

Toronto Water

Update on Sewer Line Block Service Standards and Improving Responses

Presentation to Service Excellence Committee

on July 19, 2024





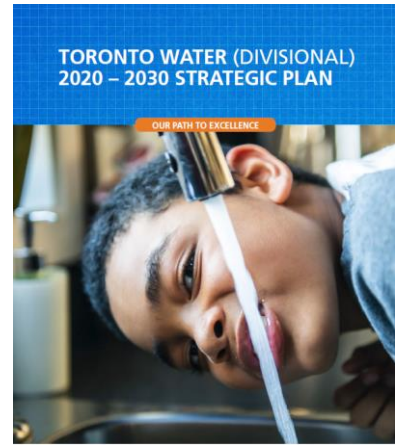
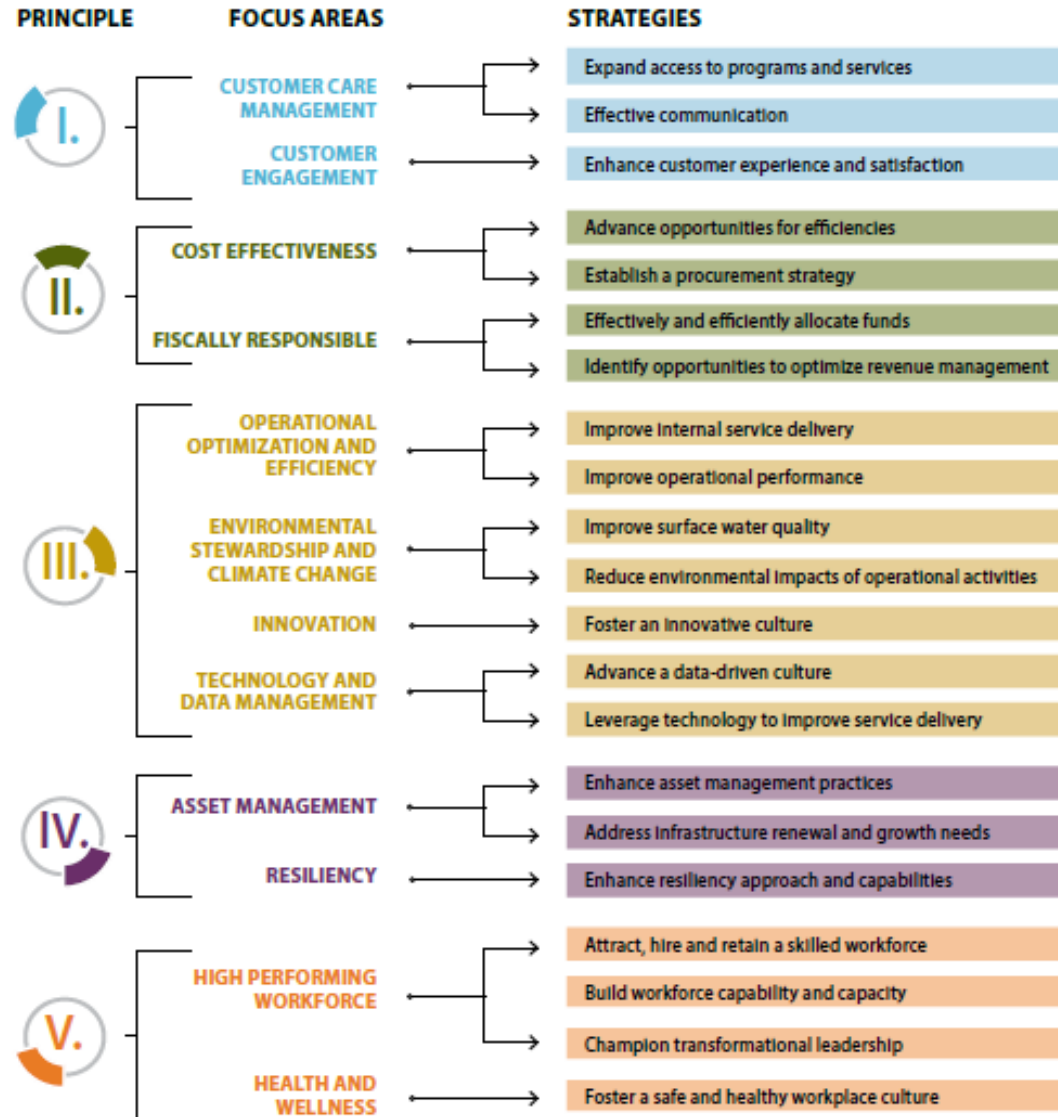
Toronto Water

Toronto Water (TW) is responsible for all aspects of drinking water treatment and supply, wastewater collection and treatment, and stormwater management.

