

Enhancing Transparency & Accountability of City Service Data: Update on Performance Reporting, Access, and Implementation

Date: November 5, 2025

To: Service Excellence Committee

From: Executive Director, Customer Experience, Chief Technology Officer

Wards: All

SUMMARY

This report responds to direction from City Council and the Executive Committee to enhance transparency and accountability by improving access to existing data and providing additional data regarding City service delivery. Specifically, this report responds to the following direction:

- From the Executive Committee, to report on progress regarding extending training and access to the internal 311 Business Intelligence Tool for the offices of elected officials, and to seek feedback on potential modifications to reporting features; and
- From City Council, to publicly report on performance against service standards, including providing ongoing data analysis and maintaining a central repository for performance and service standards data.

To support the use of the internal 311 Business Intelligence Tool, the Customer Experience Division (CXD) renewed its offer to provide access and training to the Mayor's Office and all Councillors' Offices in January 2025. To date, the Mayor's Office and 11 Councillor's Offices have requested and received access and training to the tool, which provides timely and accessible information on service delivery and performance. Feedback from Councillors' offices has informed both short-term enhancements to the current CXD Business Intelligence tool and the design of a new, more intuitive tool, being developed in collaboration with the Technology Services Division (TSD).

In October 2025, CXD launched a public-facing Service Standard Dashboard on the City of Toronto's website. This static dashboard presents performance data for a priority list of high-volume and high-impact service categories, delivered by the Integrated Service Divisions (ISDs), including Solid Waste Management Services, Municipal Licensing and Standards, Transportation Services, Parks, and Urban Forestry, that shape Torontonians' day-to-day experiences. CXD plans to launch an interactive

dashboard in Q1 2026 with an expanded data set and an ability for users to filter information by ward, date and/or division.

Currently, data to populate reporting is extracted and updated manually by CXD, and data is decentralized and managed across various City divisions. TSD is developing the Toronto Data Platform, which will serve as a unified solution to centralize City data, governance and analytics, providing the foundation needed to further enhance the existing public dashboards. The Toronto Data Platform will allow CXD to provide real-time, automated, interactive data, as well as include additional services from across the City over time.

To further enhance transparency and accountability with both elected officials and the public, beginning in Q2 2026, CXD will report bi-annually to the Service Excellence Committee with an analysis of City service delivery data, highlighting any opportunities for improvement. The initial focus will be on data from 311 and the ISDs and on updating the reporting tool to provide automated and real time data.

RECOMMENDATIONS

The Executive Director, Customer Experience and the Chief Technology Officer recommend that:

1. The Service Excellence Committee receive this report for information.

FINANCIAL IMPACT

There are no new financial impacts beyond those identified in previously approved budget submissions. Any future financial implications related to the City's Toronto Data Platform will be submitted for consideration through the City's budget process.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial impact statement.

DECISION HISTORY

At its meeting on March 26 and 27, 2025, Council adopted item EX21.11 - Public Reporting of Performance and Service Standards, which directed all City Divisions to support public reporting on service performance by providing required data to the Customer Experience Division. Council also directed the Executive Director, Customer Experience to lead ongoing analysis and reporting on service performance, develop public-facing dashboards, and report to the Service Excellence Committee bi-annually. An initial list of priority service standards was also requested to guide early reporting efforts.

<https://secure.toronto.ca/council/agenda-item.do?item=2025.EX21.11>

At its meeting on March 26 and 27, 2025, City Council adopted item GG19.24 - Public Reporting of Performance and Services Standards, which directed the Executive Enhancing Transparency & Accountability of City Service Data

Director, Customer Experience Division to report on the progress of meeting a December 2025 launch date to report publicly on performance against service standards, and for the report to include establishing data definitions and ensuring the report is clear and easily accessible on the City's website.

