la DRI anime une salle de pilotage tactique avec tous ses gestionnaires. Ces rencontres permettent de naviguer entre les différents rapports de gestion produits par le système d’information afin de prioriser les projets en attente, de résoudre les problématiques des projets en difficulté, de partager les bilans des projets terminés et de mesurer l’atteinte de certains objectifs à l’aide d’indicateurs prédéfinis.

Des résultats tangibles

La gestion lean implantée au sein de la DRI de même que la trentaine de projets d’amélioration continue réalisés annuellement ont permis d’augmenter l’efficience et la qualité des services offerts. De plus, la salle de pilotage de la DRI offre un partage d’information horizontal, entre ses équipes, ce qui permet à ces dernières d’être plus proactives, agiles et rapides dans la réalisation des projets. À titre d’exemple, la DRI a vu une augmentation de 20 % quant au nombre de projets terminés en une année. Près de 65 % de ceux-ci sont réalisés à temps, alors que 28 % l’étaient en 2017.

Le partage des leçons apprises en salle de pilotage a aussi permis de prendre des décisions qui ont amélioré le respect des budgets des différents projets, notamment en évitant des erreurs coûteuses. Par exemple, une nouvelle orientation vise à favoriser l’octroi de contrats forfaitaires afin de stabiliser les coûts d’un projet. De plus, la planification annuelle des projets est désormais mieux équilibrée et arrimée avec les objectifs de l’organisation.

L’animation de la salle de pilotage, de même que la disponibilité de l’information sur les projets en temps réel, a permis d’éliminer une quinzaine de rencontres statutaires mensuelles entre les différentes équipes.

En résumé, les mesures mises en place par la DRI permettent d’optimiser les ressources en diminuant le nombre de rencontres de suivi de projets et d’activités générant peu de valeur pour les patients. Ces efforts peuvent donc être redirigés vers de nouveaux projets dont les retombées sont directes pour les patients du CHU de Québec-Université Laval.
Alberta’s Carbon Competitiveness Incentive Regulation

Background

Alberta’s Climate Leadership Plan

In fall of 2015, the Alberta government released the comprehensive and ambitious Climate Leadership Plan. The Climate Leadership Plan (CLP) addressed serious climate issues affecting Alberta, and outlined a plan to reduce emissions across the province. The CLP had four key areas of focus:

- Coal Phase Out
- Oil Sands Emissions Limit
- Methane Emissions Reductions
- Carbon Pricing

A critical component of the CLP plan was economy-wide carbon pricing, including improved pricing of Alberta’s largest industrial emitters. In addition to the CLP, Alberta also committed to the Pan-Canadian Framework on Clean Growth and Climate Change.

The Goal

Government’s specific direction to the Alberta Climate Change Office (ACCO) was to price emissions to protect competitiveness and prevent production and emissions from being pushed out of province to unpriced competitors (a phenomenon also known as “leakage”). Regulatory improvements directed by the CLP would create North America’s first output-based allocation for
greenhouse gases, where emissions are benchmarked without the use of a cap and trade system.

Regulating Industrial Emissions

The Challenge

Alberta’s work to price industrial GHG emissions in a way that encourages effective reductions over time encountered significant challenges:

1. Alberta is highly trade exposed.
2. Large-source emissions account for >50% of Alberta GHGs, over multiple sectors.

The first challenge was economic: Alberta’s industry is more at risk of carbon leakage than other Canadian jurisdictions. 20% of Alberta’s economy is trade exposed, meaning prices are largely determined by global markets, and domestic markets cannot function independently, leaving domestic production at risk of transfer to competing jurisdictions. Protecting the competitiveness of trade exposed industry is a significant task for maintaining the overall economic viability of the province. Additionally, early in 2015 due to a drop in the global price of oil, Alberta entered a difficult recession. The economic challenge of supporting economic recovery and not compounding the recession was imperative for policy development.

The second challenge was improve GHG reductions, particularly the oil sands. The new regulation would have to meet the pricing standard of the Pan-Canadian Framework or have a carbon price imposed by Environment and Climate Change Canada. The new regulation was expected to create real emission reductions in multiple industrial sectors, including the rapidly growing oil and gas sector.

