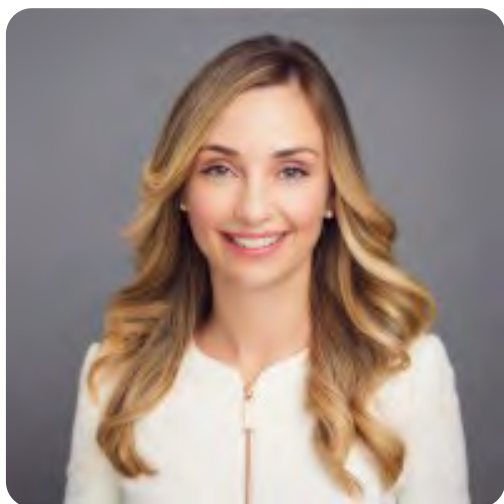




2025 ANNUAL REPORT



Message from the Executive Director



Danielle Seraphim, Executive Director,
Customer Experience Division (CXD)

As Executive Director of the Customer Experience Division (CXD), I'm pleased to present our 2025 Annual Report.

Our vision is to make every interaction residents, businesses, and visitors have with us easy, seamless, and accessible. As the City's front door, we are committed to delivering an excellent customer experience, whether you are reporting an issue, checking the status of a service request, or looking for information about City services and programs.

Looking ahead to 2026, we're continuing to prioritize several key areas: strengthening our 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 with us. These priorities will help us deliver the transparency, consistency, and accountability that more than three million residents expect from us, in the channel, language, and device of their choice, 24/7.



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Chapter 1

2025 Service Highlights



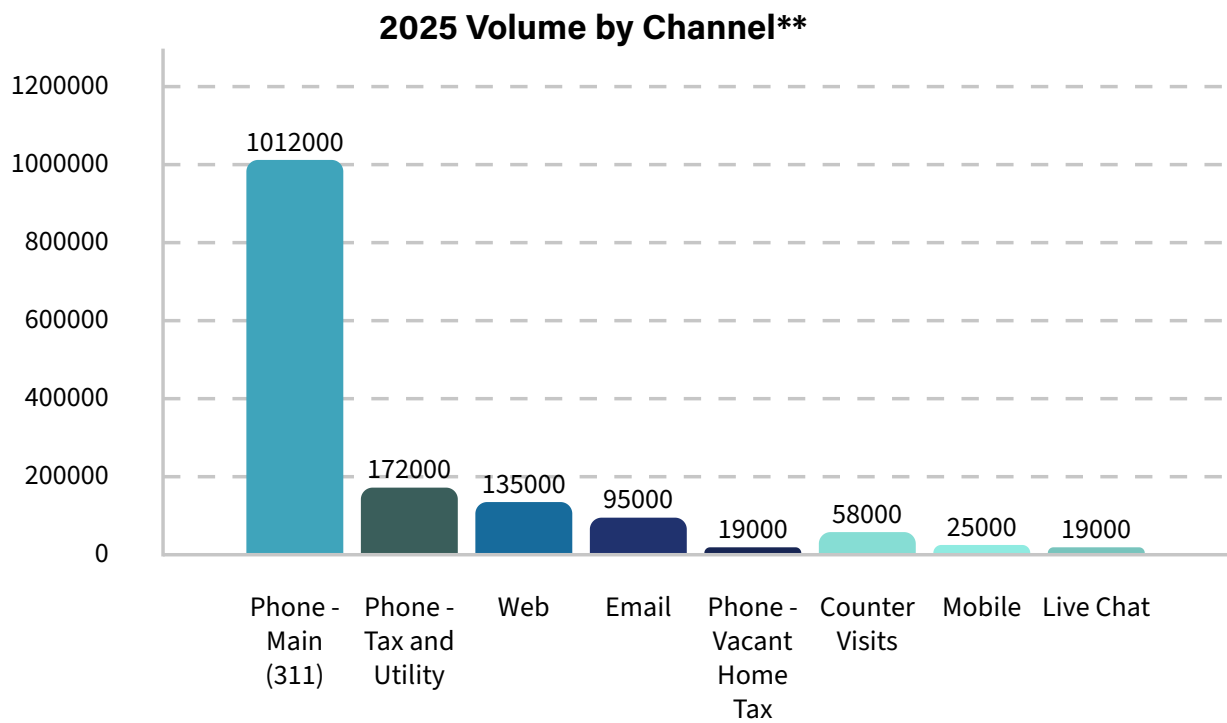
2025 SERVICE OVERVIEW



1.58 Million Interactions Responded to in 2025

The Customer Experience Division (CXD) plays a vital role in connecting customers to a broad range of non-emergency City services and programs through the 311 service. Operating 24 hours a day, seven days a week, CXD provides reliable, accessible support to the public in more than 180 languages by phone*, online self-serve, mobile application, email and in-person counters.

