

311 Reporting and Dashboards

Date: March 8, 2024

To: Service Excellence Committee

From: Executive Director, Customer Experience

Wards: All

SUMMARY

At its meeting on December 18, 2023, the Service Excellence Committee requested the City Manager, in consultation with the Executive Director, Customer Experience (311), to report back to the Service Excellence Committee by the end of March 2024 on a reporting system that includes Ward Dashboards and key performance indicator data from individual City Divisions.

This report will:

- Provide an overview of existing 311 information available to Councillors and Divisions.
- Provide information on the progress towards the establishment of Ward Dashboards and key performance indicator (KPI) data from specific City Divisions.
- Identify cross-functional teams that have been engaged in planning around the Dashboards and KPIs.
- Provide high-level next steps to producing a Dashboard.

RECOMMENDATIONS

The Executive Director, Customer Experience recommends that:

1. Service Excellence Committee receive this report for information.

FINANCIAL IMPACT

There is no financial impact from the adoption of the recommendations in this report. The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial impact statement.

DECISION HISTORY

At its meeting on December 18, 2023, the Service Excellence Committee requested the City Manager, in consultation with the Executive Director, Customer Experience (311), to report back to the Service Excellence Committee by the end of March 2024 on a reporting system that includes Ward Dashboards and key performance indicator data from individual City Divisions:

<https://secure.toronto.ca/council/report.do?meeting=2023.SE1&type=decisions>.

COMMENTS

311, a section within the City's Customer Experience Division (CXD), provides residents, businesses and visitors with easy access to non-emergency City services, programs and information 24 hours a day, seven days a week. 311 is integrated, either fully or partially, with five of the City's divisions, known as Integrated Service Divisions (ISDs) - Municipal Licensing and Standards, Toronto Water, Transportation Services, Solid Waste Management Services, and Urban Forestry (a section within Parks, Forestry and Recreation). 311 houses large quantities of data related to those divisions; however, not all Service Request (SR) data for those five divisions are integrated with 311. In addition to the current data reporting that 311 provides, measures are currently underway to improve and expand 311's reporting processes and tools. Reporting is based on existing Integrated Divisional Service Requests that are part of the 311 intake process. The list of those integrated Service Request Types can be found in Appendix 1 – 311 Service Request Catalogue. Any SRs that are not integrated with 311 are not currently part of 311 reporting.

Existing Available Information and Reporting

CXD currently provides the following information:

- Total contact and call volumes, including by channel, ward, division and type (e.g., SR, General Inquiry and Status Inquiry)
- Percentage of calls answered within defined service levels
- Top 10 General Inquiries
- Top 5 SRs by Division and by Ward
- SR Volume Heatmap by Ward

CXD provides the above information through the following:

- Monthly key metrics to Councillor offices, including ward-specific and division-specific data
- Key metrics reports to Councillor offices as part of the quarterly briefing note distribution
- Key metrics reports as part of the annual CXD report to Committees and Council
- Business Intelligence Tool SR data, whereby trained users can run volume reports by division, ward, location and problem type

- Monthly data on customer-initiated SRs received by 311, on the City's [Open Data Catalogue](#)
- Ad-hoc reports as requested (e.g., daily Vacant Home Tax metrics in 2023)

Please refer to Appendix 2 – 311 2023 Key Metrics Report for a sample of the annual key metrics report that is sent as part of the CXD annual report to Committees and Council.

Engagement with 311's Integrated Service Divisions

In January 2024, CXD initiated a series of workshops with 311's Integrated Service Divisions (ISDs) to identify and assess Key Performance Indicators (KPIs) and associated data related to SRs within the 311 system. The scope of this assessment and the accompanying workshops includes:

- Assess and validate SR data for each ISD, including the number of SRs and associated service standards (i.e., whether the SR was completed within the targeted time frame).
- Assess and document business processes, operational practices, tools, technology and other nuances in each ISD and their backend systems, to improve accuracy and consistency in reporting and enhance the interpretation of results and data. For example, in certain instances, a work order resolved on a Friday night may not be closed in the divisional system until the following business day (Monday), therefore leading to a perceived delay/miss of the targeted service standard time frame.
- Identify and incorporate 311-accessible ISD KPIs, as well as additional ISD KPIs and metrics that are not currently integrated with 311, into Ward Dashboards, ensuring a comprehensive view of service delivery.