The third challenge, and perhaps the most daunting, was that all the work had to be completed, decided, approved by cabinet and published into regulation for January 1, 2018. The predecessor regulation had been extended a single year, to terminate December 31, 2017; no further extensions were forthcoming. The new Carbon Competitiveness Incentive Regulation needed to put a meaningful price on industrial emissions that achieves reductions while maintaining industry competitiveness for:

- 13 industrial sectors
- ~40 products as defined by the North American Industry Classification System (NIACS)
- 130 facilities across the province
The World Bank Market-Based Instruments group estimated that 3-4 years and a large technical and policy team would be required to implement multi-sector carbon pricing.

"Demonstrate climate leadership. Support economic competitiveness."

The challenge was big. Not only was this a large-scope, economically sensitive and time-limited project, but the Premier and Government had high expectations for the technical detail and economic analysis that would be necessary to make effective policy decisions. ACCO began focused work in June 2016.

Crafting Effective Regulation

The key to the Carbon Competitiveness Incentive Regulation’s (CCIR) success has been twofold: the approach taken to regulatory development, and the team that collaborated to make it happen.

The Approach

The primary foundation for the success of the CCIR is the unprecedented level of engagement. Stakeholder engagement has been at the forefront for the entire duration of the policy work.

Policy development started with 12 full-day workshops, bringing academics, Environmental Non-Governmental Organizations, other government departments, and every large industrial sector together to build a common understanding, collect data, conduct analyses, and deliberate on options. Surveys and written submissions from stakeholders across the province followed. As policy development continued, one-on-one and sector-based meetings and webinars occurred to update stakeholders and discuss evolving data analyses. Additional meetings and evaluations occurred with accountants and economists to evaluate the efficacy of the regulatory approach.

Cross-ministry collaboration within the Government of Alberta was a major source of innovation. The CCIR was often considered controversial outside of the ACCO, yet an unprecedented level of engagement occurred between ministries who often hold competing mandates. Cross-governmental working groups led the charge, achieving buy-in for the CCIR from the Energy, Treasury Board & Finance, and Economic Diversification & Trade ministries. ACCO was able to borrow highly sensitive data and analytical tools as well as expertise and nimbly deploy provincial specialists to complete the CCIR’s multi-sectoral data analysis. Technical analysts demonstrated

“This has been the most collaborative stakeholder consultation exercise I have ever seen.”

- Michael McSweeney, President and CEO, Cement Association of Canada
Innovation in Public Policy

Overhauling Industrial Carbon Pricing

Ingenuity and commitment, breaking out of ministry silos and as a result they saw direct results from their contributions to the policy.

Stakeholder work created a strong foundation of trusting working relationships between disparate interests – often leading to consensus options that were unexpected. Engagement work further provided ACCO analysis with further scrutiny and quality control and assurance, providing lower margins of error and higher confidence. Engagement is still ongoing, through implementation sessions and one-on-one meetings with operators and government ministries.

The Team

Beyond collaborative cross-ministry work, the ACCO developed a small and agile in-house team of diversely-skilled subject matter experts who worked collaboratively to engage with stakeholders, analyze data, propose regulatory solutions, conduct economic analyses, and set benchmarks across thirteen industrial sectors ranging from live cattle to cement and bitumen to ethylene glycol.

This built-for-purpose team consisted of a couple of policy veterans and also fresh faces who were getting their first taste of policy and public service work on the CCIR. Skills ranged from process engineers and statisticians, through policy experts and economists, including more than a few registered professionals and advanced degrees.

The diversely technical team supported each other through long work days of data analysis and review, crafting statistical programs and assembling robust databases to evaluate and store the complex emissions calculations and benchmarking processes required to develop the CCIR policy. They supported each other across multiple sectors, jumping in to double-check math, help draft policy wording, and create standardized methodologies to quantify the work.

Pricing Industrial Emissions

Data & Analyses

An unprecedented level of analysis occurred to create the CCIR: over 1 million pieces of data were collected for analysis, thousands of modelling runs were conducted, and over 4 gigabytes of data were generated.

“The CCIR was developed by a small team at the ACCO that punched well above its weight to develop the regulation.”