In 2025, CXD supported over 1.58 million customer interactions, up 5.7% from 2024. The majority of interactions were general inquiries (61%) followed by service requests (34%), and status inquiries (5%).



*311 operates three phone lines: 311 Main, Tax & Utility, and Vacant Home Tax.
**Please refer to Appendix A: 311 Toronto Key Metrics Report 2025 or its text only counterpart, Appendix B for additional information on call volumes in 2024 and 2025 and other key metrics.



GENERAL INQUIRIES

955,000
Number of General Inquiries (2025)

Customer Service Representatives (CSRs) from 311 handle general inquiries from the public about City services and programs delivered across all City divisions. In 2025,

311 responded to over 955,000 inquiries with Property Tax Billing (84,422) and Vacant Home Tax (63,850) being the most frequently raised topics.

To support accurate and consistent responses, CSRs rely on the CXD Knowledge Base (KB), which contains detailed information on City services and programs. This information is also accessible to the public through the 311 self-service portal, allowing customers to find answers independently. The chart on the right shows the top 5 general inquiries received by 311 Customer Service Representatives in 2025.

CXD tracks the most frequently viewed KB pages. The top three self-serve KB pages* were Road and Expressway Closures – Road Restrictions – Street Events (35,425 views), followed by Recreation Program Registration (22,991 views), and On-street Parking Enforcement (13,678 views).

TOP 5 GENERAL INQUIRIES:

1

Property Tax
Billing



2

Vacant Home
Tax



3

Utility Bill
Payments



4

On-street
Parking
Enforcement



5

Water Utility
Bill



*The top 10 most viewed KB articles are listed in Appendix A: 311 Toronto Key Metrics Report 2025.



SERVICE REQUESTS

537,000
Number of Service Requests (2025)

C XD intakes Service Requests (SRs) on behalf of its six Integrated Service Divisions: Solid Waste Management Services, Transportation Services, Toronto Water, Municipal Licensing & Standards (including Toronto Animal Services), Urban Forestry within the Environment, Climate, and Forestry Division, and Parks within the Parks & Recreation Division.

In 2025, the total number of customer-initiated SRs increased by 16%, rising to 537,000 from 463,000 in 2024. The table on the right outlines the top service request types, highlighting the day-to-day issues that Torontonians reported most frequently to 311.

TOP 5 SERVICE REQUESTS:

1

Residential Bin Lid Damaged



2

Pick up Dead Wildlife



3

Property Standards and Maintenance Violations



4

Injured Wildlife



5

General Tree Pruning



chapter

2

311 Phone Lines: Performance Overview





311 Main Line

Most interactions with 311 occur through the 311 Main phone line, reflecting its importance as a trusted and accessible

channel for customers. To support timely and responsive service, CXD strives to meet a service level target of answering 80% of calls within 75 seconds.

CXD met this target in 2025 (81%), demonstrating our ongoing commitment to high-quality customer service.

2025 Service Metrics

Service Level



of calls answered
within 75 secs.

Average Wait Time

53 Sec

Average Call Handle Time

4:50 Mins



Tax & Utility Lines

Beginning in 2026, CXD will publicly report annual service metrics for two additional phone lines, managed in partnership with Revenue Services, as part of our commitment to greater transparency and accountability.

Tax-related calls are often more complex, requiring additional time and care to support customers with their inquiries and requests.

To manage the complexity and care required in these calls, CXD has created separate phone lines for both Tax & Utility calls and Vacant Home Tax (VHT) calls, allowing callers to use 311's interactive voice response system to join separate queues for these specific services.

In partnership with Revenue Services, CXD is planning to conduct an end-to-end review of the Tax & Utility line to identify opportunities to enhance the customer experience.

Tax & Utility (2025)

Calls Handled	Service Level*
171,946	63% of calls answered within 400 secs.
Average Wait Time	Average Call Handle Time
7:17 Mins	8:20 Mins

Vacant Home Tax (2025)

Calls Handled	VHT Declarations Submitted**
62,385	29,927
Average Wait Time	Average Call Handle Time
3:13 Mins	6:13 Mins

*The Tax & Utility line does not have a Council-mandated service level target. Our internal target is to answer 70% of calls within 400 seconds.
**VHT declarations submitted by 311 during January - June 2025 were for the 2024 VHT declaration period . Declarations from November - December 2025 were for the 2025 VHT declaration period.

