



# Corporate Report

Clerk's Files **CA-11.MYI**

Originator's  
Files

1



---

**DATE:** May 25, 2009

**TO:** Chair and Members of Budget Committee  
Meeting Date: June 9, 2009

**FROM:** Janice M. Baker, CA  
City Manager and Chief Administrative Officer

**SUBJECT:** **myidea Employee Challenge Program**

---

**RECOMMENDATION:** That the report dated May 25, 2009 from the City Manager and Chief Administrative Officer entitled "myidea Employee Challenge Program" be received for information.

**REPORT SUMMARY:** The myidea Employee Challenge Program was intended to challenge employees to draw upon their knowledge and creativity to develop and submit innovative ideas that would positively impact the City's budget by \$500,000 over the next three years. All employees were welcome to submit ideas and all ideas were shared directly with the City Manager and the Leadership Team. The myidea Employee Challenge Program generated over 300 ideas and employees from every division of the Corporation participated in the program. The program will have an estimated impact of approximately \$454,700 over the next three years, with more opportunities still to be pursued.

**BACKGROUND:** Within the *Moving Forward* process, introduction of an Employee Challenge Program was identified as an action item to support the strategic priority of Building a Sustainable Business Plan. The objective was to design and introduce a program that would encourage employees to contribute their ideas to improve work processes, enhance efficiencies and generate cost savings and/or revenues. The City currently supports and promotes a culture of continuous improvement and dialogue with local teams to pursue this goal. Channels for idea sharing include the e3 program, the regular budget

and business plan process, open access to senior staff through emails and face to face, web boards, ad hoc studies and regular discussion with colleagues and supervisors. In addition, the recent Leadership Conference was focussed on innovation, providing training and a comprehensive toolkit for supervisors to create and harvest ideas with their staff. The Employee Challenge Program was another avenue, one that provided a direct means of communicating ideas without having to be concerned about protocol or hierarchy.

Benchmarking research was undertaken in which several of Canada's largest municipalities, the Region of Peel, the Province of Ontario, and several of Mississauga's major private-sector organizations were consulted. The benchmarking also looked at other public sector organizations. Based on the research the recommended approach was to implement a short-term program with a specific objective and with a focus on recognition rather than reward. The research also indicated that there is value in providing employees with an avenue to communicate their ideas directly to senior management without having to be concerned about protocol or hierarchy. There was significant variation in how programs were implemented, but there is general agreement that the three critical success factors for an effective program are a strong communications campaign to support and promote the program; provision of timely feedback to those who submit ideas and most importantly, support and endorsement from the organization's senior management.

In September of 2008 the Leadership Team approved the introduction of an Employee Challenge Program to be called myidea. A project lead was seconded and in early October a program was designed to incorporate all of the elements identified as best practices in the research. The Leadership Team approved the program, and Council was advised of its implementation.

The myidea program challenged employees to draw upon their knowledge and creativity to develop and submit innovative ideas that would positively impact the City's budget by \$500,000 over the next three years. All employees were welcome to submit ideas and all ideas were to be shared directly with the City Manager and the Leadership Team. Two commitments were made to every employee who submitted: that the Leadership Team would see each idea and that a response would be provided to each submitter.

The program was launched through the City Manager's Face to Face sessions in October, and ideas were accepted through the month of November. A team of staff with representation from each department promoted the program throughout the month.

Over 300 ideas were received and shared with the Leadership Team. The ideas were evaluated by subject experts and the outcomes of the evaluations were then presented back to the Leadership Team. Final decisions were made on how to proceed with each idea.

**PRESENT STATUS:** Some ideas have already been implemented or are being implemented. In other cases further investigations are required and are being pursued. Responses are being sent to each employee who submitted an idea. The ideas and the responses will be posted on the Intranet.

**COMMENTS:** Employees from all lines of business participated in the myidea Employee Challenge Program. The table below shows the breakdown of participation by department.

Department Summary	Submitted	Evaluated
City Manager's Office	9	16
Community Services	85	69
Corporate Services	73	167
Members of Council	5	0
Planning and Building	53	12
Transportation and Works	70	52

The Ideas The ideas covered the full spectrum of the City's services and procedures, from front line operations to strategic directions. A number of ideas were duplicated, with the most popular suggestion being the elimination of printed pay stubs.