Workshops and engagements will continue with the ISDs in 2024.

Development of a Proof of Concept (PoC) Dashboard with Technology Services Division (TSD)

Since January 2024, CXD has been collaborating with TSD to develop a PoC solution based on sample data for the month of December 2023. The objective of this PoC is to support the extraction, loading and transformation of 311 SR data into Ward Dashboards, with additional KPIs from the ISDs to be identified and included. The goal is to streamline and present SR information in an accessible and intuitive format. CXD intends to publish SR volumes and trends City-wide and by Ward, including the following:

- SRs created YTD and by month
- SRs completed YTD and previous month
- SR previous month summary by status
- SR previous month summary by division
- Top 10 SRs previous month
- SR monthly creation volume trend

In future, it will be determined how and when these Dashboards will be made available to stakeholders. For example, stakeholders may be able to self-serve and login to the selected business intelligence platform to access the Dashboards. Alternatively, CXD may email the Dashboards as attachments at an established frequency. Each option will be evaluated once the Dashboard platform has been selected.

The development of the PoC is a key dependency to enable the development of automated Ward Dashboards that provide accurate and meaningful performance data on an ongoing, monthly basis. The figures below represent PoC Dashboards:

- Figures 1 and 2 provide sample City-wide Dashboards
- Figure 3 provides a sample Ward-specific Dashboard
- Figure 4 provides a sample divisional SR and service level Dashboard for all ISDs Figure 5 provides a sample division-specific Dashboard.
- Figure 6 represents a sample of the potential end-to-end reporting related to specific Divisional Service Types, volumes and service level adherence
- Figure 7 provides a sample of some of the existing 311 Service Request Catalogue and the associated service standards

The complete Service Request Catalogue can be found in Appendix 1 - 311 Service Request Catalogue.

