TORONTO

REPORT FOR ACTION

Using 311 and Other Data to Identify Trends and Improve Service Delivery in Parks and Recreation, Transportation Services and Municipal Licensing and Standards

Date: May 1, 2026
To: Service Excellence Committee
From: General Manager, Parks and Recreation, General Manager, Transportation Services, and Interim Executive Director, Municipal Licensing and Standards
Wards: All

SUMMARY

At its meeting on March 23, 2026, the Service Excellence Committee requested the General Manager, Parks and Recreation, the General Manager, Transportation Services and the Executive Director, Municipal Licensing and Standards to report back on how they use 311 data, as well as other data sources, to identify trends and make service improvements.

In response, this report outlines how 311 data is used across Transportation Services, Municipal Licensing and Standards and Parks and Recreation to support service delivery. This data informs planning, resource prioritization, and long-term decision making, and when integrated with other data sources, enables a more proactive, equitable, and data-driven approach to service improvement.

RECOMMENDATIONS

The General Manager, Parks and Recreation, General Manager, Transportation Services, and Interim Executive Director, Municipal Licensing and Standards recommend that:

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

FINANCIAL IMPACT

There are no financial impacts resulting 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 March 23, 2026, the Service Excellence Committee adopted item SE11.2 - Leveraging Data to Drive Service Excellence in Parks and Recreation and Transportation Services and requested the General Manager, Parks and Recreation, the General Manager, Transportation Services and the Executive Director, Municipal Licensing and Standards to report back to the Service Excellence Committee at its meeting on May 14, 2026, on how they use 311 data, as well as other data sources, to identify trends and make service improvements.
https://secure.toronto.ca/council/agenda-item.do?item=2026.SE11.2

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

311 data from the Customer Experience Division (CXD) plays a critical role in daily operations of Transportation Services, Municipal Licensing and Standards, and Parks and Recreation, including planning and prioritizing work, assigning resources, supporting performance management, and informing long-term strategic planning. The integration of 311 data with other systems enables a more proactive, equitable, and data-driven approach to service delivery.

Transportation Services

Role of 311 Data in Transportation Services

311 data is foundational to Transportation Services operations. It supports:

- Daily work planning and scheduling

- Resource allocation and deployment
- Identification of service gaps and emerging issues
- Strategic and asset management planning
- The prioritization of in-field responses during extreme winter events by the Divisional Command Centre

Service requests (SRs) received through 311 are tracked and analyzed by assigned problem type to understand where and when issues occur, enabling staff to respond effectively and prioritize work across the City.

Collaboration with Customer Experience Division (CXD)

Transportation Services works closely with CXD to ensure efficient and consistent service delivery. This collaboration includes:

- Clearly communicating expected service standards for each service request type
- Designing standardized intake processes and codes to categorize and track service requests
- Maintaining an up-to-date internal "knowledge base" that enables 311 Customer Service Representatives to provide accurate, real-time information to customers by phone (in addition to publicly available webpages on Toronto.ca)
- Developing new strategies, such as 'Closing the Loop' which aims to improve the quality of information shared with 311 customers throughout their service journey.
- Routine divisional collaboration meetings at the working group and senior management levels.

This coordinated approach improves the customer experience by ensuring that inquiries are routed correctly and addressed in a timely manner by Transportation Services.

Pothole Management and Equity Lens

311 service request data is integrated with the City's Enterprise Work Management System (EWMS/Maximo) in real-time. Capturing 311 data within Maximo enables Transportation Services to identify "hot spots" where issues such as potholes are concentrated.