- Provides services to the residents, businesses, and visitors to Toronto,
- Is one of the largest municipal water, wastewater utilities in North America,
- \$90.6 billion worth of public infrastructure,
- Over 1,900 staff, and
- Operates in a highly regulated environment.

TW Strategic Plan 2020-2030

Toronto Water updated its Strategic Plan in 2020 to organize and prioritize major activities and resource commitments for the next 10 years.



GUIDING PRINCIPLES

- I. Customer Centric Service**
Continuously improve our levels of customer service to enhance our customers' experience.
- II. Financial Sustainability**
Adhere to sound fiscal policies and meet financial commitments.
- III. Operational Excellence**
Strive to be the best in a cost-effective and environmentally-responsible manner.
- IV. Infrastructure Management**
Provide the desired level of system reliability to achieve our customers' expectations.
- V. Dynamic Workforce**
Attract, employ and retain qualified employees dedicated to customer service and operational excellence.

Customer Centric Service Performance Measures

Toronto Water's Key Performance Indicators (KPI) program measures what is most critical to the entire Division and indicates progress toward objectives.

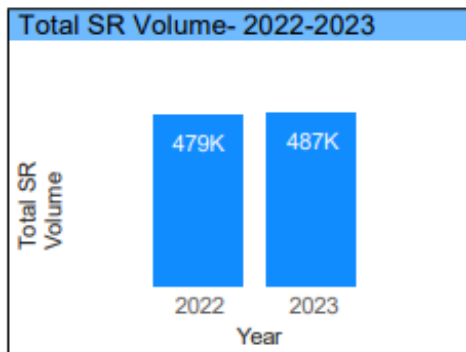
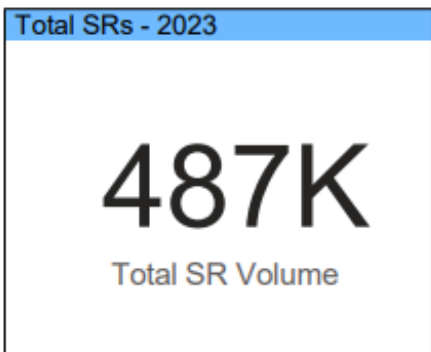
Customer Centric Service KPIs:

- 311 Service Standards
- TW Customer Care
- TW Customer Service Programs
- TW Operations



Customer Service Requests (SRs) Created by CXD-311 - 2023

Data Source: CXD-311 Business Intelligence tool and Salesforce CRM. Data includes all of the customer initiated SRs for all the City Divisions created by CXD-311 via phone, web and mobile channels.

