

Customer Experience Division Annual Report - 2025

Date: March 9, 2026

To: Service Excellence Committee

From: Executive Director, Customer Experience Division

Wards: All

SUMMARY

This report provides an overview of the Customer Experience Division's (CXD) 2025 Annual Report, outlining important service issues and trends, as directed by City Council.

CXD, through 311, serves as the City of Toronto's primary point of access for 24/7 non-emergency services and information through 311's channels, including phone, email, online, mobile app, live chat, X, and in-person counters. In 2025, CXD supported over 1.58 million customer interactions, a 5.7% increase from 2024, reflecting a sustained demand for City services and information.

Attachment 1 - 2025 Annual Report - Customer Experience Division (311) (Annual Report) provides a detailed look at CXD's operations in 2025, including 311 data trends, phone line metrics and strategic project updates. *Attachment 2 - Customer Experience Division - 311 Toronto (CXD-311) Key Metrics Report - 2025* and *Attachment 3 - Customer Experience Division – 311 Toronto (CXD-311) - Key Metrics Report 2025 (text-only)* provide a detailed breakdown of data by channel, ward and division.

In the Annual Report, general service trends include an analysis of all 311 interactions, which shows general inquiries represented most interactions through 311 (61%), followed by service requests (34%) and status inquiries (5%). The top 5 general inquiries in 2025 include Property Tax Billing, Vacant Home Tax, Utility Bill Payments, On-Street Parking Enforcement and Water Utility Bills, while the top 5 service requests include Residential Bin Lid Damaged, Pick-up Dead Wildlife, Property Standards and Maintenance Violations, Injured Wildlife and General Tree Pruning.

CXD works closely and partners with Integrated Service Divisions (ISDs), including Solid Waste Management Services, Transportation Services, Toronto Water, Municipal Licensing & Standards, Urban Forestry (within Environment, Climate, and Forestry), and Parks (within Parks & Recreation). CXD intakes and shares service requests with ISDs and provide status updates on service requests to the public, as requested. The volume of service requests submitted through 311 to partner divisions increased by 16% from

2024, totalling 537,000 requests in 2025. CXD met the phone channel service level target to answer 80% of calls within 75 seconds.

The Annual Report provides key information on 2025 operational metrics, such as volumes, service levels, average wait times, and average call handle times across 311's phone lines including the 311 Main Line, the Tax & Utility Line and the Vacant Home Tax Line. It also includes detailed information on the February 2025 Winter Storm, during which 311 received nearly 77,000 calls, and outlines improvements made to the 311 winter operations process for the 2025/2026 winter season.

Finally, the Annual Report details progress made on CXD's improvement projects, with a focus on 311 Dashboards, Closing the Loop, the Bloomberg Data Alliance, Vital Services, Blue Bins Transition, Email Channel Enhancement and the Parks Integration.

Looking ahead to 2026, CXD is continuing to prioritize several key areas: strengthening digital channels, improving transparency by sharing data more openly, supporting data-driven decision making across the City, and ensuring the public receives clear and consistent support throughout their service request journey. These priorities help the City deliver the transparency, consistency, and accountability that more than three million residents expect, in the channel, language, and device of their choice, 24/7.

RECOMMENDATIONS

The Executive Director, Customer Experience Division recommends that:

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

FINANCIAL IMPACT

There is no financial impact from the adoption of the recommendation 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 February 28, 2025, the Service Excellence Committee received SE7.1, "Customer Experience Division Annual Report - 2024," which provided an overview of trending issues received by 311 on an annual basis.

[Agenda Item History - 2025.SE7.1](#)

At its meeting on April 9, 2024, the Executive Committee received EX13.12, "Customer Experience Division Annual Report - 2023," which provided a summary of CXD's services, contact centre volumes, projects, and divisional collaborations in 2023.

[Agenda Item History - 2024.EX13.12](#)

At its meetings on May 10, 11 and 12, 2023, City Council received GG3.18, "Customer Experience Division Annual Report - 2022," which provided an understanding of CXD's services and trends experienced for the year of 2022 to better inform Members of Council and the residents of Toronto about the services and operations provided by CXD and City divisions with which they are integrated.

[Agenda Item History - 2023.GG3.18](#)

At its meetings on June 15 and 16, 2022, City Council received GL31.11, "311 Toronto Annual Report - 2021," which provided information on trending issues received via 311 Toronto (311) on a yearly basis.

[Agenda Item History - 2022.GL31.11](#)

At its meetings on September 30, October 1 and October 2, 2020, City Council adopted MM24.11, "Annual report to City Council by 311," which directed the Executive Director, 311 Toronto (now known as the Customer Experience Division) to submit an annual update report outlining important service issues and trends.

<https://secure.toronto.ca/council/agenda-item.do?item=2020.MM24.11>.

COMMENTS

Please refer to *Attachment 1 - 2025 Annual Report - Customer Experience Division (311)* for an overview of the Customer Experience Division's operations in 2025, including 311 data highlights, phone line metrics and strategic project updates.

For more detailed information on CXD's 2025 metrics and data, please refer to *Attachment 2 - Customer Experience Division - 311 Toronto (CXD-311) Key Metrics Report - 2025* or *Attachment 3 - Customer Experience Division – 311 Toronto (CXD-311) - Key Metrics Report 2025 (text-only)*, which provide a detailed breakdown of data by channel, ward and division.

CONTACT

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SIGNATURE

Danielle Seraphim
Executive Director, Customer Experience Division

ATTACHMENTS

Attachment 1 - 2025 Annual Report - Customer Experience Division (311)

Attachment 2 - Customer Experience Division - 311 Toronto (CXD-311) Key Metrics Report - 2025

Attachment 3 - Customer Experience Division – 311 Toronto (CXD-311) - Key Metrics Report 2025 (text-only)