A number of themes emerged through the submissions. The importance of addressing environmental issues featured in many ideas which ran the gamut from saving paper to managing energy to encouraging employees to increase their use of public transit. Another set of ideas focussed on compensation and benefits, from reconsidering the economic adjustment to expanding the early retirement initiative. There were a number of submissions relating to

lc

parking, including the implementation of paid parking and providing Enforcement Officers with increased authority. The implementation of increased fees relating to various building and development processes also featured in many ideas.

Largely absent from the submissions were ideas related to duplication of efforts although there were suggestions around organizational structure and cross training.

The Evaluations

Upon receipt of an idea submission, the content was considered by a committee of representatives from each Department. Where the idea met the program eligibility requirements, a subject expert was identified. The subject expert considered the idea, provided comments, and recommended a course of action. The completed evaluations were provided to the respective Directors for comment. The evaluations with recommendations were then shared with the Leadership Team.

Ideas were classified according to the evaluator’s comments and the follow-up discussions. Each idea was assigned to one of six categories as follows:

1. Yes - recommended that the idea be implemented
2. Yes qualified – recommended that part or all of the idea be implemented only under identified circumstances
3. Maybe - further investigation/consideration required with outcome dependent on discovery
4. Already being considered - idea or elements of the idea are already being considered
5. Already in place - idea or elements of the idea are already in place
6. Not feasible - idea is not recommended for reasons identified in the evaluation

Of the ideas evaluated, the breakdown is as follows:

Yes	14
Yes qualified	29
Maybe	20
Already in place	33
Already being considered	69
Not feasible	162

A number of the ideas have already been implemented or are being piloted including the elimination of the printing of ‘one and done’

parking complaints, the reduction of refreshments at the City Manager's Face to Face sessions, and the introduction of liquid pool blankets. These ideas are included in Appendix 1 with financial impacts provided.

There were several ideas relating to fees and charges for which Council approval is required. Departments will take responsibility for moving those ideas through the appropriate channels.

Some ideas require more extensive evaluation or additional consideration to determine the exact financial implications. Steps are in place to ensure follow-up on all of these ideas to ensure implementation where possible.

Ideas that were classified in the Not feasible category were classified as such for a number of reasons. Some ideas would have resulted in increased operating costs. Others required a significant capital outlay which was beyond the scope of the myidea program. Several ideas were not feasible as they referred to circumstances beyond the purview of the City. Other ideas had been previously discussed by Council and determined to be not feasible. Some of the ideas were shared with Management Consulting to inform future e3 reviews.

Regardless of their status, all ideas are housed in a database for future use. This now resides with Management Consulting.

#### The Responses

Each employee who submitted an idea is being provided a response if contact information was included. A list of the ideas and the responses will be posted on the City Manager's intranet page.

#### **FINANCIAL IMPACT:**

The anticipated financial impact of the ideas listed in Appendix 1 is \$454,700 over the next three years. Not included in this total are amounts which may be captured in the remaining months of the current calendar year which amount to \$24,000. With several ideas still under consideration it is anticipated that the three year total will grow.

#### **CONCLUSION:**

The myidea Employee Challenge Program challenged employees to draw upon their knowledge and creativity to develop and submit innovative ideas that would positively impact the City's budget. Staff from across the City engaged in the program. This was one of many

le

channels for ideas to flow through. The Leadership Team saw each idea and responses are being provided to each submitter. The anticipated financial impact is approximately \$454,700.

**ATTACHMENTS:** Appendix 1: Ideas being implemented

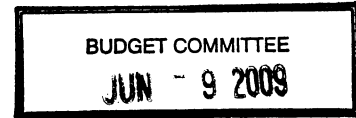


---

Janice M. Baker, CA  
City Manager and Chief Administrative Officer

*Prepared By: Sue Coles, myidea Project Lead*

Appendix 1  
Ideas being implemented



14

City Manager's Office

#	Idea	Category	Budget Impact		
			2010	2011	2012
53	Cut out food in City Managers' Face- to-Face Sessions	Yes	3,000	3,000	3,000