- Hon. Shannon Phillips, Minister of Environment & Parks, and Minister Responsible for the Climate Change Office
Policy analyses not only addressed GHG emission reductions at the facility and sector levels, but also evaluated facility economic impacts, market forecasts, trade flows, provincial revenue, GDP and employment. The ACCO set a high standard for regulatory impact analysis.

The Government of Alberta now has tools and templates to evaluate real evidence behind claims of policies and regulations affecting economic competitiveness.

**Decisions**

The work behind the CCIR was technically complex and dense with details, yet the ACCO was not chased out of the Legislature! The policy team was afforded multiple sessions and many hours with Government to carefully deliberate on the policy and its impact in each sector. Government challenged ACCO to achieve a high standard of consistency and transparency but also flexibility and sensitivity to the circumstances of difference facilities and economic sectors.

An innovative move by the Government created the Climate Leadership Policy Committee (CLPC), which served as a key pre-Cabinet proving-ground for the proposed regulation.

**Transparency**

A key goal of replacing existing large emitter regulations was to increase Alberta’s local and global reputation as a climate leader by improving transparency. The CCIR now explicitly outlines the product-based emissions benchmarks that were developed. Investors have clear line of sight on the performance needed to monetize on-site emissions reductions in the form of carbon credits.

The CCIR policy and supporting Standard, quantification documents, and supplementary materials have been made available online for anyone to review. The methodologies behind benchmark setting, competitiveness protection, and even individual facility risk mitigation are publicly posted in detail.

The ACCO also reports progress in emissions reductions and economic impacts publicly through the Government of Alberta Annual Report and a dedicated Climate Progress Report, which allow the government to be accountable to Albertans, including industry and environmental organizations.

**Implementing Policy**

**Industry Confidence**

“This approach has resulted in a framework that will incent operators to reduce emissions while having the opportunity to mitigate negative outcomes.”

- Shell Canada
Building reliability and predictability into the CCIR was paramount to its success and positive reception by industry.

The release of the CLP and the ongoing transparent stakeholder engagement during policy development helped support certainty and a strong investment climate. As the CCIR was rolled out, industry announced two major GHG-reduction projects, from key provincial operators Suncor and TransAlta. Since the CCIR release, industry investment announcements continue including a large expansion of a lower emissions-intensity oil sands in-situ project.

Because of the continuous stakeholder engagement and cross-ministry collaboration, policy was developed in a way that recognizes the reality of industry risk in Alberta. The CCIR creates policy flexibility for sectors that are trade exposed. Where a sector is highly trade exposed, the CCIR methodology accounts for the sector’s economic risk and adjusts emission benchmarks to support them, ensuring that industry stays afloat while continuing to reduce emissions.

**Environmental Leadership**

The CCIR was designed to replace the original industrial GHG regulation Alberta had been using since 2007. Most importantly, the CCIR had to drive emission reductions and encourage an industrial efficiency “race to the top” by comparing the performance of peers across a given sector.

Instead of the previous historical self-comparison industry faced under the old regulation, facilities are now compared to each other, driving them to become best-in-class. Where before, the regulation awarded personal-best performance, the CCIR focuses on sector-wide improvements. The rewards for best-in-class performance provide great value to facilities for their reduced emissions.

Even the most vocal critics have been highlighting the improvements made under the CCIR. The Government of Alberta forecasts emission reductions of 20 megatonnes by 2020, and 50 megatonnes by 2030, an 18% reduction in Alberta’s GHG emissions.

"It is even meaningful on a national scale where the [CCIR] policy will contribute 23% to Canada’s target by 2030."

- Pembina Institute

The Carbon Competitiveness Incentive Regulation was the largest piece of public policy design in Alberta in 25 years.
Submitted to the Canadian Public Works Association for the 2018 NATIONAL PUBLIC WORKS WEEK AWARD

National Public Works Week
INTRODUCTION

Every year, the City of Vaughan celebrates National Public Works Week (NPWW) to honour the contributions made by public works professionals and educate the public about the work done to make the community better. This year the theme of National Public Works Week is the “Power of Public Works” to emphasize the impact of public works services to the health and wellness of the community.