Figure 1: 311 Pothole Service Requests Heat Map

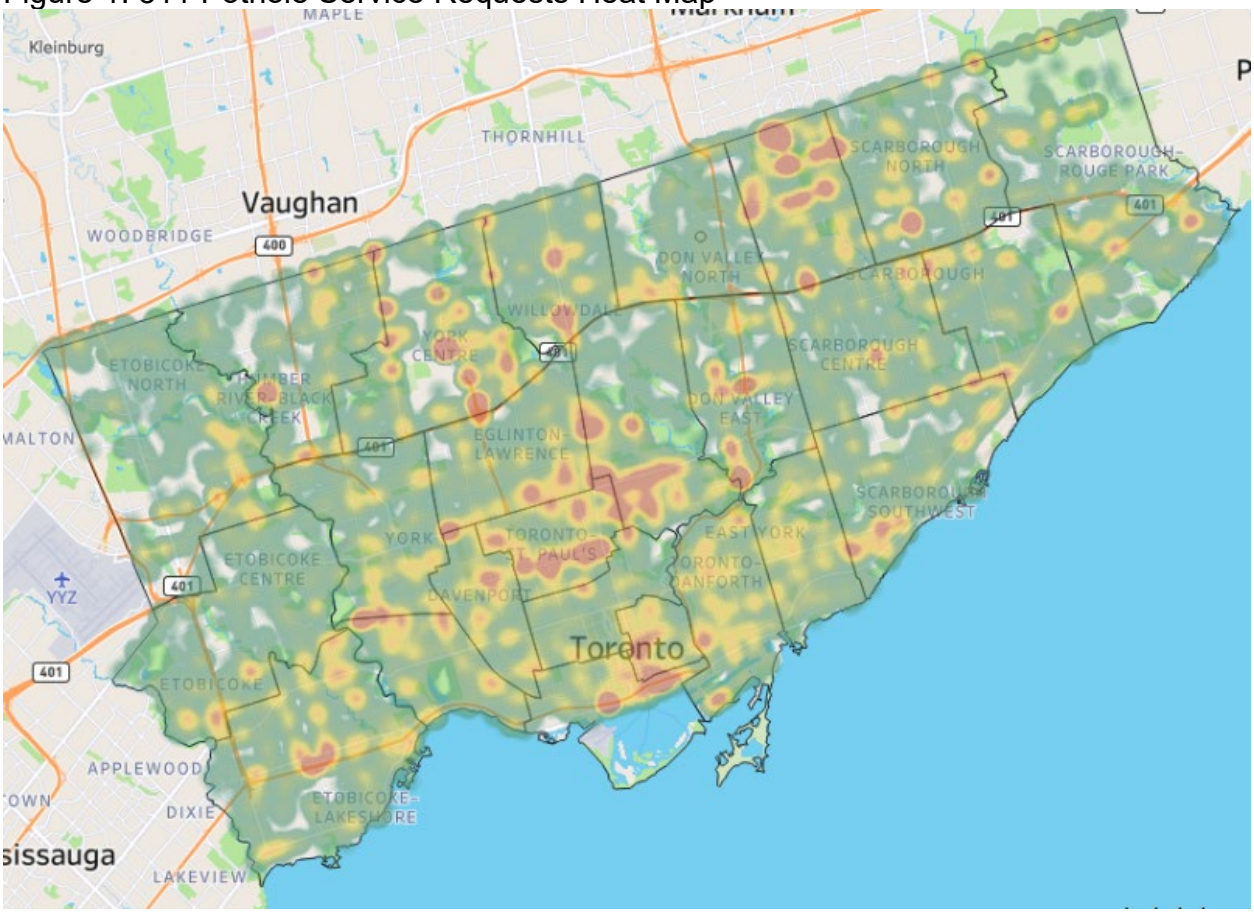


Table 1: 311 Pothole Service Requests by Month (*2026 data up to March 31)

Created Month	2023	2024	2025	2026*
January	1447	829	503	1934
February	1718	637	1239	4875
March	2640	654	3131	5844
April	2958	1380	1322	
May	2247	939	1183	
June	1289	488	970	
July	1032	540	762	
August	828	417	579	
September	567	367	492	
October	496	367	490	
November	394	313	425	
December	398	308	610	
Grand Total	**16014**	**7239**	**11706**	**12653**

In 2026, 311 received 12,653 pothole service requests in just three months, more than the total for the entire year 2025. The higher number of pothole service requests in 2026 could be attributed to extreme winter conditions and events.

Analyzing historical 311 data also shows strong seasonal trends. For example, a higher volume of pothole service requests is submitted during winter months. Between January and April (four months), 311 received more than 50% of the annual (12 months) pothole service requests.