Notable Occasion: February 2025 Winter Storm

TOP 5 WINTER-RELATED SRs (FEB 12- MAR 5):

1	Sidewalk Clearing 11,180
2	Road Plowing 5,671
3	Driveway Blocked by Plowed Snowbank 3,867
4	Sidewalk Snow at Intersections 1,772
5	School Zone Snow Clearing 1,376

On February 12, 2025, the City of Toronto declared a Major Snowstorm Condition and Significant Weather Event in anticipation of receiving 53 centimeters of snow over a 10-day period. Customers were encouraged to contact 311 for snow

clean-up concerns. As expected, call volumes rose sharply due to the snowstorm. During normal operations, 311 averages around 2,000 to 3,000 calls per day. Over the three-week period from February 12 to March 5, 311 received more than 77,000 calls for general inquiries, service requests, and status updates. CXD staff worked around the clock to keep wait times as low as possible during peak call volumes, handling up to 6,300 calls on peak days. Despite these efforts, the average wait time rose to two minutes and 30 seconds, and the service level temporarily declined to 65%.

DURING THE SIGNIFICANT WEATHER EVENT, 311 RECEIVED OVER 77,000 CALLS.

Within this time, customers submitted over 30,000 service requests for urgent winter maintenance concerns. At the time, a hold process for snow-related requests was in place during major winter snow events. Throughout hold periods 311 was still open to support customers with questions related to snow, however customers were unable to submit non-emergency winter maintenance service requests during the City's ongoing winter maintenance operations. Following direction from City Council, this process was changed ahead of the 2025/2026 winter season, to allow the submission of service requests at any time and improve customers' experiences during the City's winter maintenance operations.

Since November 2025, customers have been able to report and submit winter maintenance-related concerns 24/7 during the winter season. To manage additional operational pressure, CXD worked closely with Transportation Services and the Communications Division to develop new tools for triaging, including setting up a new Divisional Communications Centre to streamline the information flow across multiple City Divisions and reviewing the end-to-end process for winter maintenance service requests. In addition, questions were added to the service request process to indicate when snow removal is required for urgent matters, allowing the City to effectively prioritize snow clearing efforts.

Chapter 3

Customer Experience Division: Projects and Initiatives





Transparency of 311-Related Data

In March 2025, as part of the City of Toronto's commitment to transparency and customer-focused service delivery,

City Council provided direction to the Customer Experience Division (CXD) to elevate how performance, service, and data metrics are shared across the organization and with the public. This directive strengthened CXD's commitment to an open and accessible approach in communicating City service performance.

Building on this, CXD launched the first phase of the Service Standard Dashboard in October 2025, giving customers an easy-to-understand snapshot of how the City is meeting its service commitments.

The initial static dashboard marked an important milestone in strengthening public trust, offering clear, consistent, and meaningful insights into the high-impact services that shape the daily experience of Torontonians.

By the end of March 2026, CXD will deliver the second phase of the dashboard, an interactive solution that allows the public to engage with the data however they choose. New features include the option to filter by ward, explore service request details, and view volumes and service level data across all integrated services.

This next phase represents a major leap forward in making City data more transparent, intuitive, and useful for customers.