PUBLIC WORKS WEEK: OVERVIEW OF EVENTS

The City of Vaughan hosted five days of events during NPWW. These events are described below:

DAY 1: The **NPWW Flag-raising Ceremony** kicked off the week’s events. A total of 300 attendees, comprised of City staff, the Mayor and Members of Council participated in the ceremony at the Joint Operations Centre. A local high school jazz band opened the ceremony by performing the national anthem. The Mayor and Deputy City Manager of Public Works spoke about the importance of public works services in the maintenance of a city and highlighted staff’s daily functions and contributions. The ceremony concluded with celebratory cake and coffee.

DAY 2: New this year, the Mapleglen Seniors Residence was invited to a **tour of City Hall and the Civic Centre Resource Library**. Sixteen residents participated in the tour and received information about NPWW, the City Hall community garden, and the contributions of public works to the energy-efficient and environmentally-sustainable design of City Hall and the Civic Centre Resource Library. The event concluded with a draw for a gift basket that included materials related to public works and Vaughan’s trail systems.

DAY 3: The **Annual Public Works Staff Barbecue** is centered on the recognition and appreciation of staff contributions to public works services. Over 300 staff members enjoyed the day’s festivities with colleagues. Public Works management staff served lunch to employees. The Mayor, City Manager and Deputy City Manager of Public Works addressed the crowd with anecdotes, and resident phone calls and emails of service compliments. The barbecue was also attended by Members of Council.

DAY 4: The **Infrastructure Delivery chartered bus tour** took Public Works staff to various sites to showcase the department’s contribution to the on-going development of the City. This half-day tour included overviews of the Mackenzie Vaughan Hospital, Vellore Village Library, Pierre Berton Heritage Centre, Martin Grove Fire Station No. 7-3 and the Glen Shields Bridge. Project managers involved with the site projects discussed various aspects of the design and construction.
DAY 5: The most popular event of the week, the **Public Works Day Open House** event attracted 1,400 people across the city. This family-friendly event included the following snapshot of attractions:

- Public Works staff and other participants provided vehicle displays and ride-on opportunities
  i) Public Works provided excavators, snow plows, amphibious storm pond vehicles and hydraulic lift buckets
  ii) Miller Waste displayed a recycling truck
  iii) Vaughan Fire and Rescue Service and Emergency Management provided a fire truck
  iv) York Regional Police displayed a cruiser
  v) By-Law and Compliance displayed an enforcement vehicle
  vi) Evolution Cycle displayed an e-bike for participants to test-ride, and provided bike repair advice and free tune-ups
- Public Works live demonstrations
  i) The Solid Waste department provided a demo of “what not to flush”
  ii) The Parks department provided a demo of a backhoe machine
  iii) Infrastructure Delivery provided a display of development and construction projects, including the City’s new downtown (Vaughan Metropolitan Centre), our Mackenzie Vaughan Hospital site and new subway station
- Specialized fleet equipment tool touch-and-feel
- Tour of the Public Works Yard
  i) Residents and families were given the opportunity to tour the Public Works Joint Operations Centre to gain an understanding of day-to-day operations
- Public Works careers education
  i) Staff were on hand to provide career information and answer questions
  ii) Participants were provided an opportunity to dress-up as public works professionals and take a photo
- Public Works interactive activities
  i) The Water department’s water-pipe flushing maze provided kids and parents with the opportunity to open valves in a maze of pipes to allow a ball to reach the exit
  ii) The Asset Management department provided residents with an activity to identify the most important investment areas
  iii) The Asset Management department also provided residents with the opportunity to provide their perspective on the current condition of various public assets, such as roads, parks equipment, etc.
- Kids Zone
  i) Attractions included face painting, balloon twisting, coloring tables and a life-size gameboard of “Pipes and Running Water” (i.e. Snakes and Ladders)
  ii) Interactive educational activities
    - Kids were invited to participate in the “waste diversion” basketball game
    - Kids were invited to plant sunflowers
  iii) Kids Bike Rodeo “Joy ride” provided children with bikes and helmets to use on the obstacle course
- Live entertainment
  i) Juggling/magic show by Eddie The Magnificent Juggler
  ii) Music performance by Girl-Pow-R
  iii) Paw Patrol LIVE - meet and greet
The City of Vaughan NEW potable water trailer was on hand to allow residents to “Quench Your Thirst” with reusable water bottles
- Mulch giveaway: more than 1,400 bags of mulch were given away
- Residents could exchange or purchase City-issued blue boxes, kitchen containers and green bins
- Free secure document shredding service: more than 2,800 pounds of shredding
- Free electronic recycling (sponsored by Ontario Electronic Stewardship): 2.8 tons of electronic recycling
- Diabetes Canada Clothesline Drive: 920 pounds of clothing and textile donations

PUBLIC OUTREACH

In 2018, the City of Vaughan celebrated National Public Works Week, kicking off opening ceremonies on May 16 and concluding with the last event on May 29. This year’s public outreach was achieved through various city-wide events and public outreach initiatives. These events and initiatives attracted more city staff, families, schools, senior community, and general interest audience than ever before.