Table 2: 311 Pothole Service Request by Ward (*2026 data up to March 31)

Ward	2023	2024	2025	2026*
01 - Etobicoke North	509	359	493	422
02 - Etobicoke Centre	642	394	480	484
03 - Etobicoke-Lakeshore	959	555	838	827
04 - Parkdale-High Park	641	242	404	417
05 - York South-Weston	487	232	414	475
06 - York Centre	638	256	439	758
07 - Humber River-Black Creek	609	360	442	556
08 - Eglinton-Lawrence	996	519	642	562
09 - Davenport	619	230	390	384
10 - Spadina-Fort York	718	301	580	409
11 - University-Rosedale	647	274	431	268
12 - Toronto-St. Paul's	751	287	743	699
13 - Toronto Centre	370	241	335	251
14 - Toronto-Danforth	662	288	632	583
15 - Don Valley West	1101	440	543	707
16 - Don Valley East	425	226	267	567
17 - Don Valley North	648	275	375	317
18 - Willowdale	654	266	391	464
19 - Beaches-East York	584	261	549	408
20 - Scarborough Southwest	420	217	315	466
21 - Scarborough Centre	753	293	513	489
22 - Scarborough-Agincourt	471	185	347	544
23 - Scarborough North	892	228	503	603
24 - Scarborough-Guildwood	271	124	234	352
25 - Scarborough-Rouge Park	512	172	377	584
(blank)	35	14	29	57
Grand Total	**16014**	**7239**	**11706**	**12653**

Furthermore, 311 data provides the location information of service requests. The 311 data provides information on the variance in service requests received across wards. For example, in 2023, 2024, and 2025, Scarborough-Guildwood (Ward 24) consistently had the lowest number of service requests among all wards.

Table 3: Proactive Pothole Repairs by Month (*2026 data up to March 31)

Created Month	2023	2024	2025	2026*
January	12037	20486	23217	13256
February	16858	30975	11253	17520

March	15794	37920	55136	54545
April	24549	21895	27516	
May	23530	27118	25765	
June	20211	21602	22821	
July	17003	22045	16841	
August	15512	23908	17752	
September	17899	15809	15583	
October	12652	25955	19203	
November	11939	22273	13298	
December	13070	14752	9092	
Grand Total	**201054**	**284738**	**257477**	**85321**

In addition to reactive repairs based on incoming service requests, Transportation Services applies an equity lens to its proactive maintenance work. The application of the equity lens ensures repairs are distributed fairly across all neighbourhoods, including areas with lower reporting rates. Equity mapping identifies areas with lower 311 usage—often communities with lower-income households, newcomers, or other underrepresented groups who may be less likely to submit service requests.

Transportation Services repairs substantially more potholes proactively than are reported via 311. 311 service request data is used to identify hotspot areas for targeted "pothole blitzes." In 2025, 257,477 potholes were proactively repaired, compared to 11,706 potholes repaired from 311 service requests, which means 95% of potholes were proactively repaired.

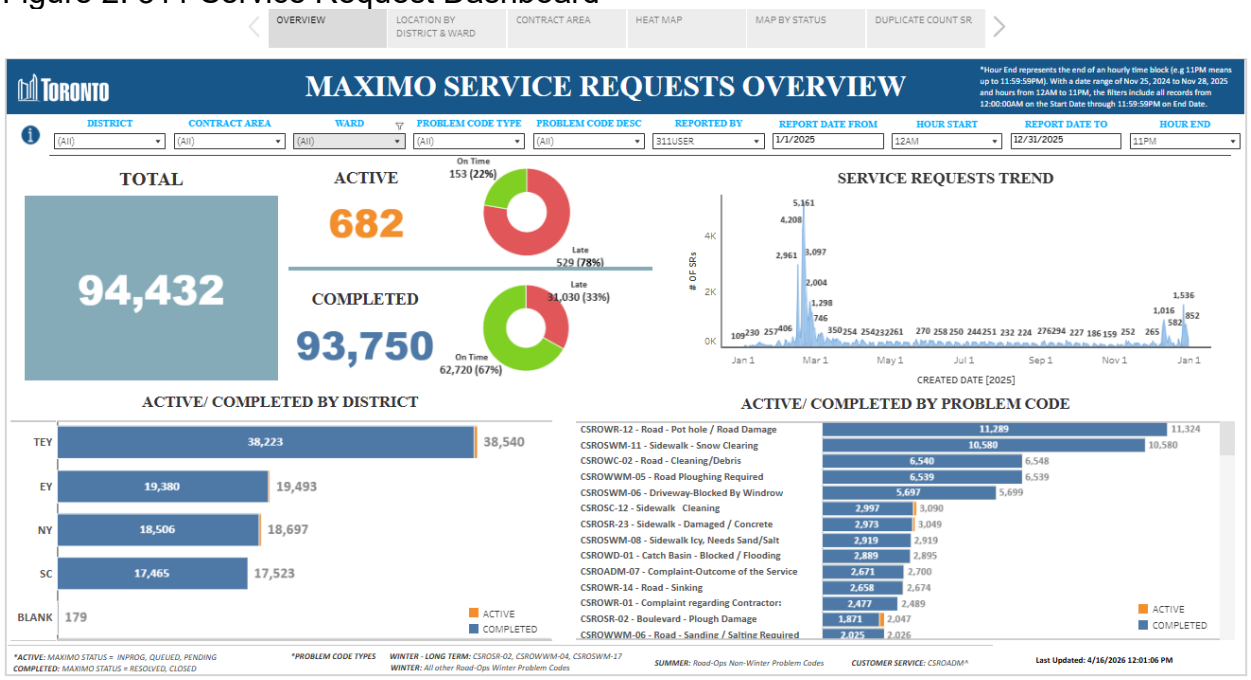
By combining datasets from various sources, staff ensure that proactive maintenance efforts, such as pothole repair blitzes, are distributed more equitably across the City, addressing historical service gaps.