<https://secure.toronto.ca/council/agenda-item.do?item=2025.GG19.24>

At its meeting on December 10, 2024, Service Excellence Committee adopted item EX19.27 – 311 Toronto – Framework for Reporting and Dashboards: Update, which requested the Executive Director, Customer Experience to (1) review extending access and training to the offices of Mayor and all Councillors for the 311 Business Intelligence Tool, and to (2) consult with those offices on potential modifications or enhancements to reporting features, and to (3) report back to the Service Excellence Committee in 2025 on progress.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.EX19.27>

COMMENTS

Data Access for Elected Officials

In January 2025, CXD renewed its offer to provide access and training for CXD's internal Business Intelligence Tool to the Mayor's Office and all Councillors' offices. To date, the Mayor's Office and 11 Councillors' offices have requested and received access and training. This tool enables the offices of elected officials to review service request data and performance trends, supporting evidence-based decision-making and helping Councillors respond to constituents concerns more effectively. CXD will continue to make training and access available to any Councillor's office that has not yet taken part but would like to do so.

Consultations with Councillors' offices generated valuable feedback on how to improve the CXD Business Intelligence Tool's usability and functionality. Several updates have been implemented based on this feedback, including:

- The addition of a list of service requests and their corresponding service standards;
- The introduction of a description page outlining known data limitations;
- Updated report filters and language for clarity; and
- Corrected date sequencing in the Service Request Volume Report.

Additional feedback from Councillors' offices highlighted a need for a more intuitive and user-friendly dashboard experience. This input is helping shape the design and implementation of an enhanced dashboard in partnership with TSD. The upgraded tool aims to deliver a customizable and accessible reporting platform tailored to the needs of elected officials, their staff and City Divisions.

To further support elected officials in accessing and understanding CXD's data, beginning in Q2 2026, CXD will report bi-annually to the Service Excellence Committee to provide an analysis of service data. The initial focus will be on data from CXD and the ISDs, as well as emerging trends and opportunities for continuous service improvement.

These will supplement CXD's quarterly briefing notes provided to Councillors, which outline service volumes and trends within CXD.

Public Reporting of Performance and Service Standards

CXD is working with City divisions to enhance transparency and accountability of City-data by publicly reporting performance against service standards. CXD is aligning its data reporting practices with leading cities such as New York City and Boston, who have implemented open and standardized data reporting frameworks. CXD is aiming to provide clearer performance insights, support data-driven decision-making, and improve the accessibility of information for both internal and external stakeholders.

An initial, static Service Standard Dashboard was posted publicly on the [City of Toronto webpage](#) in October 2025, enabling residents and Council to easily access, interpret, and understand service data. The initial static dashboard includes high-impact, high-volume services that directly shape Torontonians' daily experiences with the City. These include divisions providing public-facing services currently integrated with 311, such as Solid Waste Management Services, Municipal Licensing and Standards, Transportation Services, and Urban Forestry within Environment, Climate and Forestry. While Parks Operations was integrated with 311 in September 2025, the initial static Service Standard Dashboard includes data from Q1 and Q2 2025, and as such, includes data regarding cleanliness in parks (as collected through Solid Waste Management Services data). Future iterations of performance reporting will include data related to Parks Operations.

Initial Priority Service Categories

The City's Senior Leadership Team established a priority list of service categories to be used as a basis for initial reporting on performance against service standards. The selection of these priority service categories was informed by themes that emerged during the 2024 Listening to Toronto Survey and relevant 311 data.

The posted report includes performance against service standards for regular divisional business, and for service requests received by 311 to address issues reported by the public for the following service categories:

#	Service Category	Description	Relevant City Division(s)
1	311 Responsiveness (Call Wait Times)	The average time the public must wait to speak with a 311 Customer Service Representative for non-emergency City services and information.	Customer Experience Division (311)
2	Dead Animal Collection	Removal of dead wildlife and domestic animals on public or private property.	Municipal Licensing & Standards