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<th>INFORMATION</th>
<th>COMMUNICATION TACTIC</th>
<th>TARGET AUDIENCE (IMPACT)</th>
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| General Awareness: National Public Works Week | • Display banner inside City Hall  
• Display banner outside JOC  
• Display posters at Operations Centres and City Hall  
• Council proclamation of NPWW  
• City of Vaughan eNewsletters (circulated to 2,798 residents)  
• Council eNewsletters  
• Social media (potential reach of NPWW posts 68,174) | • City staff  
• General public  
• General public |
| General Promotion: National Public Works Week schedule of events | • Information at City of Vaughan website, vaughan.ca  
• Posters, postcards at the City’s 10 community centres, nine libraries, City Hall and Joint Operations Centre  
• Snapd, York Region and City of Vaughan community events calendars  
• Internal social media website: Jostle | General public  
City staff |
| Targeted Event Promotion: National Public Works Week kick-off event | Press release | City Staff (300 staff, Emily Carr Jazz Band, Mayor and Council) |
| Targeted Event Promotion: National Public Works Open House | • Posters, postcards and televisions at the City’s 10 community centres, nine libraries, City Hall and at the Joint Operations Centre promoted NPWW and our Public Works Day  
• 20 mobile and electronic signs along major roadways throughout Vaughan  
• Leverage “My Waste” app to send reminders, invites and other outreach and education materials to more than 10,000 residents | General Public (1,400 residents, 100 staff, Members of Council) |
NPWW in Vaughan was truly a city-wide event – everyone across the city had an opportunity to participate during some aspect of the week’s events. The communications tactics were extremely effective in attracting significant audiences at each of our events which included general-interest attendance (i.e. staff, families and public) and targeted event audiences (i.e. schools, seniors tours and staff events).

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<tr>
<td>Targeted Event Promotion: LEED Tour of Community Garden, City Hall and Civic Centre Library</td>
<td>Annual tenant meeting presentation</td>
<td>Mapleglen Senior’s Residences (16 residents)</td>
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<tr>
<td>Targeted Event Promotion: NPWW Staff Barbecue</td>
<td></td>
<td>Public Works staff (300 staff)</td>
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<tr>
<td>Targeted Event Promotion: Infrastructure Delivery Bus Tour</td>
<td></td>
<td>Public Works staff (22 staff)</td>
</tr>
<tr>
<td>Targeted Event Promotion: Waste Diversion Education</td>
<td>Invitation through school principal</td>
<td>St. Agnes of Assisi Elementary School (25 students)</td>
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Public works education was a significant focus of NPWW, as evidenced through the description of events. The Public Works Open House had a number of booths promoting “what we do” in the wide range of service areas including infrastructure delivery design and construction, water services, waste water services, solid waste management, parks and forestry operations, traffic services, fleet services, and asset management. Public works services promoted “what we do” via book displays at Vaughan Public Libraries during NPWW. In addition to service overview, several hands-on activities to promote environmental awareness such as the water diversion basketball game and water-pipe flushing maze.

There were numerous public works heavy equipment machines for climb-on opportunities. Public Works staff provided education through a tour of the Public Works Joint Operations Centre to attendees at the Open House, a school visit to promote environmental awareness to St. Agnes of Assisi Elementary School, an Infrastructure tour of sustainable and energy-efficient building design for residents of the Mapleglen Senior’s Residence, and an infrastructure tour of various design and construction projects to staff within Public Works.