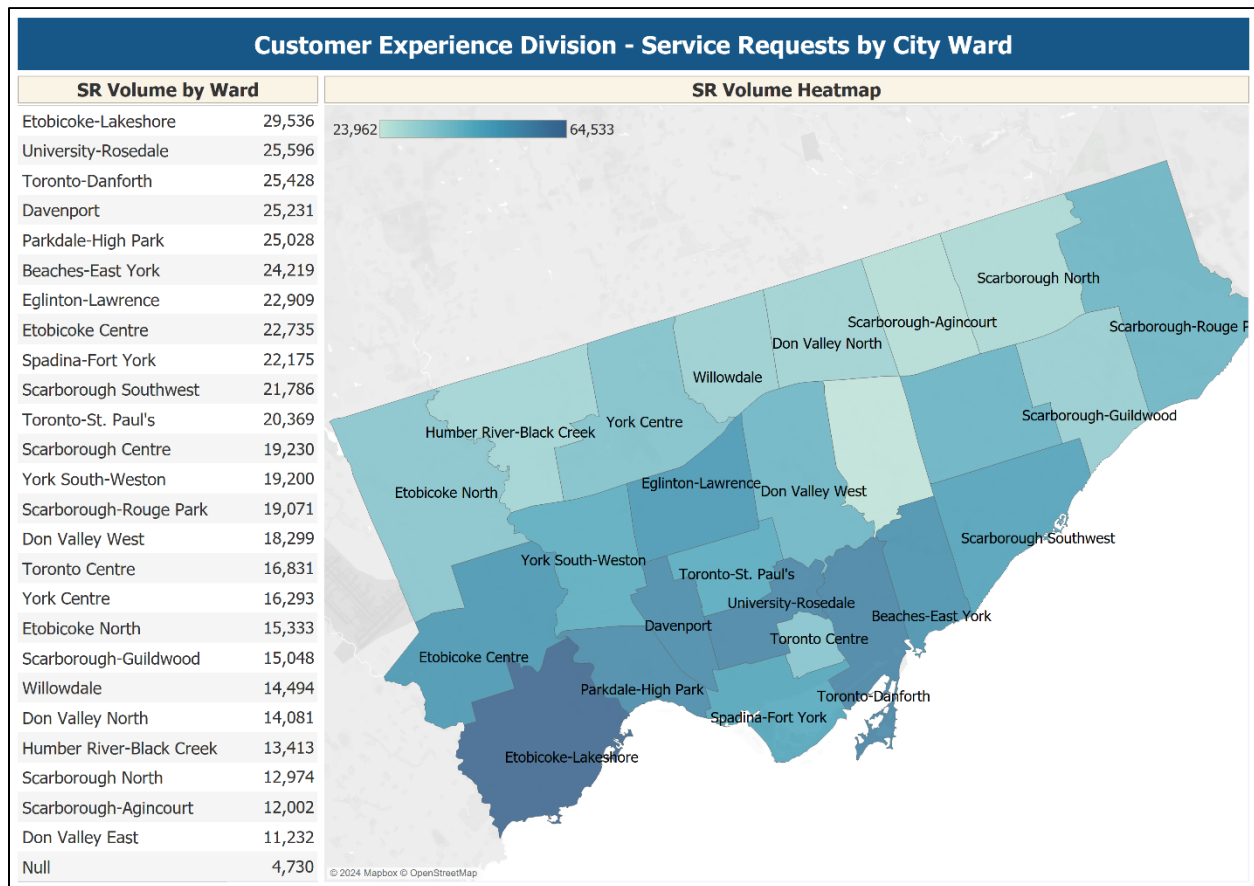