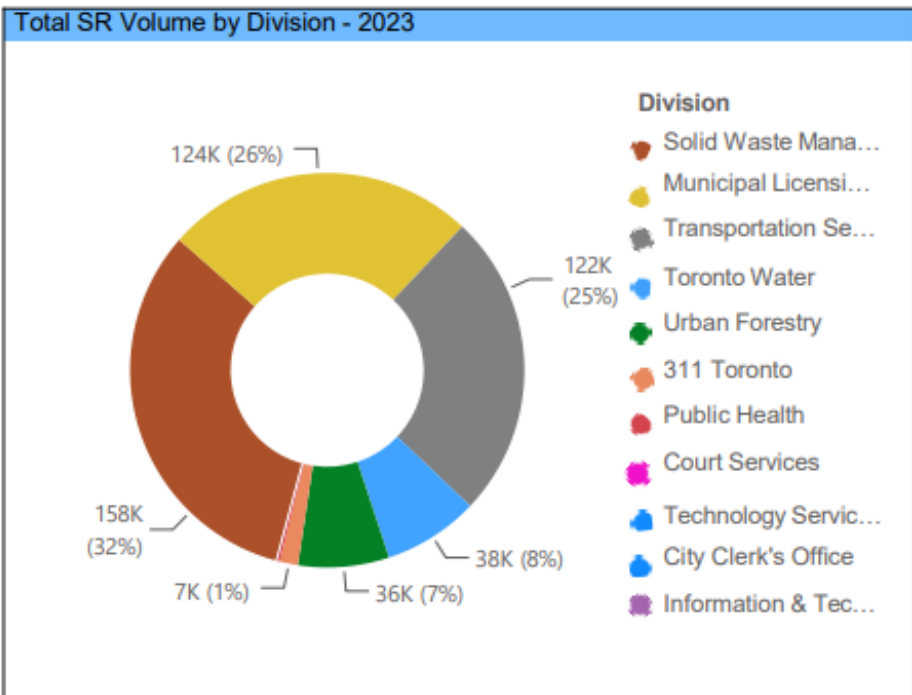


Top 5 SR- 311 & Other Divisions - 2023

| Service Requests (SR) | Volume |
|-------------------------------------|--------|
| Publication Request - Solid Waste | 3749 |
| Lead Water Testing Kit Registration | 1330 |
| Staff Service Complaint | 1195 |
| Comment / Suggestion | 561 |
| Rabies Vaccine Request | 400 |

Top 5 SR- Solid Waste Management - 2023

| Service Requests (SR) | Volume |
|---|--------|
| Residential Bin Lid Damaged | 19781 |
| Residential - Garbage Day Collection - Not Picked Up | 9159 |
| Residential Oversized/Electronics Item Day Collection Not Picked Up | 8438 |
| Residential Bin Body or Handle Damaged | 8437 |
| Residential Organics Not Picked Up | 7543 |



Top 5 SR- Transportation Services - 2023

| Service Requests (SR) | Volume |
|---|--------|
| Road - Pothole | 18585 |
| Clean Up Debris on Road | 6423 |
| Missing / Damaged Street or Traffic Signs | 5223 |
| Boulevard Plow Damage | 4764 |
| Traffic Signal Maintenance | 4633 |

Top 5 SR- Toronto Water - 2023

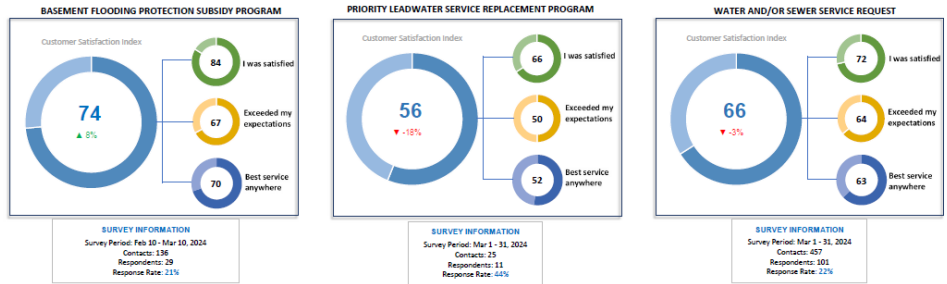
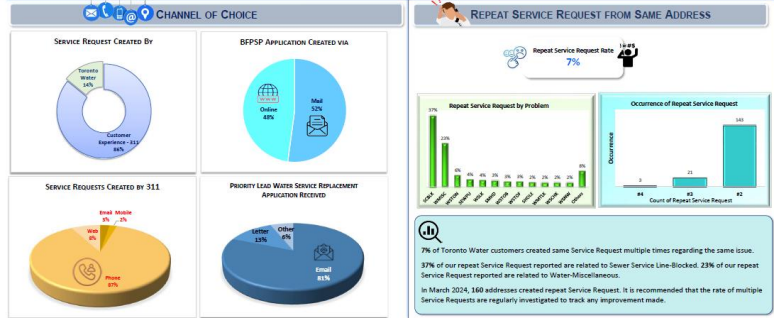
| Service Requests (SR) | Volume |
|--|--------|
| Sewer Service Line-Blocked | 7173 |
| Request Water Service Turn Off | 5037 |
| Request Water Service Turn On | 4087 |
| Water Service Line-Check Water Service Box | 2678 |
| Watermain-Possible Break | 2469 |

Top 5 SR- Municipal Licensing & Standards - 2023

| Service Requests (SR) | Volume |
|--|--------|
| Injured - Wildlife | 17055 |
| Pick up Dead Wildlife | 15380 |
| Property Standards and Maintenance Violations | 15231 |
| Amplified Sound | 9308 |
| Long Grass and Prohibited Plants on Private Property | 6284 |

Top 5 SR- Urban Forestry - 2023

| Service Requests (SR) | Volume |
|-------------------------------------|--------|
| General Pruning | 13079 |
| Tree Emergency Clean-Up | 7967 |
| Residential or Park Tree Removal | 4010 |
| General Tree Maintenance | 2658 |
| Unauthorized Tree Injury or Removal | 2238 |



The Customer Satisfaction Index (CSI) is a measure of customers' responses to specific recent service experiences. It has three components: overall satisfaction, best service anywhere, and exceeding expectations.

