



Update on the actions underway in the Water Utility to address Indemnified Contractors' concerns

The Water Utility has undertaken several initiatives to address the key concerns raised by the IC community. These actions are broken down into four focus areas which are intended to increase customer satisfaction and deliver fair, flexible and functional customer service experience to ICs.

Timeframe for completion:

- Immediately – action is underway
- Short term – up to 12 months
- Long term – 1 to 2 years

Focus Area 1: Scheduling changes-improved appointment process	Timeframe for completion	November 2019 status update	Additional information
1.1 Increase available appointments during contractor work day	Complete	Complete	Changed crew shifts to start earlier and allow for more flexibility in appointment scheduling (including accommodating some evening and weekend appointments).
1.2 Create appointment service level agreement	Short term	In Progress	Drafted, to be provided to ICs in February 2020.
1.3 Allow some work to be scheduled without an appointment	Short term	Complete	When there is no availability for valve crews, trouble crews can perform controls. This is to be used as an additional method to address urgent demands on a case-by-case basis.
1.4 Review current appointment window	Short term	Complete	Appointments are now booked for the appropriate amount of time based on the type of work needed (i.e. main control, main shutdown, main flush).

1.5 Implement an online appointment booking system to increase visibility and autonomy	Long term	Connected to outcome of another longer-term project	The Water Utility is currently working on a program to improve several existing data management systems. The outcome of this program will inform technical capabilities for an online booking system.
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Focus Area 2: Use City Resources Differently	Timeframe for completion	November 2019 status update	Additional information
2.1 Increase appointment flexibility	Immediately	Complete	Appointment valve crew changes can be accommodated up to 2 days in advance. Others will be evaluated on a case-by-case basis. Evening and weekend appointments are being scheduled as well.
2.2 Provide Contractors access to an electronic map of the Water Utility system	Short term	Not Feasible (currently)	Current technology limitations do not allow sharing of live maps externally. This would be labour -intensive and would not provide current live valve status.
2.3 Use additional methods/crews for controlling mains	Short term	In progress	As the Water Utility's Field Operations reorganization progresses, the potential for additional crews will be evaluated.
2.4 Involve Inspectors in limited valve operations	Short term	Not Feasible (currently)	Valve Operators and Inspections have different required certification and are under different unions. Labour Relations advised against further engagement on this initiative.
2.5 Investigate a fee structure	Long term	In progress	Internal discussions will be held to determine what the outcome of the fee will be (cost recover of existing crews vs hiring additional crews).

			Update on approach will be provided to ICs in May 2020.
2.6 Certify Inspectors as operators	Long term	Not Feasible (currently)	Valve Operators and inspections are under different unions. Labour Relations advised against further engagement on this initiative.

Focus Area 3: Review Roles and Responsibilities	Timeframe for completion	November 2019 status update	Additional information
3.1 Provide information on operation of private- side valves	Immediately	Will be completed by 2019 Year End	Provided information at October engagement sessions, will also be part of a Monthly Industry Bulletin by the end of 2019.
3.2 Provide clarity on boundary valve operation	Immediately	Will be completed by 2019 Year End	Provided information at October engagement sessions, will also be part of a Monthly Industry Bulletin by the end of 2019.
3.3 Request that Contractors conduct job-related repairs to valves	Short term	In progress – implementation in 2020 season	Business Case was approved by Supply Management, Drinking Water Distribution is developing the internal process for implementation in February 2020.
3.4 Increase work that Contractors are able to do on the system	Long term	No update	As the other actions on this list are implemented the Water Utility will continue to engage ICs on corporate process to look for more opportunities for improvement.

Focus Area 4: Review City Operational Practices	Timeframe for completion	November 2019 status update	Additional Information
4.1 Increase engagement (including an ICs survey and meetings)	Immediately	Complete	14 out of 22 companies attended October engagement sessions with the Water Utility.
4.2 Clarify processes related to issues that occur after hours, including details on what number to call	Immediately	Complete	For emergency shutdown on weekends and after hours, contact is 311. 311 will direct dispatch to a Water Trouble crew. Average response time is 1 hour.
4.3 Streamline Return to Service procedure	Short term	Complete	Return to Service procedure for controlled mains was changed to exclude lab testing, as existing data supports this approach. The mains are now flushed and opened without testing, which provides significant time savings.
4.4 Review when controlled mains are required	Short term	In progress – implementation for 2020 season	Proposed approach includes working without a control on metallic mains less than 300 mm in diameter. ICs were interested in exploring this option, process to be developed by February 2020.
4.5 Improve internal processes	Short term	Complete	Implemented: text messaging crews for emergency shutdowns, flushing and opening controlled mains without lab samples, steps for escalations and resolution of requests. Others mentioned above are in progress.
4.6 Reduce time to control mains	Long term	In progress	Proposed as an idea to contractors; however, to fully benefit from this initiative, unidirectional flushing needs to be

			completed across the city, which will take several years.
4.7 Reduce Return to Service times	Long term	In progress	As the Field Operations reorganization progresses, this will evolve by using other crews. Also, as more unidirectional flushing is done, less flushing will be necessary, and it will reduce the time it takes to return a main back to service.
4.8 Continue to privatize low risk, simple maintenance where system operation is not required	Long term	No update	As the other actions on this list are implemented, the Water Utility will continue to engage ICs on corporate process to look for more opportunities for improvement.