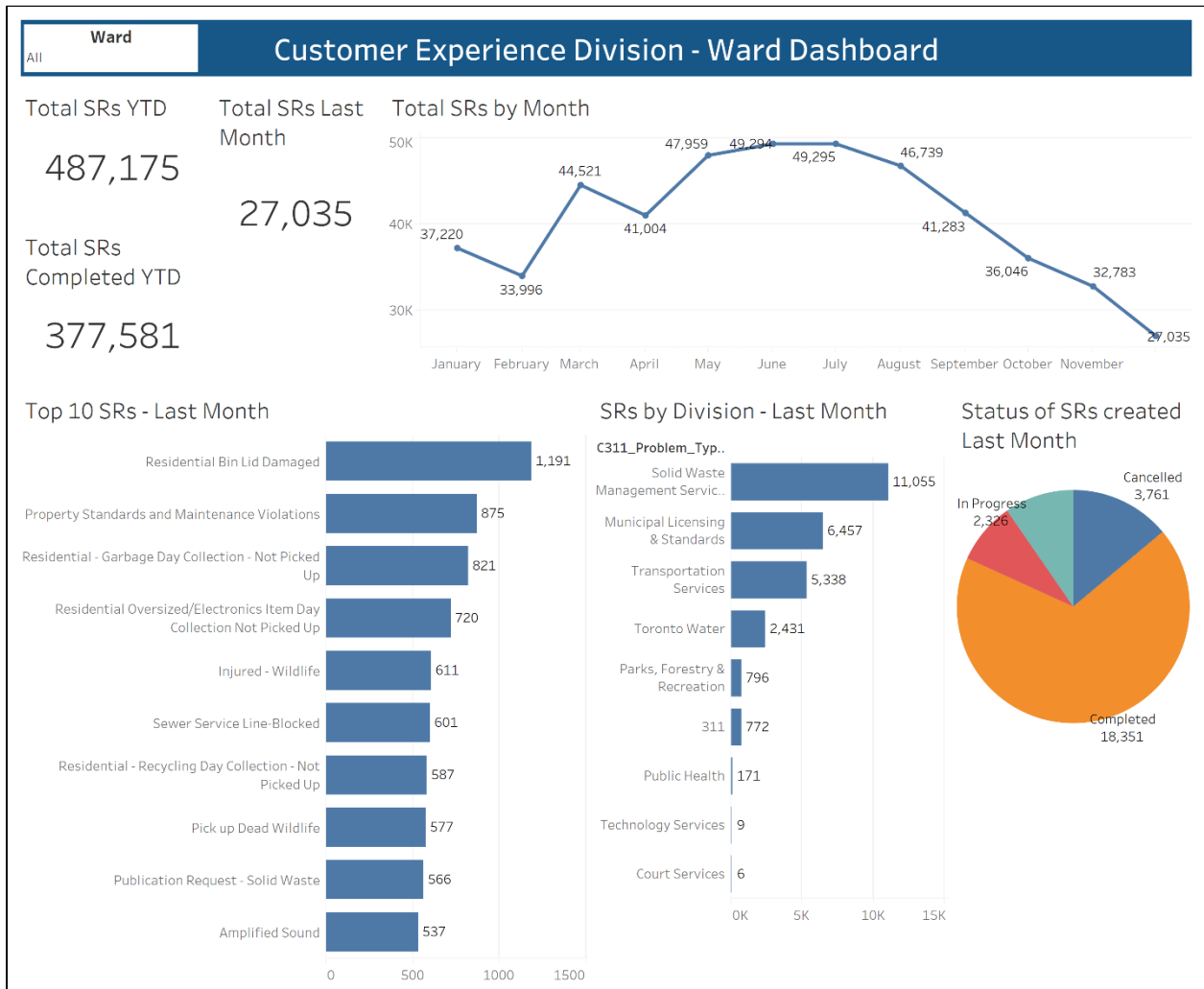