Among the three services reported, the Basement Flooding Protection Subsidy Program's CSI score is highest for overall satisfaction, at 74. The score is higher than the 2022 baseline score, City of Toronto's CSI score and jurisdictional average CSI score reported in Citizens First 2020 report.

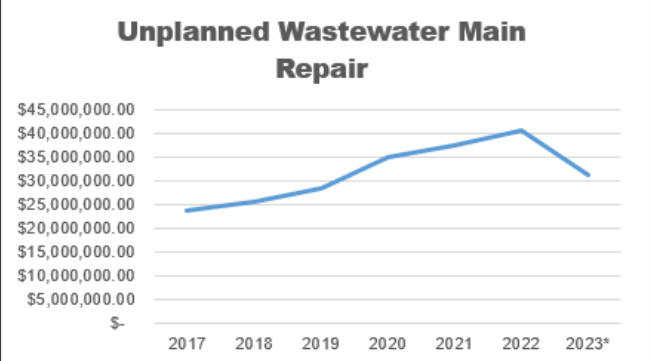
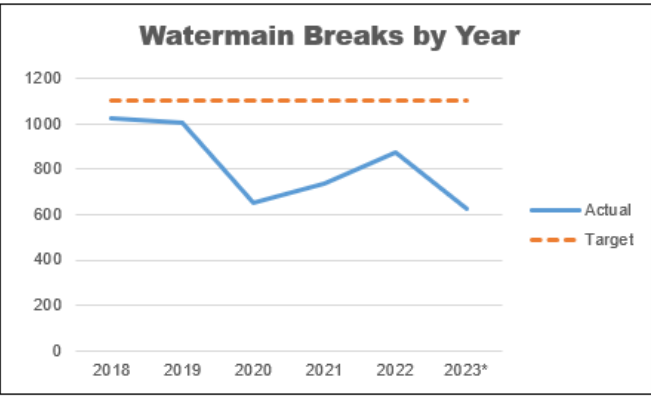
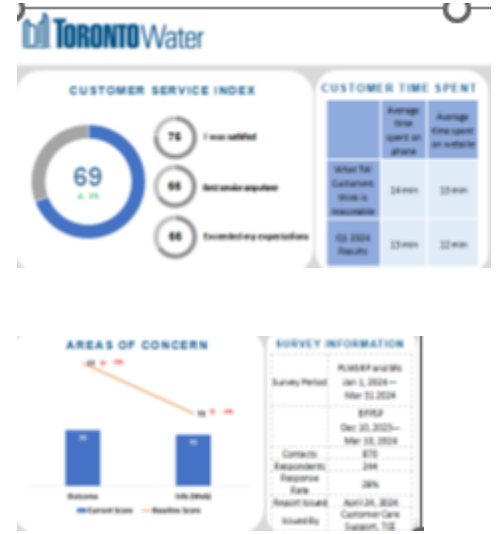
The Priority Lead Water Service Replacement Program scored the lowest for poor workmanship and communication of City appointed Contractors.

The Water and/or Sewer Service Requests scored slightly lower than the baseline score. For the first time ever, we are getting fairly good number of feedback since a workaround has been implemented to combat the data quality issue.

Toronto Water Customer Surveys 2022 Baseline Customer Satisfaction Index score is 68. A good CSI score typically falls between 75 and 85. According to 2020 Citizens First Report the overall CSI score for City of Toronto is 65, and is the same as the jurisdictional average.

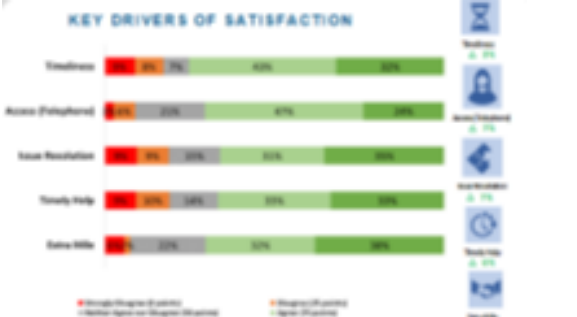
Appendices:

- TW Initiated Feedback - Baseline Report
- 2020 Citizens First Report - Jurisdictional Report for the City of Toronto
- List of Service Request to Review



| Service | Measure | 2021 Actual | 2022 Actual | 2023 Target | 2023 Projection | *Status | 2024 Target | 2025 Target |
|-----------------------------------|--|-------------|-------------|-------------|-----------------|---------|-------------|-------------|
| Outcome Measures | | | | | | | | |
| Water Treatment & Supply | Watermain Breaks per 100 km of Water Distribution Pipe | 12 | 15.11 | 22 | 22 | ● | 22 | 22 |
| Water Treatment & Supply | Drinking Water Non-Compliance | 2 | 0 | 0 | 0 | ● | 0 | 0 |
| Water Treatment & Supply | Per cent Time Operating Within 276 kPa to 793 kPa Requirements | 99.5% | 99.5% | 99.5% | 99.5% | ● | 99.5% | 99.5% |
| Wastewater Collection & Treatment | Non-Compliance Events (Wastewater Treatment) | 3 | 6 | 0 | 0 | ● | 0 | 0 |
| Wastewater Collection & Treatment | Mainline Backups per 1 | | | | | | | |
| Stormwater Management | ML of Dedicated (design) Storage Capacity | | | | | | | |

Toronto Water Weekly Operations Dashboard
Reported Week of June 24, 2024
Sewer Service Line-Blocked





Sewer Line Block

A sewer line blockage occurs due to debris, grease deposits, tree roots, or broken/defective pipes. This blockage prevents proper drainage of wastewater from the property to the City's sewer system in the street.

Residents call 311 when they experience symptoms of a sewer line block, the most serious of which is wastewater backing up through basement drains or other fixtures.

Sewer Line Block – Service Standard

311 Service Standard:

- Toronto Water responds at the property within 4 hours

2023 Statistics:

- Most requested TW service received through 311
- 7,626 requests were received by the City
- 86% were completed within the service standard

What impacts our ability to achieve the service standard:

- Spike in demand (weather event)
- Workflow gaps
- Technology gaps

Case Study – Escalation

A local restaurant experienced a blocked sewer, which caused drains and toilets to back up. The restaurant closed for 12 days while the City resolved the issue.

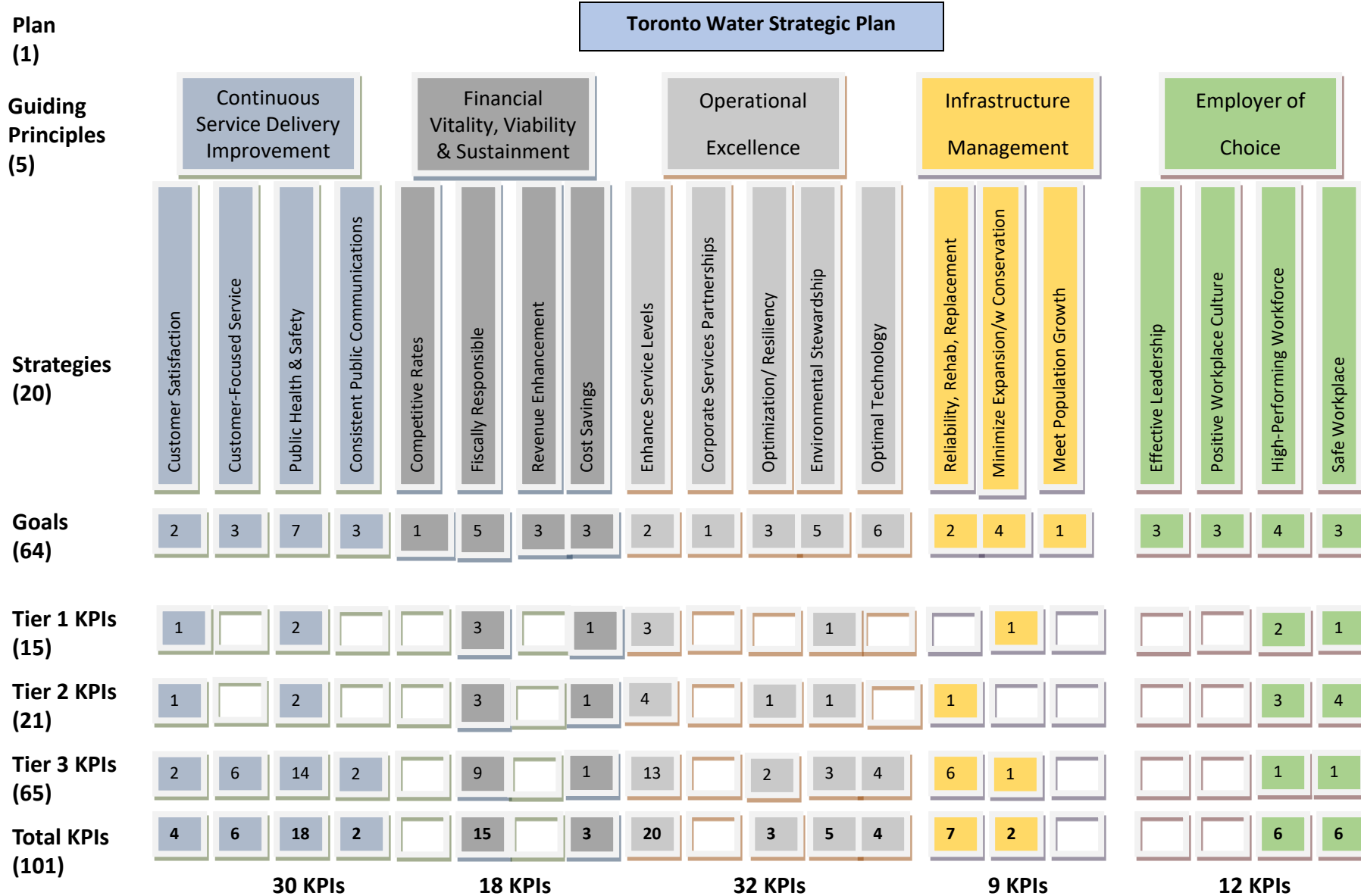
Site conditions were primarily responsible for the long repair time however, through review of work records and discussions with the restaurant, Toronto Water identified a gap in its escalation process for the prioritization of unresolved requests.

