

## **Leveraging Data to Drive Service Excellence in Parks and Recreation and Transportation Services**

**Date:** March 9, 2026

**To:** Service Excellence Committee

**From:** General Manager, Parks and Recreation and General Manager, Transportation Services

**Wards:** All

### **SUMMARY**

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At its November 20, 2025, meeting, the Service Excellence Committee requested the General Manager, Parks and Recreation, and the General Manager, Transportation Services, in consultation with the Executive Director, Customer Experience Division and other divisions as needed, to report-back on a deeper examination of granular issues, geography, areas of focus, and opportunities for improvement found within the Listening to Toronto Survey 2025.

The Committee also directed that such a report should provide insights leveraged from 311 data and how City divisions are using this information to inform responsiveness and plans or to make improvements.

In response, Parks and Recreation and Transportation Services reviewed relevant responses in the Listening to Toronto survey and engaged the Customer Experience Division to conduct a deeper analysis of available 311 data, including the identification of common trends and issues.

The purpose of this report is to provide a summary of this analysis and next steps each division is taking to respond.

### **RECOMMENDATIONS**

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The General Manager, Parks and Recreation and General Manager, Transportation Services recommend that:

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

## FINANCIAL IMPACT

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There are no financial impacts resulting 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

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At its meeting on November 20, 2025, The Service Excellence Committee adopted item SE10.2 - Listening to Toronto Survey: Alignment with 311 Data and requested the General Manager, Parks and Recreation, and the General Manager, Transportation Services to report back to the Service Excellence Committee in March 2026 on a deeper examination of the granular issues, geography, and areas of focus, and opportunities for improvements found within the Listening to Toronto Survey 2025 and the report should provide the Committee with insights leveraged from 311 data and how City divisions are using this information to inform responsiveness and plans, or to make improvements.

<https://secure.toronto.ca/council/agenda-item.do?item=2025.SE10.2>

## COMMENTS

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### Parks and Recreation - Insights from 311 Data

In response to committee direction and to strengthen data-driven service delivery, Parks and Recreation (PR) has completed an initial review of 311 and Listening to Toronto Survey (LTTS) data to enhance responsiveness across the parks system. This report outlines how PR is integrating LTTS results and early 311 service request data into the emerging Parks Operations Measurement Framework and shows how these sources are already informing operational insights, future measurement strategies, and opportunities to better connect resident sentiment with service outcomes.

#### 1. Alignment and Validation:

PR is developing the Parks Operations Measurement Framework as a structured approach to identifying and organizing key indicators that reflect performance and guide operational decision-making. As part of this framework, PR will use Listening to Toronto Survey satisfaction results as a starting point to guide deeper analysis and review of 311 service request data alongside information generated through work order modernization efforts. The Parks Operations Measurement Framework will be introduced in phases and aligned with the City's transition to the Maximo work order management system and other modernization initiatives.

In the interim, PR has analyzed the initial months of 311 service request data to identify high-volume issues, emerging trends, and opportunities to improve service delivery,

including assessing current service levels. This early integration period is already generating insights that support future service optimization and validate the overall service level agreement approach.

## **Data Considerations and Ongoing Learning**

It is important to note upfront that only 3.5 months of 311 service request data have been reviewed since the technical integration for Parks requests went live, and the busiest summer season is not included in this time frame. As a result, the findings to date are preliminary. It is anticipated that significant learning will occur over the coming year, particularly through the upcoming peak season, which will support continued improvements to service delivery and the customer experience.

The Listening To Toronto Survey (LTTS) provides a valuable high-level snapshot of Toronto resident sentiment that can help guide the analysis of 311 data to focus on priority areas. In some cases, a deeper understanding of the reasons behind public perception is needed to allow for drilling down into specific, actionable insights for park operations. Going forward, PR's approach will focus on unpacking the high-level public sentiments found in the LTTS, conducting deeper root-cause data collection and analysis where necessary, and then leveraging 311 data to triangulate the relationship between public sentiment and service delivery.

## **2. Granular and Geographic Insights:**

Parks Branch service requests were integrated with 311 (CXD) in September 2025. Between September and December 30, 2025, Parks and Recreation received 3,084 service requests.