Performance Management and Analytics - Business Intelligence Tools

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

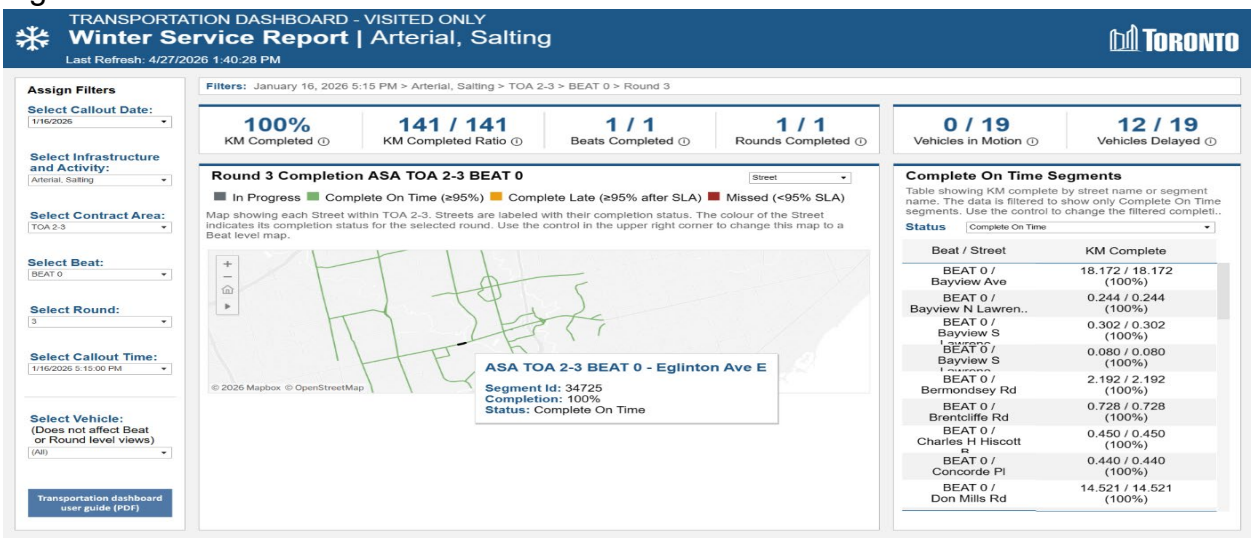
- TMMS/Maximo SR Dashboards: This Dashboard shows Maximo's 311 service request data in one place, providing a view of the number of service requests received, service request completion status, and key performance indicators that enable data-driven decision-making and improve operational performance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

Figure 2: 311 Service Request Dashboard



- 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.

Figure 3: GPS Dashboard Winter Maintenance



These tools provide actionable insights that guide both operational and strategic decisions. In addition, these tools support evidence-based decision-making and improve service delivery efficiency.