Community Services

#	Idea	Category	Budget Impact		
			2010	2011	2012
81	Fitness Centre Sign-ups Customers use sign-up sheets to schedule use of equipment. Print sheets double-sided.	Yes	0	0	0
154	Bring Your Own Mug to the Arena Concessions Encourage customers to bring their own mugs and eliminate use of disposable ones.	Yes	0	0	0
210	Reduce the number of Portable Signs Displayed by City Departments	Yes qualified	6,500	6,500	6,500
232	a heat trapping liquid pool blanket for indoor and outdoor pools Use chemical product to prevent heat loss from indoor and outdoor pools	Yes qualified	31,500	31,500	31,500

lg

#	Idea	Category	Budget Impact		
			2010	2011	2012
291	Staff Facilities Booking Contracts Eliminate paper copies of internal facility booking confirmations.	Yes			
352	fuel savings - road tax rebates Vehicles that use the engine to power auxiliary devices are exempt from the road tax part of fuel cost when the engine is being used to drive the extra equipment. Apply for rebate.	Yes	6,000	6,000	6,000

Corporate Services

#	Idea	Category	Budget Impact		
			2010	2011	2012
17	Save the environment, Save some \$\$\$ Encourage or ask employees to bring and use our own personal cups instead of the disposable cups.	Yes qualified	7,825	7,825	7,825
315	Have a "Green" Holiday This Year Staff send electronic seasonal greetings rather than printed cards	Yes qualified	454	454	454
207	Packaging and boxes reduction to reduce cost to City and to protect environment. TAB Canada changed the	Yes	0	0	0



lh

#	Idea	Category	Budget Impact		
			2010	2011	2012
	packaging on expandable file folders in 2007 at the request of the many customers they service. Loose folders were split into 4 individual boxes for better protection during transport and re-distribution at customers' end. This increases packaging. Return to previous method which required less packaging and unpacking.				
110	Save energy Turn off most of the lights and heaters at Malton transit garage when empty	Yes	900	900	900
126	Saving Electricity Turn off lights when not in use. Introduce an awareness program to encourage staff to turn off lights.	Yes			
226	City owned underground heated parking lots. The Living Arts Centre garage temperature can be reduced to 45 deg F (7 deg.C) without any risk of freeze up of the fire sprinkler and other water pipes.	Yes	12,390	12,390	12,390
229	TURNING OR GROUNDING ELEVATORS/ EXCALATORS  Turn the Transit Terminal escalator off overnight when building is closed.	Yes qualified	1,525	1,525	1,525

Planning and Building

#	Idea	Category	Budget Impact		
			2010	2011	2012
178	Zoning Letter Fees Update fees to reflect inflation. Increase from \$60 to \$80 per letter  Subject to Council approval	Yes qualified	3,560	3,560	3,560
192	Increase/Restructure Sign Variance Application Fees Sign Variance Application Fees be increased from \$415.00 to fee consistent with other municipalities.  Subject to Council approval	Yes qualified	20,900	20,900	20,900

Transportation and Works

#	Idea	Category	Budget Impact		
			2010	2011	2012
35	Fee for new municipal address Charge a nominal fee for each new address created for new buildings (infill houses, condominiums, industrial and commercial buildings).  Subject to Council approval	Yes	30,000	30,000	30,000
91	Eliminate internet inserts in the NICs and NFDDs We mail approximately 3,000 Notice of Impending Conviction and Notice of Fine Due Date. Since the introduction of Internet payment as an option, we have been inserting internet payment option notices into all mailings of NICs and	Yes	5,000	5,000	5,000

12

#	Idea	Category	Budget Impact		
			2010	2011	2012
	NFDDs. The inserts are not necessary anymore and the payment option is noted, along with other payment options, on the back of the ticket				
93	Cost Savings & Environmental Parking Enforcement should only print those complaints that require more than one time enforcement.	Yes	2,000	2,000	2,000
173	Use of accordion files to store tickets Replace accordion files with envelopes to store tickets.	Yes qualified	20	20	20
138	Management Reorg With vacancy, reorganize supervisory responsibilities in two areas of Transit.	Yes qualified	10,000	10,000	10,000
84	Issue tickets (set fines) for violations of environmental by-laws. Apply to the Office of the Attorney General for permission to issue set fines for violations of environmental by-laws. This would allow the appropriate City staff to issue tickets for less serious violations of these by-laws.  Subject to Council approval	Yes qualified	0	15,000	15,000