

Service Excellence Committee: Decisions In Progress

Date: June 9, 2025

To: Service Excellence Committee

From: Chief of Staff, City Manager's Office and Executive Director, Customer Experience

Wards: All

SUMMARY

This report provides an update on decisions made by the Service Excellence Committee which are in progress of being implemented, as requested by the Service Excellence Committee.

RECOMMENDATIONS

The Interim Chief of Staff, City Manager's Office, and Executive Director, Customer Experience recommend that:

1. Service Excellence Committee receive this report for information.

FINANCIAL IMPACT

There are no financial impacts associated with the recommendations in this report.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial implications as identified in the Financial Impact section.

DECISION HISTORY

At its meeting on February 28, 2025, the Service Excellence Committee requested a report back from the City Manager's Office and the Executive Director, Customer

Experience to its meeting on June 23, 2025 with an update on recommendations in progress. <https://secure.toronto.ca/council/agenda-item.do?item=2025.SE7.3>

COMMENTS

The Service Excellence Committee is a Special Committee whose primary focus is better leveraging 311 data to understand how the City can improve services and be more responsive to the needs of all Torontonians. When considering agenda items to bring forward to the Service Excellence Committee, City staff consider how all data across divisions can be used to improve service delivery.

Service Excellence Committee first met in December 2023. The Committee has advanced key initiatives including:

- Reviewing data on residents' and businesses' satisfaction with City services through the "Listening to Toronto Survey"
- Providing direction to staff on improvements to the City's complaints process
- Advancing work to better report on 311's data, including how to best share data in dashboard formats
- Expanding the kinds of service requests that residents and businesses can submit directly to 311
- Refreshing the City's service promise and standards – our commitment to how customers will be served by City staff
- Updates on service standards and responses to service requests from key divisions, including Senior Services and Long-Term Care, Toronto Water, Urban Forestry, Solid Waste Management Services, Municipal Licensing and Standards, and Transportation Services

City staff are in the process of implementing the following recommendations made by the Service Excellence Committee.

Item	EX13.12 – Customer Experience Division Annual Report – 2023 (Origin: Letter from the Service Excellence Committee, Item SE2.1)
Recommendation	1. Requested the City Manager, in consultation with the Executive Director, Customer Experience (311), to report back to the Service Excellence Committee by July 19, 2024 with an approach for centralizing and consolidating all routine Tier 1 services and contact centres across City Divisions into 311 Toronto (Toronto at Your Service) so that the public has a seamless, accessible, and consistent experience when requesting or inquiring about routine City services; commencing with outstanding services of Parks, Forestry and Recreation full integration into 311, and to provide next steps on the roadmap and the implementation plan by the first quarter of 2025.

Status	On July 19, 2024, the Service Excellence Committee received the report “Toronto At Your Service – Service Request Expansion and Contact Centre Consolidation” (2024.SE4.3), which provided an update on the Customer Experience Division’s (CXD’s) approach to centralize and consolidate routine Tier 1 services and contact centres into 311, as well as the plans to integrate Tier 1 services for Parks. Tier 1 customer service representatives respond to inquiries about City programs and support the intake of service requests; no specialized training or service area expertise is required. CXD, in partnership with Parks and Recreation (P&R) and the Technology Services Division, is integrating Parks services into 311. Integration will be completed by the end of the third quarter of 2025, and will enable the intake of Parks Operations service requests, as well as complaints, compliments, and comments via 311 and will allow 311 staff to provide status updates on service requests, based on information shared by P&R, when requested. This will also provide P&R with data to track issues by location and identify trends, enabling a strengthened approach to overseeing operations and performance against service standards. Separately, CXD is developing a roadmap and implementation plan for other City divisions with public facing operations, where appropriate. Staff have conducted a jurisdictional scan and consulted with City divisions, some of which are undergoing complex technological transitions. Staff will report back to the Service Excellence Committee by the end of the third quarter of 2025 with a thoughtful phased approach to future integration.
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Item	EX15.11 - City-wide Service Promise Refresh Initiative Update (Origin: Letter from the Service Excellence Committee, SE3.1)
Recommendation	1. Requested the Executive Director, Customer Experience (311) to report back to the Service Excellence Committee in the second quarter of 2025 on the Service Promise Refresh implementation progress, compliance rate and internal or external feedback.
Status	The Service Promise has been fully implemented and was published in December 2024 on the City of Toronto public website. Staff will be reporting back to the Service Excellence Committee at its meeting on June 23, 2025, to provide this update.

Item	EX17.10 - Sewer Line Block Service Standards and Improving Response (Origin: Letter from Service Excellence Committee, SE4.2)
Recommendation	1. The Executive Committee request the General Manager, Toronto Water to consider developing additional information and communications products regarding sewer back-ups, including a checklist to assist citizens, before, during, and after, and to make these materials available through various channels.
Status	In accordance with the recommendation, Toronto Water has referred the consideration of developing additional informational and communication products related to sewer line back-ups to related ongoing work being undertaken as part of Recommendation 1 of EX20.12 - Reducing Stormwater Runoff and Mitigating Basement Flooding. Sewer-line backup communication materials may form part of a broader communication strategy that also supports the potential expansion of subsidies under the City's Basement Flooding Protection Subsidy Program. Toronto Water will include details of the communication strategy, along with any associated financial impacts, in its report to the Infrastructure and Environment Committee in Q3 2025.