Infrastructure Investment and Service Delivery

Transportation Services continues to invest significantly in road maintenance and rehabilitation. The 10-year (2026-2035) capital program for state of good repair road works such as local roads rehabilitation, major roads rehabilitation, laneways and critical road interim repairs totals approximately $1.363 billion.

In 2025, approximately 90 kilometres of roads were resurfaced or reconstructed. Additionally, since January 1, 2026, City crews have repaired nearly 100,000 potholes through both reactive and proactive operations.

311 data play a key role in informing these investments and operational priorities. 311 data, such as pothole road repair service requests, provides useful information for identifying recurring issues on a particular road and prioritizing its rehabilitation.

Emerging Opportunities: Artificial Intelligence and Predictive Analytics

Transportation Services, in partnership with Technology Services (TSD) is exploring the use of artificial intelligence (AI) and advanced analytics to further enhance service delivery.

Potential applications include predicting future infrastructure issues by leveraging:

- 311 service requests (Salesforce)
- Work order and asset data (Maximo/EWMS)
- Pavement Quality Index (PQI) and LiDAR surveys
- Weather data
- Equity indicators
- Claims and permits data
- External image and video sources

These tools are expected to support a shift from reactive to preventative maintenance, improving service outcomes and reducing the frequency of service requests over time.

Municipal Licensing and Standards (MLS)

MLS responds to a wide range of service requests (SRs) to resolve bylaw issues, improve community safety, and reduce public nuisances. 311 data is foundational to Municipal Licensing and Standards (MLS) operations.

Service requests (SRs) received through 311 are tracked and analyzed by assigned problem type to understand where and when issues occur, enabling staff to respond effectively and prioritize work across the City.

MLS uses a priority response model to triage and prioritize more urgent service requests that present a health and safety issue and based on frequency and severity of the issue. The priority response model sets service standards within which complainants should expect a first communication from MLS, with lower priority SRs

given a longer service standard (i.e. timeline) for response, depending on the bylaw. These service standards are published publicly on the City's webpage.

Over the past few years, MLS has seen steady increases in the number of SRs received, approximately a 20% increase in SRs between 2023 and 2025, with a total of 155,000 received in 2025. MLS has three of the top 5 SRs received city-wide by 311 in 2025:

- **Pick Up Dead Wildlife –** 18,013
- **Property Standards and Maintenance Violations** – 17,708
- **Injured Wildlife –** 16,794

In recent years, MLS has focused on developing priority- and risk-based enforcement models to respond to SRs, centred on achieving compliance, and continued business transformation, system modernization and digitization of services to enable evidence-based enforcement.

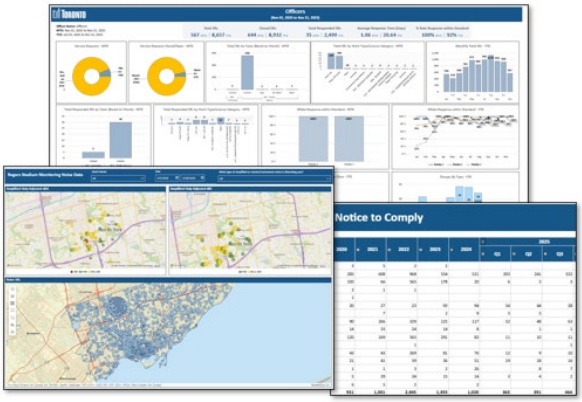
Data Use and Analysis

MLS has developed a fully automated, interactive business intelligence environment that consolidates data from across the division. The system supports **monitoring of service requests, KPIs, and staff performance**, with reports and dashboards designed to meet the needs of staff at each level of the division. Examples include:

- **Senior Team Reporting:** Provides high level overview of trends, opportunities and areas of concern

- **Manager/Supervisor Reporting:** Provides managers with a detailed view of operations to track and monitor KPIs, understand performance and uncover coaching opportunities.

- **Officer Reporting**: Provides front-line staff with view of task-level metrics, highlighting immediate priorities and supporting operational decision making.



MLS also creates file-specific dashboards and monitoring strategies and has reports on the Division's priority response model and the ability to profile specific areas of the City using mapping tools.