Figure 1: Customer Experience Division - Ward Performance Dashboard (Service Request Volume Heat Map)



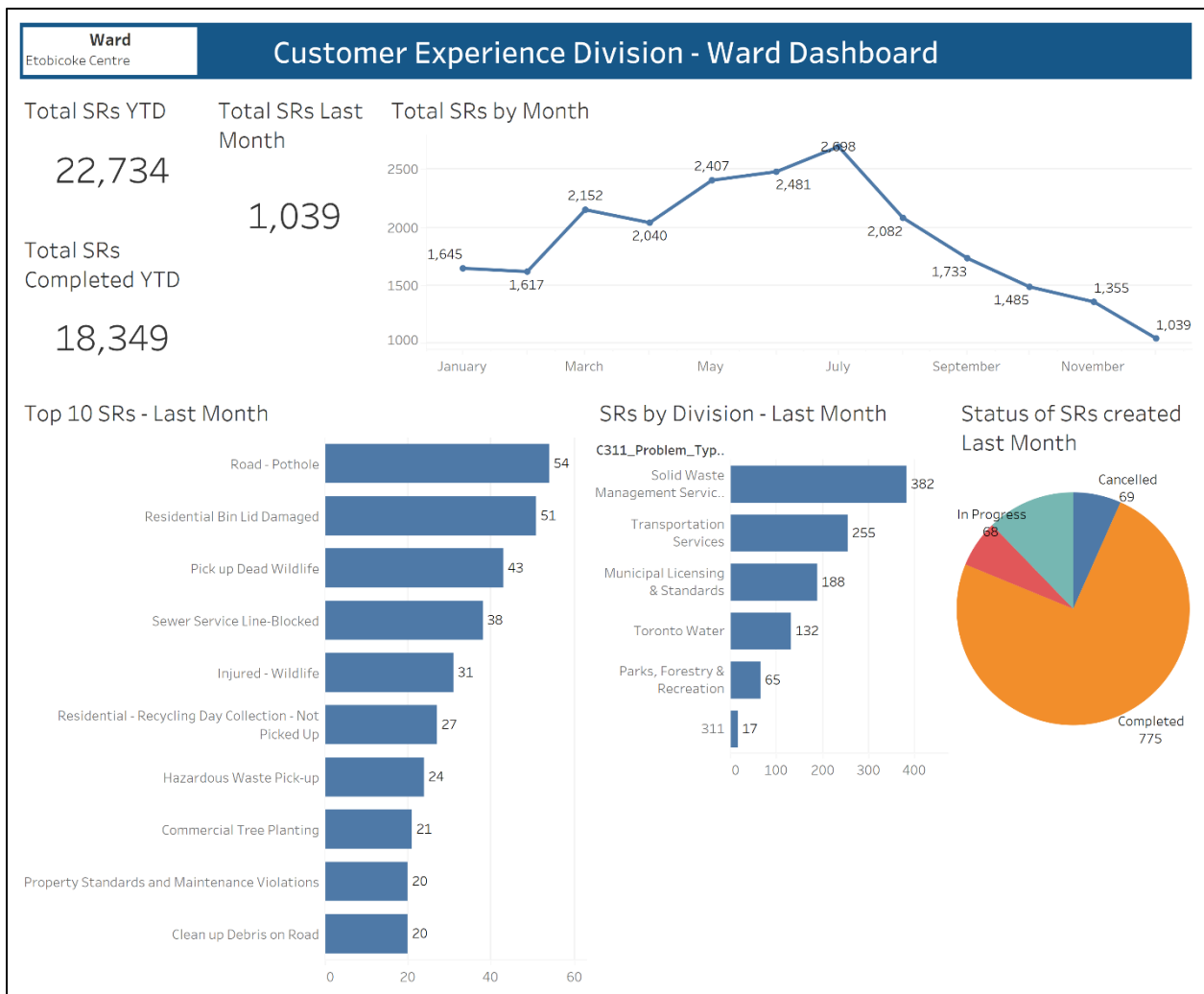


Figure 3: Customer Experience Division – Etobicoke Centre Ward Dashboard

Please note that in Figures 4 and 5, the metric “% within service standard” is currently marked as “TBD” due to the need to assess business processes, operational practices, tools, technology and other nuances in each ISD and their backend systems, to improve the accuracy and interpretation of service standard data. The City’s Enterprise Work Management System and Enterprise Customer Relationship Management solutions, for example, are expected to facilitate the digital overhaul of workflow processes and improve the integration of systems and data.