Item	EX19.27 – 311 Toronto – Framework for Reporting and Dashboards: Update (Origin: Letter from the Service Excellence Committee, Item SE6.1)
Recommendation	1. Requested the Executive Director, Customer Experience to review extending access and training to the offices of Mayor and all Councillors for the 311 Business Intelligence Tool, and to consult with those offices on potential modifications or enhancements to reporting features, and to report back to the Service Excellence Committee in 2025 on progress.
Status	In January 2025, CXD extended an offer to train Mayor and Councillor Offices on the Business Intelligence (BI) tool; since January 2025, 22 staff have been trained across various offices. CXD has continued to train City staff on the BI tool, as requested. Feedback received from existing users, including Councillor Office staff and City staff, have informed interim changes to the BI tool to improve the user experience and future upgrades. CXD is also

	developing a survey to collect additional feedback from existing BI users to support the planning of future upgrades. Staff will report back by the end of the fourth quarter of 2025 on the training provided to Mayor and Councillor Offices and recommendation for enhancements to reporting features in the BI tool.
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Item	SE6.3 – Listening to Toronto Survey
Recommendation	1. The Executive Committee request the Executive Director, Customer Experience, in collaboration with the City Manager's Office, to analyse, compare and report to the Service Excellence Committee on alignments or contrasts between 311/Customer Experience data and the Listening to Toronto Survey results, and provide recommendations on any enhanced communication opportunities.
Status	The “Listening to Toronto” survey gathered feedback from Torontonians on specific areas, including quality of life and satisfaction with the City, social and community services, public safety, cleanliness, and experiences related to contacting the City, among others. The scope of the survey was intentionally broad to capture general public sentiment, whereas 311 collects specific data on service requests, general inquiries and status updates on behalf of 311 and Integrated Service Divisions. There may be opportunities to leverage data collected via 311 and gather additional insight from perspectives shared through the “Listening to Toronto” survey, particularly for issues related to cleanliness and customer service offered by the City. Staff continue to explore correlations between the data sets to support any improvements and will report back to the Service Excellence Committee on any enhancements resulting from this analysis.

Item	EX21.11 – Public Reporting of Performance and Service Standards (Origin: Letter from Service Excellence Committee, SE7.2)
Recommendation	1. City Council direct all City Divisions to provide the Customer Experience Division with the necessary information to publicly report on their performance against service standards. 2. City Council direct the Executive Director, Customer Experience to start conducting ongoing analysis, reporting on performance trends, identifying areas for improvement, by and not limited to:

	a. developing and maintaining a central repository for performance and service standards data; and b. creating and maintaining user-friendly dashboards and reports for public consumption. 3. City Council direct the Executive Director, Customer Experience to report back to the Service Excellence Committee biannually on the ongoing analysis, reporting and identified areas for improvement in Part 2 above. 4. City Council request the Executive Director, Customer Experience to develop an initial top priority list of service standards to use as a basis for the initial reporting on performance and service standards, with an aim to expand the list over time.
Status	CXD continues to work with other City Divisions to determine the best approach to publicly report on performance against service standards for all City services. The City has identified the following list of high-volume, high-impact service categories to guide the initial phase of city-wide reporting. These categories represent the most significant services impacting the public's daily experiences and regular interaction with the City: • 311 Responsiveness – Call Wait Times • Garbage Pickup • Road Damage and Potholes • Dead Wildlife • Tree Maintenance and Planting • Parks Cleanliness • Graffiti • Property Standards and Maintenance Violations • Noise CXD will work closely with the relevant Divisions to gather data and develop performance dashboards to publicly report on performance against service standards by the end of Q3 2025.

Summary of Next Steps Regarding Outstanding SEC Recommendations

- CXD will report back to Service Excellence Committee with the training provided to Mayor and Councillor Offices and recommendations for enhancements to reporting features in the BI tool in Q4 2025.

- Toronto Water will include details of the sewer-line communication materials and strategy, along with any associated financial impacts, in a report to the Infrastructure and Environment Committee in Q3 2025.
- CXD and Parks and Recreation (P&R) will report back to the Service Excellence Committee with a thoughtful phased approach to future integration of Tier 1 P&R service requests into 311 Toronto by Q3 2025.
- CXD will report back on potential alignments between 311/Customer Experience data and the 2025 Listening to Toronto Survey results, particularly for issues related to cleanliness and customer service. A further update will be provided in a future status update report
- Initial reporting of performance against some key service standards captured in the list identified in this report, is targeted for completion by end of Q3 2025.

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