Service Standard Performance

Service standard performance is affected by the volume and frequency of service requests and other mitigating factors (e.g. seasonal patterns). Through process improvements, staffing increases, working with CXD and staff training, MLS has seen a significant improvement in performance:

- In 2023, MLS met its service standard 72% of the time with a divisional average response rate of 10.28 days
- In 2025, MLS met its service standards 84% of the time with a divisional average response rate of 4.78 days

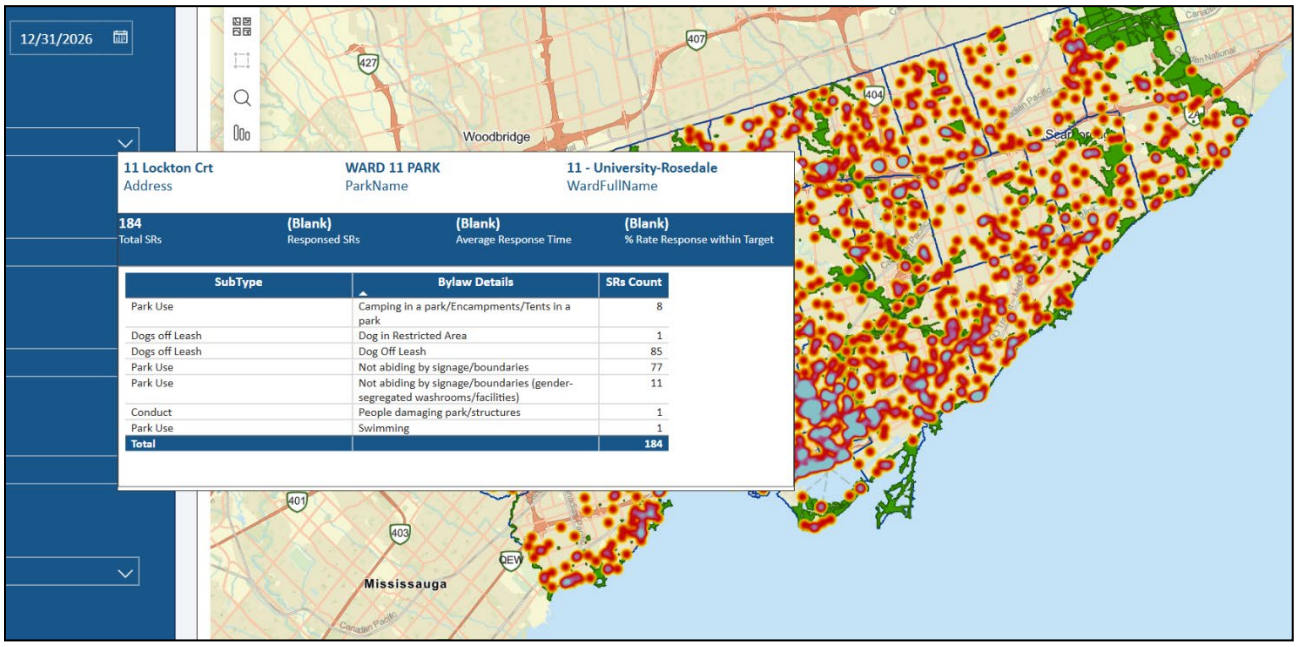
Case Study on MLS' Use of 311 Data – Enforcement of Chapter 608, Parks

MLS Bylaw Enforcement Officers (BEOs) address complaints using a risk-based response analysis and conduct park visits on a proactive and reactive basis. BEOs take escalated enforcement action when appropriate, including laying charges.

Staff undertake frequent proactive enforcement patrols in priority parks for issues related to dogs off-leash, illegal dumping, fireworks, failure to remove dog excrement, graffiti at a park, and postering (where there are persistent and problematic issues with bylaw compliance). To identify priority parks, staff analyze service request data, P&R identification of problematic parks, and data analytics (heat maps), to deploy staff to parks where issues are most prevalent (see Figures 1 and 2 below). For remaining park use issues, MLS uses the priority response model to triage and focus on urgent service requests with health and safety concerns.

Figure 1: MLS' Park Monitoring Dashboard

Figure 2: MLS' Park Heat Mapping



Collaboration with CXD and Timely Communication to Complainants

MLS and the Customer Experience Division (CXD) have a shared commitment to continuous improvement and regularly meet to identify enhancements to customer service delivery processes, including improving communication and processes around case updates, investigation outcomes, and notifying a complainant on cases being closed.