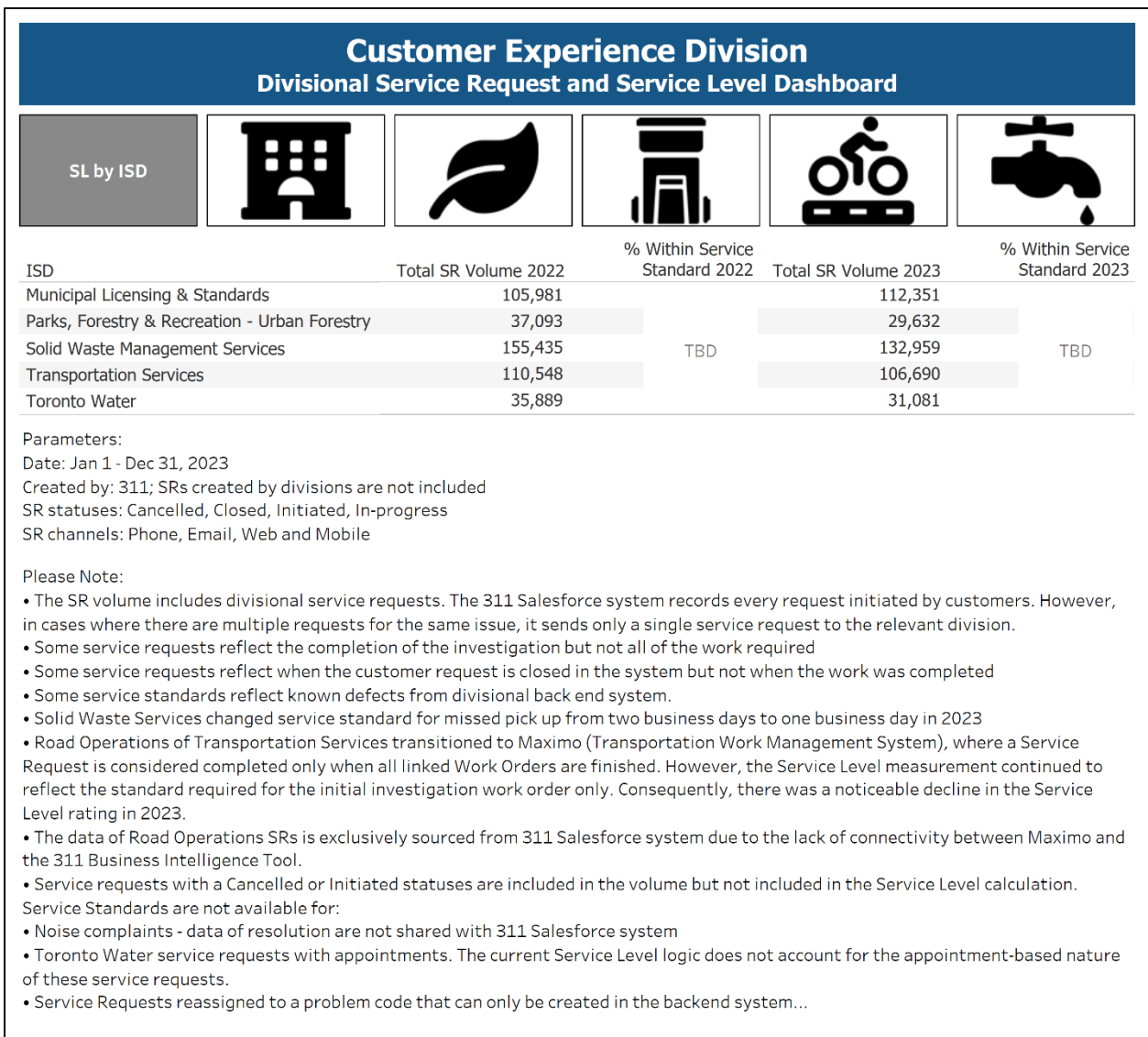


Figure 4: Customer Experience Division – Sample Divisional Service Request and Service Level Dashboard (All Divisions)