This initial 3.5 months of data has been used to identify early patterns in request volume, geographic distribution (including districts, wards, and individual parks), and issue types that can be prioritized to help keep parks safe, clean, and well maintained. This report highlights the top two 311 service request categories to illustrate how PR is using this data to improve responsiveness and service delivery.

Litter, garbage, and lighting are the categories that account for the majority of service requests through 311. Combined these two categories account for 36 per cent of service requests, with volumes for other issues dropping off significantly. While washroom-related requests do not rank among the top five categories, they are included in this report due to the low satisfaction scores identified through the Listening to Toronto Survey (LTTS).

### **Geographic Patterns**

Most service requests (39.5 per cent) originate in the Toronto East York district. This likely reflects higher use of downtown parks due to population density, concentrations of workplaces and businesses, and tourism activity. When specific service request types spike, staff conduct further review to determine whether the issues are distinct or duplicative in nature and allocate resources accordingly.

## **Litter and garbage**

Many factors contribute to the perception of cleanliness, including litter and garbage, graffiti, and conditions needing minor repairs. Results from the LTTS indicate that 72 per cent of Torontonians responding to questions about parks reported satisfaction with park cleanliness. PR strives for a satisfaction of 80 per cent or higher, and one area in which our operations can address this is by using data on litter and garbage service requests to inform service response and prioritization.

From September to December 2025, the highest volume of service requests received by Parks was for "litter and garbage in parks" (614 requests, representing 20 per cent of all service requests). The majority of these requests (83 per cent) were resolved within seven days. PR further analyzes the data on a weekly basis by geographic and operational areas (including district, ward, and supervisor area) to proactively anticipate where and when services may be required.

Ongoing analysis by week and ward is being conducted to identify repeat locations and any daily or weekly spikes. These insights are used to support targeted scheduling of Parks crews and responsive interventions at identified and recurrent "hot spots."

In consultation with CXD and the City Manager's Office (CMO), PR is reviewing ways in which we can better understand the factors impacting public perceptions of park cleanliness, how these relate to 311 Service Requests (SR), and how both can inform the allocation of services.

## **Lighting**

The second-largest volume of service requests received between September and December 2025 is related to park lighting maintenance (497 requests, representing 16 per cent of all service requests). The majority of these requests pertained to lighting issues at a specific amenity or localized area.

Service requests that identify a potential public safety concern are typically assessed and made safe within one day, with any additional repair or replacement work transitioned into the standard maintenance and repair pipeline. 47 per cent of SR related to lighting were resolved within 7 days, with an additional 51 per cent resolved within 2 months.

The LTTS does not ask respondents about lighting in parks specifically. However, the survey does show that there is some room for improvement in the percentage of people who feel safe in parks at night (37 per cent). Feelings of safety in parks are influenced by many factors, some of which extend beyond park-specific conditions. As a result, understanding why Torontonians feel safe in parks is complex and requires additional data to better clarify how perceptions relate to park amenities and 311 service data before interpretation or action is taken. PR does not have data on how often the public wishes to use parks at night, and many users, such as families with young children, may be less likely to see park use at night as a priority.

PR will consider Park lighting needs, including improvements and new installations through its capital planning process using LTTS results and 311 data to help identify where changes may be appropriate and feasible.

## **Washrooms**

From September to December 2025, five per cent of all Parks-related 311 service requests related to park washrooms, including access issues, cleanliness, or reports of broken amenities. The majority of washroom service requests (73 per cent) were resolved within seven days.

The largest share of washroom-related requests (34 per cent) concerned hours of operation or access issues. Review of the request details indicates that this category was largely driven by seasonal washroom closures, with the remaining 20 per cent of requests related to washroom cleanliness, servicing, or the availability of supplies.

While washroom-related 311 requests represent a relatively small proportion of overall Parks service requests, findings from the LTTS indicate lower satisfaction levels. Only 50 per cent of Torontonians reported being satisfied with washrooms in parks, and 24 per cent identified cleaner or additional washrooms as an area for improvement.

In response, PR has launched a multi-year Park Washroom Enhancement Project (2025–2031). The project aims to improve the user experience through upgrades, refurbishments, replacements, and refreshes of park washrooms across the city. In addition, PR and Corporate Real Estate Management (CREM) are implementing interim washroom improvements to support readiness for FIFA 2026.