Timely communication is the responsibility of the assigned Bylaw Enforcement Officer (BEO), and MLS is committed to providing updates to complainants on the status of their investigation. MLS provides complainants with the BEO's contact information upon initial contact. Communication with complainants is done manually by the assigned BEO when they receive the complaint and make first contact. Complainants are to be updated by a BEO after a site visit, throughout the investigation process, and at the conclusion of an investigation via phone or email. These updates include a report of any findings, next steps, and when an investigation has concluded.

Parks and Recreation

Reporting Period: September 2025 to March 2026

This report provides an overview of Parks and Recreation service request activity during the first six months following integration with 311, highlights key trends and operational insights, and outlines next steps for continued service improvement.

During the first six months of integration, Parks and Recreation received 4,772 service requests, with 87 per cent resolved within service level standards. Early analysis shows expected seasonal trends, identifies preliminary high-volume issue types, and confirms that service levels are generally being met. Additional insights are anticipated after a full year of data, including performance during the summer peak season.

Service Request Volume and Top Issue Types

The four most common service request types represented 46 per cent of all requests received during the reporting period:

Service Request Type	Requests	% of Total
Litter and garbage in parks	902	18%
Park lighting maintenance	652	13%
Snow and ice clearing	387	8%
Pathway and trail maintenance	333	7%