The Toronto Water Customer Care Centre is currently reviewing procedures for escalating open service requests that require extended time or extra visits to complete an investigation, particularly those directly affecting businesses – similar to what has been successfully implemented for high-rise customers.

Recent Progress – Customer Centric Service

- Completion of an organizational effectiveness review of TW Customer Care Centre
- Creation of a new Technology & Customer Experience section to promote focus on customer services
- Ongoing work to refresh and realign the Strategic Plan and KPIs
- Webforms are now available for several Toronto Water customer programs
- New mobile tools to enable providing customers an ETA of TW staff to their home
- One Contact Resolution initiative
- Improved caller wait times initiative

Toronto Water Strategic KPIs Mapping



Customer Centric Service

The Customer Centric Service Principal ensures focus and resources are applied to:

- Expanding access to programs and services
- Effectively communicating with customers
- Enhancing the customer experience and customer satisfaction

FOCUS AREA CUSTOMER CARE MANAGEMENT

Improve our understanding of customer expectations and perceptions.

STRATEGY

GOALS

Expand access to programs and services

Deliver programs and services through the customers' channel of choice.

- Enhance MyWaterToronto to become a centralized access portal for customers seeking service and information.
- Develop and execute an Inter-/ Intra-divisional customer relationship management system to centralize customer information to move towards profile-driven response.
- Implement, monitor and report on the customer "One-call-resolution" framework that coordinated service delivery across interacting divisions (central touchpoint for the customers).
- Enhance end-to-end self-service offerings and access to real-time information.
- Utilize predictive analytics to implement data-driven decision making processes (Customer Care Quality Management System).
- Develop and implement continuous customer feedback on service delivery through multiple channels.
- Leverage artificial intelligence and social listening tools/platforms to better understand client satisfaction and proactively respond to customer inquiries and complaints.
- Continue to implement and report on the Toronto Water Digital Strategy.

Effective communication

Deliver proactive, timely and consistent communication to customers.

- Manage customer service impacts through proactive and targeted communication.
- Develop a solutions-oriented framework, including scripting and messaging, for typical customer touchpoints.
- Update the divisional Communication Plan to include risk mitigation messaging for current and potential emergency scenarios.
- Explore opportunities to coordinate communication with all stakeholder groups.

FOCUS AREA CUSTOMER ENGAGEMENT

Improve the customer service experience.

STRATEGY

GOALS

Enhance customer experience and satisfaction

Enhance customer confidence, experience and understanding of Toronto Water program and service delivery.

- Maximize effective reach, frequency and efficiency of all available communication channels to better inform customers.
- Develop and execute a multi-channel strategy for public consultation, feedback and on-going communication/ engagement.
- Review and update the divisional Communication Plan to ensure issues and opportunities are captured.
- Establish satisfaction surveys with customers and stakeholders to continuously improve programs and processes.

Thank you