### **3. Current Undertakings and Opportunities for Improvement:**

#### **Closing the Loop (CTL)**

The Closing the Loop (CTL) initiative, delivered in partnership with CXD and Technology Services Division (TSD), will provide the public with timely information about the outcomes of their service requests.

For Parks service requests, CTL enhances transparency by giving the public visibility beyond basic status updates. Once CTL is implemented, those who submitted a Parks service request through 311, will be informed about what to expect. For more complex or multi-step work, the public will receive updates as the work progresses, should they opt-in to receive ongoing status updates.

Through integration with Maximo for Parks service requests, CTL will provide clear timelines for request resolution, increase transparency while work is underway, and clearly communicate outcomes to residents.

#### **Parks Operations Measurement Framework**

Together, the Listening to Toronto Survey and 311 service request data provide complementary perspectives on resident experience, the LTTS offering insight into

broad public sentiment, and 311 data providing operational detail. As PR advances its Parks Operations Measurement Framework and continues its modernization initiatives, these data sources will support a more nuanced, evidence-informed understanding of service needs and public expectations.

While the current 311 data reflects only the initial months following integration, early trends are already informing adjustments to service delivery and priority-setting. Over time, the integration of LTTS insights, targeted resident feedback, and increasingly robust operational data will strengthen PR's ability to enhance communication with the public, refine service levels, and deliver parks that are safe, clean, and welcoming for all Torontonians.

## Transportation Services - Insights from 311 Data

The combined insights from 311 data and the LTTS 2025 enable the Division to assess not only volume and response times, but also whether operational performance meets public expectations regarding road safety, maintenance standards, and communications, offering a fuller picture of how transportation services are experienced across the City.

In particular, the insights have informed oversight and decision-making as follows, with more detail then provided below:

- 1. Alignment and Validation:** Demonstrating how key issues expressed in the survey correspond with 311 service trends and volumes.
- 2. Granular and Geographic Insights:** Identifying granular issue categories and geographic concentrations that require targeted attention.
- 3. Current Undertakings and Opportunities for Improvement:** Highlighting current and potential future undertakings focused on service improvements that respond directly to resident feedback.

### 1. Alignment and Validation:

In 2025, Transportation Services received 132,243 service requests via 311. The Division utilizes two key business intelligence (BI) tools to analyze and gain in-depth knowledge of the nature of service requests, disaggregated by geographic locations, including ward, district, and service location addresses.

- **TMMS/Maximo SR Dashboards:** This Dashboard shows Maximo's 311 service request data in one place, providing a view of the number of service requests received, service request completion status, and key performance indicators that enable data-driven decision-making and improve operational performance and efficiency. These insights allow staff to target interventions where they are most needed, ultimately supporting more proactive and responsive service delivery for residents.

- **GPS Dashboard:** This GPS Dashboard provides tracking of winter maintenance equipment deployment and route completion during winter maintenance activation, with real-time visibility of vehicles in motion on a map. This dashboard supports proactive operational management during winter events. These insights help identify late or incomplete service areas, enable faster corrective action, and strengthen contractor performance oversight, ensuring winter maintenance activities are delivered efficiently and in accordance with established service standards.

|                                 | <b>Business Intelligence (BI) Tools</b>  |   | <b>Survey</b>   |
|---------------------------------|--|---|---|
|                                 | <b>TMMS/Maximo Service Request (SR) Dashboards</b>   | <b>GPS Dashboard</b>  | <b>Listening to Toronto Survey</b>  |
| What the Dashboard/Survey shows | <ul style="list-style-type: none"> <li>• Breakdown of issues reported by residents through 311, by type, location, status and frequency of occurrence</li> </ul>   | <ul style="list-style-type: none"> <li>• GPS-based tracking of contractor deployment and route completion during winter operations</li> </ul>               | Provides important aspects of transportation-related issues expressed by Torontonians - two relevant issues were expressed: <ul style="list-style-type: none"> <li>• Road construction and repair</li> <li>• Too many cars on the road</li> </ul> |
| Service Requests Insights       | <ul style="list-style-type: none"> <li>• Snow-related concerns on sidewalk, road, bridges, etc. (# of service requests by ward or by district)</li> <li>• Potholes/Road Repair etc. (# of service requests by ward or by district)</li> <li>• Issues related to Traffic Signals and Signs equipment) (# of service requests by ward or by district)</li> </ul> | <ul style="list-style-type: none"> <li>• Review winter-related service requests to determine the status of route completion in the GPS dashboard</li> </ul> |   |