Finally, there were many tactics used to elevate the profile of public works as a career. A promotional video provided a snapshot of five different public works careers. At the Open House, participants had the opportunity to dress up as public works professionals and take a photo in our photo booth, as well as hear and ask questions about public works as a career choice.
STAFF INVOLVEMENT

The continued growth of City of Vaughan National Public Works Week requires significant staff and community involvement. More than 100 City staff members from 21 City departments, and 11 community partners participated in the planning endeavors, promotions, education, events and/or outreach.

POLITICAL INVOLVEMENT

This year there was significant political involvement in the NPWW activities. Prior to National Public Works Week, Council was instrumental in the promotion of the public events through their Council events calendars and eNewsletters. In April 2018, the Mayor and Members of Council approved the proclamation of National Public Works Week, which was posted on the City’s website. The Mayor and Members of Council attended many of the NPPW events including the second annual NPWW flag-raising ceremony, the Staff Appreciation Barbecue, and the Open House. In addition to attending, the Mayor also addressed the crowd at both the flag-raising ceremony and Staff Appreciation Barbecue. Finally, Members of Council actively participated in the Public Works Day Open House – interacting with staff, residents and touring the various booths.

CHARITY EVENTS

The City of Vaughan supported a few charitable organizations during the Public Works Open House. The City, in partnership with the Canadian Diabetes Association, held a clothing and textile donation drive with proceeds benefitting the Canadian Diabetes Association. The community donated more than 920 pounds of clothes and textiles. Additionally, a barrel of non-perishable food items was collected for the local Vaughan Food Bank, along with a $300 donation. Finally, the City of Vaughan’s Animal Services collected donations to help support the animals at our local shelter with food, blankets, medical supplies and other necessities that are required to optimally operate the shelter.

CREATIVITY

The City of Vaughan continues to evolve the events of National Public Works Week to attract more visitors each year.

The NPWW outreach and awareness program was enhanced through a variety of social media tactics, including leveraging social media of participating organizations (such as Joyride 150). Additionally, the use the “My Waste” app, provided an additional 10,000 user-base to send reminders/invites and other important outreach and educational material.

During (and the days leading up to) NPWW, banners were placed at City Hall and at the Joint Operations Centre. Mini flags were handed out to all participants at all NPWW events.

Public works education was provided in ways to suit all learning styles – visual learners, auditory learners and kinesthetic learners. Information displays, tours, equipment touch and feel, heavy machinery ride-on, and a variety of innovative hands-on activities and demonstrations were provided at the Open House. Many displays used play-based tactics to provide valuable information in a memorable way (e.g. pipe swabbing, toilet demonstration, basketball waste diversion game, “Pipes and Running Water” game).
Finally, various tactics were used to elevate public works as a career choice. Vaughan Public Libraries showcased public works careers in dedicated book displays during NPWW. Additionally, the Open House showcased a variety of equipment and vehicles, as well as an opportunity to dress up like a public works professional.

“The Power of Public Works” represents the impact public works services have on the community. This year’s events had significant focus on education and outreach to ensure the City leveraged the opportunity to inform, educate, and promote the vital contributions that public works provides to ensure a safe, clean and healthy community.

Please see our Public Work Week Video Montage of this week’s events:

https://transfer.pcloud.com/download.html?code=5Z2cXf7ZWc4uLwkGNRZSUQbZr7N0yNLRxuu3Jz1bBWniSFbsjxak
City of Markham Textile Recycling Program

The City of Markham is located within the Region of York (Ontario), part of the Greater Toronto Area. Considered as one of the most diverse communities in Canada, Markham has a population of over 350,000 residents in over 100,000 households.

Markham’s City Council is comprised of the elected positions of Mayor, four Regional Councillors, plus eight Ward Councillors, each representing one of the city’s eight wards. The City of Markham employs approximately 1,000 regular full time staff across 20+ business units, and seasonally, is supported by 1,300 to 1,800 part time and temporary staff.

Markham has a long established proven track record of successfully delivering leading edge environmental initiatives and now has the highest residential waste diversion rate in Canada—at 81%. Markham has been recognized with numerous environmental awards among them:

- FCM Public Space Award of Merit in 2010
- Recycling Council of Ontario Waste Minimization Award (GOLD) in 2014
- Canadian Association of Municipal Administrators (CAMA) award for the Textile Recycling Program in 2017

Waste composition audits conducted in 2012 by York Region, in cooperation with the local municipalities, found that textiles account for up to 5 to 7 percent of waste destined for disposal. In the City of Markham, that represented approximately 4,500 tonnes of textile waste sent for disposal per year. Failure to address textile waste is a lost diversion opportunity and has resulted in inadequate consumer education, scant diversion data and little end-market accountability.

