

## Service Excellence Committee

**Meeting No.:** 11

**Meeting Date:** Monday, March 23, 2026

**Start Time:** 9:30 a.m.

**Location:** Committee Room 2, City Hall/  
Video Conference

**Contact:** Kate Carrillo, Committee Administrator

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**Chair:** Councillor Stephen Holyday

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### **SE11.3 - Service Standard Dashboard: An Update on Static and Interactive Reporting Tools**

**Decision Type:** ACTION

**Status:** Amended

**Wards:** All

#### **Committee Decision**

The Service Excellence Committee recommends that:

1. Executive Committee request the City Manager to report by the first quarter of 2027 on a City-wide requirement or program, that when service performance standards are missed or there are persistent performance gaps, the responsible division develop a Corrective Action Plan identifying the cause, clear timelines for improvement, a named accountability lead, ward level impacts where applicable, and public summary updates aligned with the Closing the Loop approach.
2. Executive Committee request the Executive Director, Customer Experience Division, to make information about the Service Standard Dashboard and the Customer Experience Division Annual Report available to Members of Council and the public on a go-forward basis.
3. Executive Committee request the Executive Director, Customer Experience Division to offer briefings to individual Members of Council to review the Dashboard at a member's request.

#### **Decision Advice and Other Information**

The Executive Director, Customer Experience Division and the Manager, Strategy, Insights and Planning, Customer Experience Division, gave a presentation on Service Standard Dashboard: An Update on Static and Interactive Reporting Tools.

#### **Origin**

(March 9, 2026) Report from Executive Director, Customer Experience Division

#### **Summary**

At its meeting on March 23, 2026, the Service Excellence Committee considered Item [SE11.3](#) and made recommendations to the Executive Committee.

### **Summary from the report (March 9, 2026) from the Executive Director, Customer Experience Division**

This report responds to direction from the Service Excellence Committee that the Customer Experience Division (CXD) provide further details expanding on the service categories highlighted in the static Service Standard Dashboard, with definitions for each service and descriptions of service levels. Additionally, an update is provided on the status of the interactive Service Standard Dashboard and the interactive Councillor Dashboard, which are both planned to launch by end of March.

In October 2025, CXD launched its first static [Service Standard Dashboard](#), which contained key performance metrics from the first quarter and second quarter of 2025 for nine high-volume service categories delivered by some of 311's Integrated Service Divisions (ISDs), including Solid Waste Management Services, Municipal Licensing and Standards, Transportation Services, Parks (within Parks and Recreation), and Urban Forestry (within Environment, Climate and Forestry). In March 2026, the dashboard was refreshed with the third quarter and fourth quarter of 2025 data, including clearer distinctions between actual service levels and service standard targets based on feedback from Councillors and the public. A new glossary of terms was also developed in partnership with ISDs to help users better understand the services and associated service standards. This glossary is included in the [refreshed static Service Standard Dashboard](#) and also attached as Attachment 1: Service Standard Dashboard - Third Quarter and Fourth Quarter 2025.

Simultaneously, CXD has been working in partnership with relevant City divisions to develop an interactive Service Standard Dashboard, which will be released by end of March 2026. The new interactive dashboard will offer an intuitive view of all services reported through 311, a comprehensive index of services and service standards, and a variety of filtering options including by ward and month/year. With data refreshed monthly, this will greatly improve the availability of 311-related data to the public, and allow the public to filter, explore, export, and analyze the information to identify trends, make comparisons, and generate their own insights. Beginning in the first quarter of 2027, data will be refreshed more frequently, once the Toronto Data Platform is implemented with 311's partner divisions. The Toronto Data Platform is a centralized solution for data governance and analytics and will provide more direct integration with service request source data, reducing the need for manual data releases.

CXD also develops and maintains a dashboard for Councillors and their staff. In December 2025 and January 2026, the CXD surveyed Councillors to gather feedback on the existing Councillor dashboard and identify opportunities for improvement. The interactive Councillor Dashboard will be released by end of March 2026, eventually replacing the current 311 Business Intelligence Tool, and offering Councillors access to daily refreshed data, personalized ward-specific views, city-wide insights, self-serve reports on specific issues or topics of interest, and enhanced features such as filter bookmarking. Training will be provided to support Councillors and their staff in effectively using the new dashboard.

## **Background Information**

(March 9, 2026) Report from the Executive Director, Customer Experience Division on Service Standard Dashboard: An Update on Static and Interactive Reporting Tools

(<https://www.toronto.ca/legdocs/mmis/2026/se/bgrd/backgroundfile-285033.pdf>)

Attachment 1: Service Standard Dashboard - Q3 and Q4 2025

(<https://www.toronto.ca/legdocs/mmis/2026/se/bgrd/backgroundfile-285039.pdf>)

Presentation from the Customer Experience Division - Service Standard Dashboard: An Update on Static and Interactive Reporting Tools

(<https://www.toronto.ca/legdocs/mmis/2026/se/bgrd/backgroundfile-285439.pdf>)

## **Communications**

(March 23, 2026) E-mail from Nicole Corrado (SE.New)

(March 23, 2026) Submission from Ingrid Buday, No More Noise (SE.New)

(<https://www.toronto.ca/legdocs/mmis/2026/se/comm/communicationfile-206146.pdf>)

## **Speakers**

Ingrid Buday, No More Noise Toronto