**Data Driven Decision Making:**

Transportation Services receives 311 service requests via our work management system (Maximo). Transportation Services teams access 311 service request data through our work management system and operational dashboard. The operational dashboard provides meaningful insights into 311 data supporting evidence-based decision making, including:

- During an extreme winter event, the Transportation Services Divisional Command Centre uses 311 data to prioritize in-field responses where they were needed most.
- Monitoring the timely completion of 311 service requests, thereby improving service delivery efficiency.
- Focusing on areas needing attention in achieving service standards.
- Enabling effective route and resource planning.
- Deeper examination of granular issues by identifying high-frequency, repeat and emerging issues.
- Creation of 'heatmaps' to provide geographic insights into service request trends and hot spot locations.

## 2. Granular and Geographic Insights

As noted above, and per the LTTS Survey, two issues are front-of-mind for residents: road construction and repair, and road congestion (i.e. too many cars on the road).

### Road Construction and Repair:

Transportation Services delivers a proactive pothole repair program and repairs potholes from service requests.

Proactive Pothole Repairs:

| Year                  | 2023    | 2024    | 2025    |
|-----------------------|---------|---------|---------|
| Total Pothole Repairs | 201,054 | 284,738 | 257,477 |

Service Requests Pothole Repairs:

| District                 | 2023  | 2024  | 2025  |
|--------------------------|-------|-------|-------|
| <i>Toronto East York</i> | 4,858 | 1,967 | 3,889 |
| 04 - Parkdale-High Park  | 621   | 220   | 378   |
| 09 - Davenport           | 613   | 220   | 378   |
| 10 - Spadina-Fort York   | 656   | 242   | 508   |
| 11 - University-Rosedale | 635   | 250   | 422   |
| 12 - Toronto-St. Paul's  | 745   | 282   | 740   |
| 13 - Toronto Centre      | 363   | 224   | 325   |
| 14 - Toronto-Danforth    | 647   | 274   | 600   |
| 19 - Beaches-East York   | 578   | 255   | 538   |
| <i>North York</i>        | 4,398 | 1,928 | 2,591 |
| 06 - York Centre         | 608   | 239   | 412   |
| 08 - Eglinton-Lawrence   | 984   | 514   | 628   |
| 15 - Don Valley West     | 1098  | 435   | 539   |
| 16 - Don Valley East     | 412   | 210   | 257   |
| 17 - Don Valley North    | 645   | 265   | 365   |
| 18 - Willowdale          | 651   | 265   | 390   |
| <i>Scarborough</i>       | 3,288 | 1,204 | 2,276 |

|                               |               |              |               |
|-------------------------------|---------------|--------------|---------------|
| 20 - Scarborough Southwest    | 417           | 215          | 315           |
| 21 - Scarborough Centre       | 743           | 290          | 508           |
| 22 - Scarborough-Agincourt    | 469           | 184          | 346           |
| 23 - Scarborough North        | 889           | 224          | 502           |
| 24 - Scarborough-Guildwood    | 265           | 122          | 232           |
| 25 - Scarborough-Rouge Park   | 505           | 169          | 373           |
| <i>Etobicoke</i>              | <i>3,047</i>  | <i>1,789</i> | <i>2,547</i>  |
| 01 - Etobicoke North          | 486           | 349          | 483           |
| 02 - Etobicoke Centre         | 633           | 381          | 471           |
| 03 - Etobicoke-Lakeshore      | 848           | 478          | 747           |
| 05 - York South-Weston        | 474           | 223          | 409           |
| 07 - Humber River-Black Creek | 606           | 358          | 437           |
| Other                         | 20            | 10           | 22            |
| <i>Grand Total</i>            | <i>15,611</i> | <i>6,898</i> | <i>11,325</i> |

The numbers in the two tables demonstrate that Transportation Services has consistently taken a proactive approach to road repair, repairing substantially more potholes than are reported through 311. For example, in 2025 11,325 pothole service requests were received by Transportation Services, while 257,477 potholes were repaired in the same year. Notwithstanding this, 311 service requests are used to assist in identifying "hot spot" areas for targeted pothole filling, so called pothole blitzes.