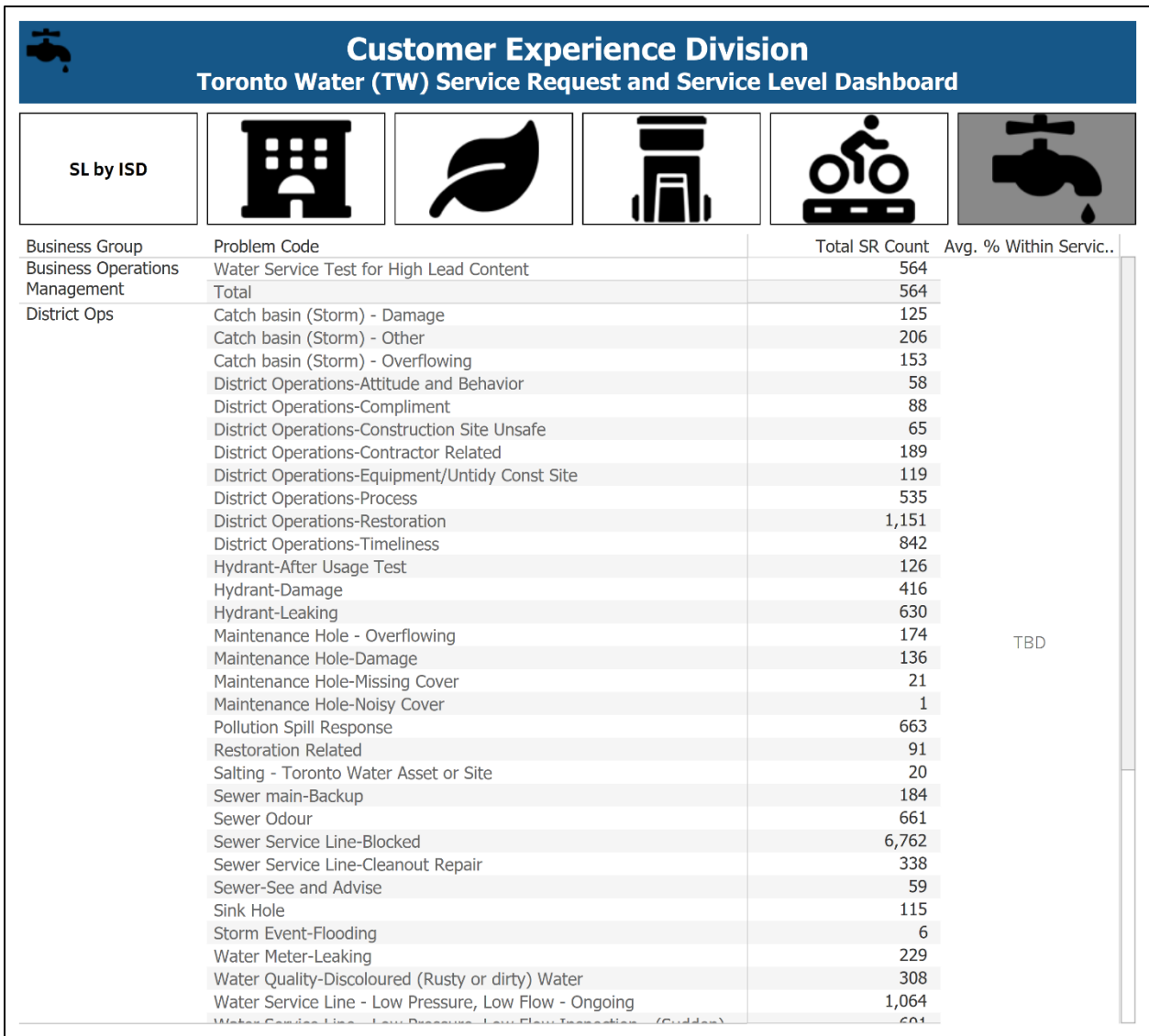


Figure 5: Customer Experience Division – Sample Divisional Service Request and Service Level Dashboard

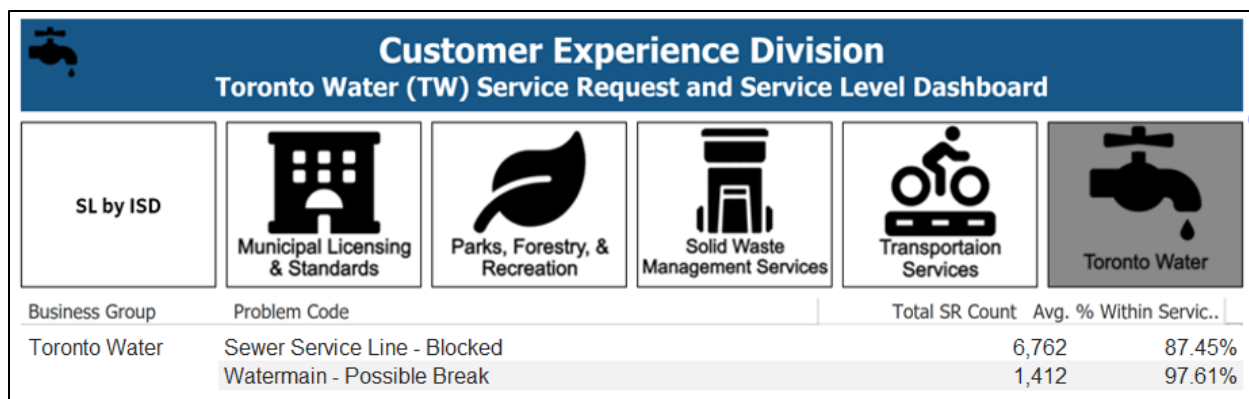


Figure 6: Customer Experience Division – Sample of Divisional Service Type – Volumes & Service Level Adherence