Key Findings by Service Type

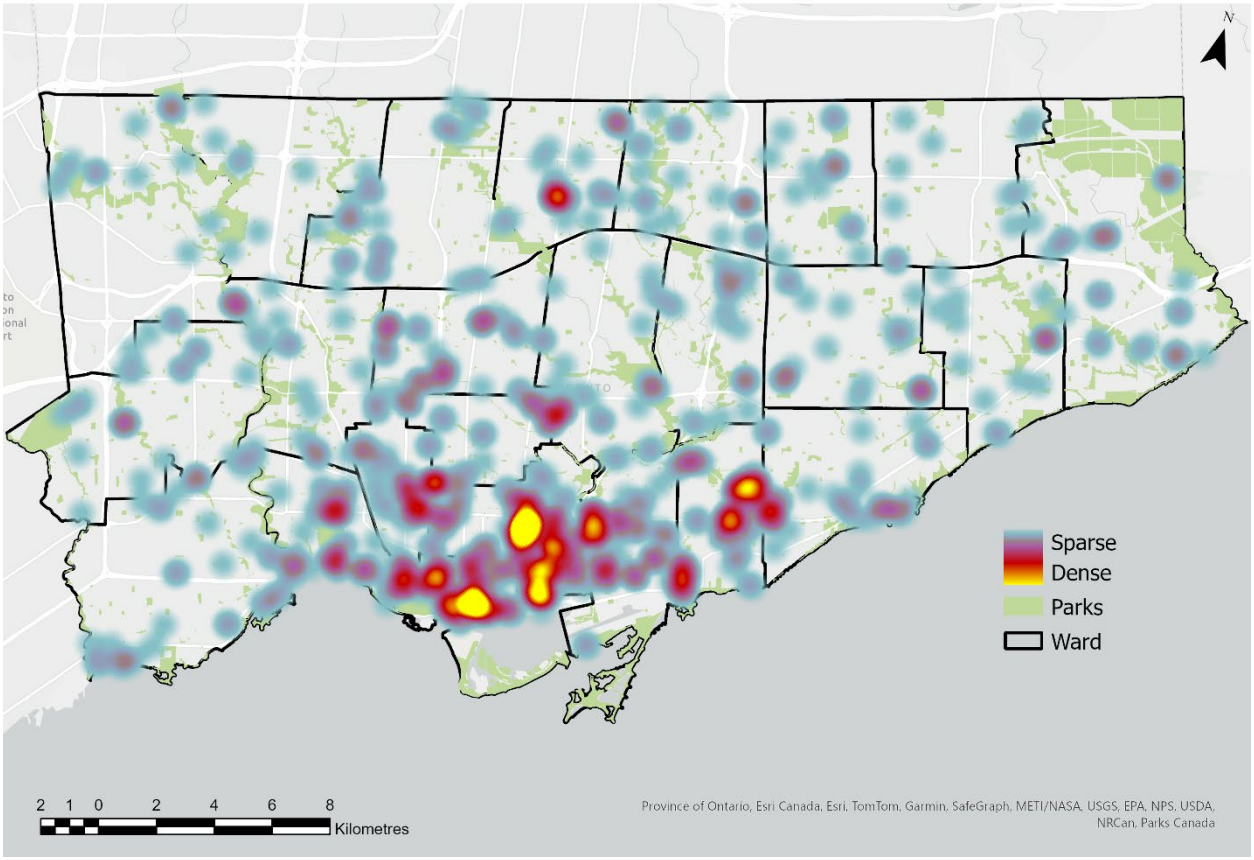
Litter and Garbage

- Highest-volume service request overall (902 requests, 18 per cent of total)

- Average resolution time: five days
- Requests declined following 311 integration in the fall, remained lower through the winter months, and increased in March as snow melted
- Toronto and East York accounted for nearly half of all litter requests

As seasonal staff are onboarded, 311 data will inform focus locations for crews. Staff will be deployed based on service request data to meet spring and summer demand.

311 Service Requests (Litter and Garbage in Parks) Heat Map



Park Lighting Maintenance

- Second-highest request type (652 requests, 13 per cent of total)
- Majority related to localized fixtures or amenities
- Only three per cent of requests involved park-wide darkness
- High Priority issues are typically repaired or made safe within one day

A seasonal spike was observed in the fall as daylight hours decreased. Staff will conduct proactive inspections ahead of the upcoming fall shoulder season to identify issues and reduce requests.

Snow and Ice Clearing

- 387 requests received (8 per cent of total)
- 94 per cent met service level standards
- Most requests resolved within one to three days

- High-priority requests typically completed same day

Request volumes peaked during two major January snow events. Parks leveraged daily 311 data to allocate resources in real time and address safety concerns promptly.

Pathways and Trails

- 332 requests received (7 per cent of total)
- 84 per cent of met service level
- Primarily related to walkability and surface concerns
- Average resolution time for high-priority issues: one and half days

Unlike other service types, pathway and trail requests declined only slightly during winter, suggesting continued year-round use. Seasonal trends will continue to be monitored as additional data becomes available.

Using Early Insights to Strengthen Operations

Parks and Recreation is using service request data as an operational management tool to support responsive service delivery and continuous improvement.

Staff regularly review service request volumes, locations, and response times to identify recurring issues and service “hot spots.” This analysis informs daily and weekly crew deployment, with priority given to locations with higher volumes or public safety concerns, particularly for litter removal, snow and ice clearing, lighting, and pathway maintenance.

Early data has confirmed predictable seasonal patterns, including increased litter requests following snow melt, higher lighting requests during fall shoulder seasons, and request spikes during major snow events. These insights are being incorporated into forward planning, including proactive inspections, targeted scheduling, and alignment of seasonal staffing and resources with anticipated demand.

During high-impact events such as winter storms, Parks and Recreation uses daily 311 service request data to monitor conditions citywide. This allows staff to redirect resources in real time, respond quickly to safety issues, and complete high-priority work, often on the same day.

Resolution times are monitored against service level standards to assess performance and identify opportunities for adjustment. Parks and Recreation is also working with 311 to improve service request classification and routing, reducing delays and ensuring requests are directed to the appropriate operational teams.

Moving forward, as Parks and Recreation builds a full year of service request data, staff will continue to refine operational planning, improve the predictability of service demand, and strengthen service delivery to support a positive experience for residents and visitors in City parks.

CONTACT

Gregg Loane, Deputy General Manager (A), Transportation Services, 416-395-7480, Gregg.Loane@toronto.ca

Jia Lu, Interim Director, Policy and Strategic Planning, Parks and Recreation, 416-991-9249, Jia.Lu@toronto.ca

Megan Price, Project Director (A), Business Transformation, Parks Standards and Innovation, Parks, Parks and Recreation, 416-338-5483, Megan.Price@toronto.ca

Joanna Hazelden, Director, Policy and Strategic Support, Municipal Licensing and Standards, 416-392-9830, joanna.hazelden@toronto.ca

SIGNATURE

Terry Ricketts
General Manager, Parks and Recreation

Ashley Curtis
General Manager (A), Transportation Services

Gadi Katz
Interim Executive Director, Municipal Licensing and Standards