Closing the Loop

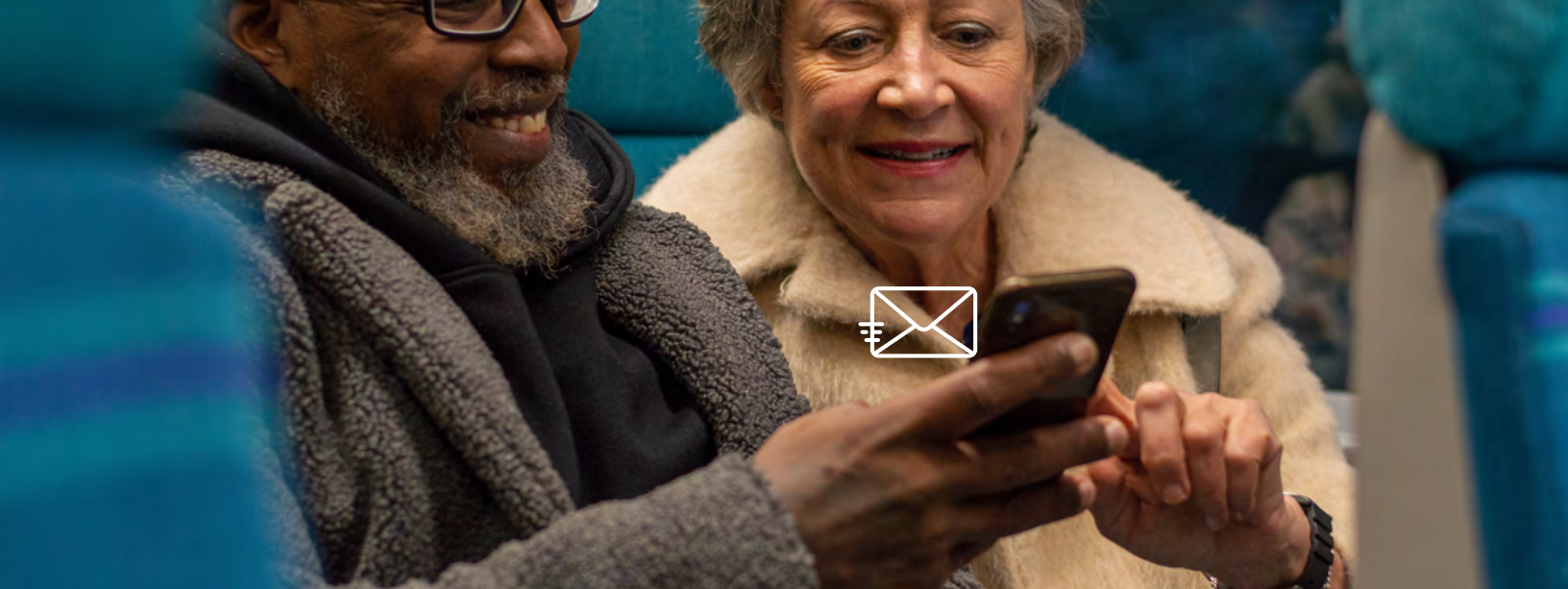
Closing the Loop aims to improve the quality of information shared with 311 customers throughout their service

journey, enhance consistency in service request management across City divisions, and make 311's self-serve channels, both the website and mobile app, more intuitive and user-friendly.

In 2025, the project focused on understanding the core challenges, conducting in-depth reviews of service request communications from Municipal Licensing & Standards, Parks, and Transportation Services. CXD partnered with these divisions to improve the clarity, quality and frequency of notes, enabling 311 Customer Service Representatives to provide more accurate updates when customers call about the status of their request. CXD also worked with Integrated Service Divisions on standards to address the premature closing of tickets.

These foundational improvements will support upcoming work with Integrated Service Divisions to provide more meaningful, proactive updates to customers, reducing the need for follow-up calls to 311, and to ensure customers clearly understand what to expect when they submit a service request. A comprehensive plan for Closing the Loop will be brought forward to the Service Excellence Committee in May 2026.





Email Channel Enhancement

In July 2025, through the 2025 budget process CXD brought back service requests by email (311@toronto.ca), allowing

customers to easily submit service requests through email for improved convenience. 311's service level target is to respond to 80% of initial emails within 24 hours.

By December 31, 2025, 23,310 service requests had been created through email. 311 responded to 91% of initial emails within 24 hours, surpassing our Council target and highlighting the strong demand for email channel service requests.

Email Service Level



91%
of emails
responded to
within 24 hours.

Total Email Service Requests (2025)

23,310



Parks Integration

On September 15, 2025, CXD, Parks & Recreation, and Technology Services

celebrated a major milestone in improving public service delivery with the launch of City park service requests and feedback (compliments and complaints) on all 311 channels. Many Parks-related services have now been fully integrated into 311.

This provides customers with a simple and accessible way to report issues in City parks through 311, receive a service request number, and stay informed about the progress of their request.

City staff have been equipped with the tools to document, prioritize, and track the full lifecycle of each request. With access to more consistent data, Parks & Recreation can now better monitor work orders, analyze service trends, and drive continuous improvement in how services are delivered.

In the first month of launch, approximately 1,022 service requests were submitted through 311 to Parks, contributing to nearly 3,000 requests in total from September 15-December 31, 2025, underscoring a strong demand for Parks services and the value of making them easier to access.