### **Traffic Congestion: Too many cars on the road:**

Traffic congestion (Too many cars on the road) is one of the top concerns raised by residents in the LTTS. While the City maintains a strong focus on responding to service requests related to both construction impacts and traffic signal operations, the Congestion Management Plan provides a coordinated and strategic approach to help mitigate the effects of high traffic volumes on Toronto's road network.

The City's strategies for tackling congestion and addressing current challenges include:

- Leveraging a range of technologies to keep everyone moving efficiently and safely
- Helping transit move faster and more reliably
- Managing intersections with on-the-ground traffic management and enforcement
- Enhancing traffic management for major special events
- Active planning and coordination of City-wide construction projects

### **3. Current Undertakings and Opportunities for Improvement:**

#### **Implementing Closing the Loop (CTL) to Improve Public Experience:**

This initiative, in partnership with CXD and TSD, is focused on providing the public with information about the outcomes of their Service Request in a timely manner. This will allow Transportation Services to send 311 completion notes for work orders and pictures of completed work to the public, improving communication and customer

experience. The public will be better informed about the status of their service request throughout its lifecycle.

The "Closing the Loop" initiative comprises the following three major enhancements:

- Sharing of Service Request and Work Order (WO) notes between Maximo and Salesforce: This will improve end-to-end visibility for operational completion, enabling 311 staff to provide accurate, real-time updates without manual follow-ups. This integration will enhance transparency and should reduce repeat calls and escalations.
- Implementing structured notes and enhanced status updates: This will enhance consistency and clarity in service documentation, making it easier for staff to track progress, identify bottlenecks, and provide residents with clear, standardized updates. Also, providing real-time status updates on the progress of inquiries will set realistic expectations on repair timelines, particularly where those timelines are necessarily longer.
- Sharing pictures: This will provide residents with a clear visual confirmation of service request outcomes, building public trust while supporting an enhanced end-to-end customer experience.

A comprehensive plan for Closing the Loop will be brought forward to the Service Excellence Committee in May 2026.

### **Reducing Traffic Congestion: Too many cars on the road**

Since adoption in 2013, and through subsequent updates, the Congestion Management Plan has outlined the strategic and coordinated response to the growing pressures of traffic congestion in Toronto. The latest update is expected to be considered at the April 2026 meeting of the Infrastructure and Environment Committee.

The primary source of traffic congestion in the City of Toronto is ongoing construction with road closures throughout the city and often for multiple years. In April 2024, the Strategic Capital Coordination Office (SCCO) was established to better coordinate capital projects and maintenance work by the City, the Province, utilities, private development, and major special events. SCCO's coordination work aims to reduce the impacts of congestion caused by road construction, utility maintenance, and development. Transportation Services works closely with SCCO to coordinate and minimize transportation network impacts.

In addition, Toronto introduced its first Chief Congestion Officer in January 2026, establishing a dedicated leadership role focused on enhancing oversight of the SCCO and driving innovative, cross-divisional approaches to managing congestion. This position will significantly strengthen the City's ability to proactively identify emerging challenges, recommend effective solutions, and improve how congestion is managed amid ongoing growth and development pressures. The Chief Congestion Officer will lead and coordinate collaboration across divisions and external partners, with direct accountability and authority to review programs and projects to minimize congestion impacts and support a more integrated, city-wide approach to congestion management.

The Chief Congestion Officer and General Manager, Transportation Services, are working collaboratively on the Congestion Management Plan update and traffic and congestion matters across the city.

### **Driving Continuous 'State of Good Repair' and Operational Improvements**

Insights from 311 data reveal the geographic areas that need road repairs. Based on 311 service request information, Transportation Services proactively repairs roads through pothole blitzes targeting hotspot locations. Proactive road repairs reduce the number of service requests and provide a better driveable road surface.

Transportation Services receives signal timing change service requests from 311. During the five-year period 2020-2024, 2,971 service requests were received regarding traffic signal timing adjustments. In addition to adjusting signal timing in response to these service requests, staff proactively review and adjust signal timings as part of the Traffic Signal Coordination program. During the same five-year period, signal timings at 1,088 signalized intersections were pro-actively adjusted to optimize traffic flow and mitigate traffic congestion.

### **CONTACT**

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### **SIGNATURE**

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