Another contributing factor of textile waste comes from a major retail shift over the past decade known as ‘Fast Fashion’, inexpensive, disposable clothing—being sold into the North American marketplace. Worldwide it is estimated that approximately 80 billion new items of clothing are produced every year and national data indicates that textiles are among the least commonly recycled household goods. Studies indicate that every Canadian consumer produces 66-88 pounds of textile waste per year, and that 85 percent of textiles are thrown away without being reused or recycled.

In 2014, Markham conducted focus groups to determine residents’ level of interest in textile recycling. The results provided insight to how little residents knew about textile recycling. Key findings from the focus groups provided valuable information for designing Markham’s textile diversion program, the foremost being that textile waste was largely disposed of by residents, and that residents were interested in education, information, and a program managed by the City.

For many reasons, local governments have taken a hands-off approach to textile recycling. Textiles are a poor fit for municipal blue box curbside collection programs due to excessive costs and contamination; leaving textile collection exclusively to charities and for-profit collection companies. As a result, indiscriminate and unregulated placement of “used clothing” donation containers on both private and public sector sites created a dominantly
negative public perception of the textile recycling industry and posed potential safety issues for users and operators. This urban problem has many Cities searching for ways to regulate if not ban these containers completely.

With the unwavering support and commitment of City of Markham Council and a matching grant of $67,000 from the Federation of Canadian Municipalities (FCM), Markham launched its Textile Recycling Program in 2016. Markham-owned and branded SMART bins were in place at City facilities by the end of year.

Partnerships with The Salvation Army, Diabetes Canada and STEPS for Recovery, each with extensive experience in the collection and processing of textiles, allowed Markham to expand both collection capacity and the number of planned collection points across the City. Each organization has provided standardized, City-branded textile donation containers for placement at multiple civic facility locations, including Markham fire stations, community centers, and arenas. Select commercial developments, and over 60 multi-residential properties also host textile donation containers.

Markham’s charitable partners, service, sort, resell and recycle all of the textile donations captured by the City’s program and provide full data tracking (including material tonnage and composition studies) to monitor both capture and diversion rates. All of these services are offered at no cost to the City, and Markham’s charitable partners do not pay for what they collect.
A comprehensive community outreach campaign was designed to raise residential awareness, increase participation and engage the public at-large. Program-specific resources included City’s website, social media platforms and mobile signs, property tax inserts, postcards featuring donation bin locations, continuous local newspapers ads, Markham’s quarterly publication and annual Recycling Collection Schedule which is mailed to each household. Outreach events and presentations were provided to multi-residential properties, ESL classes, elementary and high schools, Seniors Centers and community groups. Media interest was generated through press releases, program unveiling, official launch events and two textile recycling industry symposiums which were hosted in-part by City of Markham.

In April 2017, Markham becomes the first municipality in North America to support textile diversion by banning textile waste from curbside collection service. Complimenting Earth Day 2017, Markham hosted “Textile Day”, a successful outreach event introducing the curbside textile ban. Many volunteers, staff and Councillors participated in a city-wide campaign promoting the Textile Recycling Program.

The City of Markham continues to remain committed as a global leader in developing and deploying innovative solutions to advance zero waste and circular economy solutions. With increased public awareness and participation in waste diversion, Markham’s textile diversion program offers a game changer example of sustainable approaches to addressing human consumption and climate change activities.

Since the 2015 launch, over 120 textile donation bins had been distributed and approximately 9 million pounds of textiles have been diverted to reuse and recycling activities and away from landfill, saving residents thousands of dollars in avoided garbage collection costs and landfill disposal fees.

Markham’s diversion initiative demonstrates that it is possible to balance social, environmental, and fiscal responsibility and meet the desires of citizens to recycle their textile waste. With political support, funding and responsible community partners, this viable, trusted solution that gives back to the community, can be easily replicated by both large and small municipalities. These environmental approaches increase citizen confidence levels in municipal public works initiatives and boosts civic pride.