2,979

PARKS SERVICE REQUESTS
(Sep 15 - Dec 31, 2025)



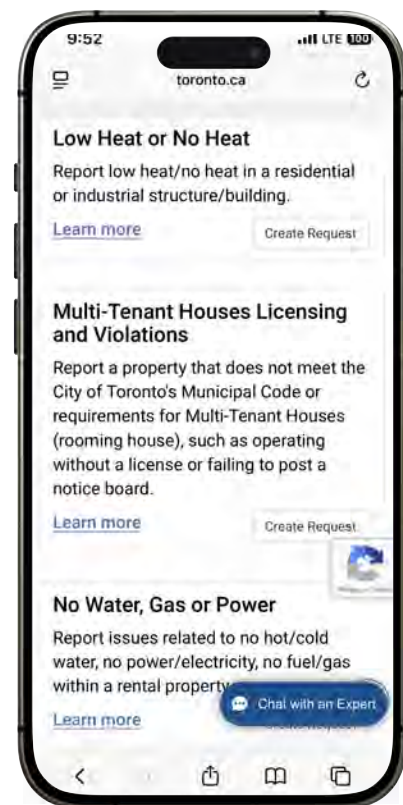
Vital Services Project

The Vital Services Project improved how 311 responds to tenant reports of critical service disruptions like loss of water, gas, power, or heat in rental units. These are high risk situations that directly affect tenants' health, safety, and housing habitability.

For self serve users, the project consolidated multiple 311 Knowledge Base articles into a single, streamlined Vital Services page. Access was further improved in October 2025 with the launch of two new service request categories: **1. Low Heat or No Heat** and **2. No Water, Gas, or Power in a rental unit**, helping tenants find the right information and pathways more quickly.

Additionally, CXD partnered with Municipal Licensing & Standards (MLS) to develop a new escalation process that clearly defines service request eligibility, landlord and tenant responsibilities, monitoring process and escalation thresholds, including 24 hour overdue criteria and heating season standards.

Clear and standardized escalation pathways to MLS Supervisors and 311 Supervisors were also defined to reduce ambiguity for front line staff and ensure timely investigation of all vital services cases. The new process was implemented on October 1, 2025.





Bloomberg Data Alliance



Building the Future Residents Deserve: City of Toronto selected for Bloomberg Philanthropies City Data Alliance to enhance resident service experience through data and AI

In 2025, Toronto was selected to partner with Bloomberg Philanthropies (Bloomberg) and the Bloomberg Centre

for Government Excellence, to re-imagine City services through a customer experience lens, with a focus on data and digital tools to better understand resident needs. CXD, in partnership with Technology Services and Municipal Licensing and Standards, are working closely with Bloomberg to make data-driven

improvements to the Property Standards process. Property standards is the third largest service request by volume at 311, and a vast majority of property standards requests are submitted by renters. This presents an opportunity to improve a service that impacts a significant number of the City's residents.

While MLS consistently meets service targets for property standards requests, 311 satisfaction data and user research shows that customers often feel frustrated with the overall experience, especially when it comes to communication and updates from the City.

To address this gap, CXD, Technology Services and MLS collaborated to develop and evaluate a prototype with more frequent and detailed status updates, to improve how customers are informed about their Property Standards service requests. The vision is to create a dynamic, data-driven process that delivers a more empathetic, resident-centered experience.



Blue Bins Transition

In advance of the Blue Box Program transition to Extended Producer Responsibility, CXD worked closely with Solid Waste Management Services

and the Communications Division to ensure that customers contacting 311 received clear, accurate information about the upcoming changes and were supported in navigating the new pathways for addressing their questions and concerns.

On December 31, CXD retired 32 service requests related to eligible source recycling and activated the interactive voice response system to direct customers to Circular Materials directly for recycling concerns. The 311 Knowledge Base was also updated to reflect these changes, with 24 articles removed, and Customer Service Representatives provided with up-to-date guidance on revised operational processes. As of January 1, CXD began collecting customer

feedback on eligible source Blue Box services through a targeted phone survey. These survey results are shared with Solid Waste Management Services to support ongoing monitoring of the types of calls received by 311 following the transition.

This work demonstrates strong collaboration between CXD, Solid Waste Management Services, and the Communications Division, helping ensure that all stakeholders impacted by the transition, including Councillors, residential and multi-residential customers, schools, and long-term care and retirement homes, had access to timely, accurate information and appropriate support before, during, and after the program change.

Customer Experience Division



3-1-1 (within City Limits)
416-392-CITY (Outside City Limits)



Use 711



311@toronto.ca



www.toronto.ca/311



[@311Toronto](#) (on X)