Integrated Service Division	Service Request Type	Service Standards
Municipal Licensing & Standards	Illegal Dumping in City Parks	2 Days
Municipal Licensing & Standards	Encroachments	2 Days
Municipal Licensing & Standards	Disturbing/Injuring/Feeding Wildlife in a City Park	2 Days
Municipal Licensing & Standards	Damage or Removal of Plants in City Parks	2 Days
Municipal Licensing & Standards	Watercraft	2 Days
Municipal Licensing & Standards	Commercial Enterprises	2 Days
Municipal Licensing & Standards	Park Conduct	2 Days
Municipal Licensing & Standards	Fireworks	2 Days
Municipal Licensing & Standards	Park Use	2 Days
Municipal Licensing & Standards	Games	2 Days
Municipal Licensing & Standards	Vehicles	2 Days
Municipal Licensing & Standards	Commercial Dog Walkers	2 Days
Municipal Licensing & Standards	Dogs off Leash	2 Days
Municipal Licensing & Standards	Stoop and Scoop	2 Days
Municipal Licensing & Standards	Waste Set Out - Wrong Location / Time/ Day	10 Days
Municipal Licensing & Standards	Waste Storage on a Multi-residential / Commercial Property	10 Days
Municipal Licensing & Standards	Containers	10 Days
Municipal Licensing & Standards	Contaminated Waste / Preparation	10 Days
Municipal Licensing & Standards	Prohibited Waste	10 Days
Municipal Licensing & Standards	Prohibited Acts / Pollicking	10 Days
Municipal Licensing & Standards	Illegal Dumping on City Property	10 Days
Municipal Licensing & Standards	Posting City Property / Structures	2 Days
Municipal Licensing & Standards	Posting Kiosks	2 Days
Municipal Licensing & Standards	Waste or Illegal Dumping on Private Property	10 Days
Municipal Licensing & Standards	Adequate Heat	24 Hours
Municipal Licensing & Standards	Fence	5 Days

Figure 7: Customer Experience Division – Sample 311 Service Request Catalogue

Please note, the City tracks response times and anticipated resolution times for each SR available through 311 and communicates these to the public during intake. Each SR has a default service standard which represents when the request will be initially responded to by a division (e.g., investigated and made safe within specified response

times) or when the request will be resolved by a division. This is shown in Figure 7 above. The default service standard for a request is based on the SR type. Following initial investigation and response, some requests may require work orders from the responsible City division in order to fully resolve the issue. In such cases, work order information and notes are shared with 311 Toronto.

Next Steps & Continued Planning

To continue iterating on the Dashboard, a jointly-owned plan of action will be developed and resourced with the ISDs and TSD to outline the cost, effort, timeline and resourcing impacts of these activities that may include, but are not limited to:

- Continued ISD engagement to understand processes, data, tools, and technology requirements, resulting in recommendations to enhance integrated processes, workflows, data and enterprise tools
- Divisional jurisdictional research, industry best practices and benchmarking for Service Level information
- Aligning service standards between 311 and divisional customer facing Service Standards webpages
- Additional engagement with Councillors on the progress and design of the Dashboards
- Selection of a suitable Dashboard platform (e.g., Tableau, Power BI, etc.)
- Designing a user-friendly layout with interactive features and drill-down capabilities
- Ensuring the solution is accessible and AODA compliant
- Developing a multi-phased rollout plan, accommodating for iterative testing, enhancements (e.g., service standards data, heat maps, etc.) and releases
- User training and support
- Eventual automation

As the joint planning for this initiative continues, there may be a funding gap identified that will be brought forward through the 2025 budget process.

CONTACT

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SIGNATURE

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ATTACHMENTS

Appendix 1 – 311 Service Request Catalogue
Appendix 2 – 311 2023 Key Metrics Report