#	Service Category	Description	Relevant City Division(s)
3	Waste Removal	Removal of waste, including the cleanup of illegal dumping on city road allowance, servicing of overflowing street litter bins, and responding to missed residential waste collection.	Solid Waste Management Services Transportation Services
4	Graffiti Removal	Removal of graffiti vandalism from City or private property to maintain a clean & beautiful city and comply with the Graffiti By-law.	Transportation Services Municipal Licensing & Standards
5	Noise Complaints	Investigation of noise concerns related to construction, amplified sound and other sources as regulated by the Noise By-law.	Municipal Licensing & Standards
6	Parks Maintenance and Cleanliness	Ongoing care, cleaning, and maintenance of City parks, including addressing overflowing garbage and recycling bins, to ensure safe and beautiful public spaces.	Parks (Parks & Recreation) Solid Waste Management Services
7	Property Standards and By-law Violations	Enforcement of property standards and municipal by-laws, including general property upkeep and maintenance, waste or illegal dumping on private property.	Municipal Licensing & Standards
8	Road Damage and Pothole Repairs	Requests for inspection and repair of road surface damage, including potholes, cracks, and other hazards to ensure safe travel on City roads and expressways.	Transportation Services
9	Tree Maintenance and Planting	Requests related to care, maintenance, pruning, removal of City trees to support a healthy urban forest and public safety.	Urban Forestry (Environment, Climate & Forestry)

Implementation and Future Enhancements

Implementation of the Service Standard Dashboard is being phased, starting with a static dashboard of the nine initial service categories, followed by a second phase which

will enable users to interact with the dashboard and expand the available data to additional service categories.

Later phases of this work will require close collaboration with TSD to enable an automated dashboard and meet City-wide reporting needs. Currently, the data is decentralized across various systems managed by City divisions. To address this, TSD is developing the Toronto Data Platform (TDP), a centralized solution for data, governance, and analytics targeted for City-wide rollout by Q2 2027. TDP will also lay the groundwork for enhanced dashboards featuring automation, trend analysis, and more intuitive, interactive visualizations, linking directly to data sources. Phases 3 to 5 of CXD's workplan are closely aligned with the TDP initiative, and CXD and TSD are actively collaborating to deliver dashboard improvements ahead of the full City-wide rollout.

Phase 1 - Static Public Service Standard Dashboard for Initial Service Categories (Launched October 23, 2025):

- Includes top three service requests from the nine priority categories selected.
- Collaboration between CXD and five ISDs (Solid Waste Management Services, Municipal Licensing and Standards, Transportation Services, Parks, and Urban Forestry) to define and configure specific metrics for the initial priority service categories listed above.

Phase 2 - Interactive Public Service Standard Dashboard with Expanded Services Categories (Q1 2026):

- Expand reporting to additional data from 311 and the ISDs.
- Transition from static, manual reports to an interactive analytics solution that enables users to intuitively filter and sort data by year, ward, division, and request category. As filters are applied, visuals update in real time, allowing users to focus on the insights that matter most.
- Data will be extracted and updated manually by CXD.

Phase 3 - Real-time, Automated Solution for the Service Standard Public Dashboard with Expanded Service Categories:

- Expand reporting to include all data from 311 and the ISDs.
- Transition from manual data extraction, to automated, real-time dashboards, with end-to-end dynamic data collection and dissemination, providing the public with timely, automated performance dashboards on the City of Toronto's webpage.
- CXD will collaborate with TSD to determine the best solution that also allows data provisioning from the divisions and meets automated repository and reporting requirements.
- CXD is working with TSD to prioritize this work in the TDP rollout, with launch of the automated dashboard expected by end of 2026, prior to City-wide rollout of the TDP in Q2 2027.

Phase 4 - Enhance Internal Reporting to Elected Officials and Divisions

- Enhance the Internal Business Intelligence Tool to provide trending analysis, a more intuitive, user-friendly interface, and interactive data visualizations, in line with feedback from current users.

Phase 5 - Onboarding Additional Divisions

- Expand both the public and internal dashboards to include additional divisions and service categories beyond 311 and ISDs, reinforcing cross-divisional accountability.
- Enable smarter, data-driven decision-making across the organization.

Looking Ahead

CXD will continue to collect feedback from the Councillors' offices to better understand their needs and gather requirements for enhancing the capability of the internal Business Intelligence tool. In addition, CXD will seek feedback from the public to identify opportunities for improvements after the planned enhancements go-live. Insights from these consultations will help shape future iterations of the internal Business Intelligence Tool and the Service Standard Dashboard and ensure the respective reporting dashboards continue to meet user needs and support data-driven decision-making.

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