

Customer Experience Division Biannual Data Review: Insights from Early 2026

Date: June 19, 2026

To: Service Excellence Committee

From: Executive Director, Customer Experience Division and General Manager, Parks and Recreation

Wards: All

SUMMARY

The Customer Experience Division (CXD), in partnership with Integrated Service Divisions (ISDs, which include Transportation Services, Solid Waste Management Services, Toronto Water, Municipal Licensing and Standards, Urban Forestry within Environment, Climate and Forestry, and the Parks Branch within Parks and Recreation), continues to strengthen data transparency and enable data-driven decision-making through public dashboards, shared operational data, and quarterly reviews.

As directed by Council, CXD is reporting biannually on the ongoing analysis of performance against service standards, including the identification of opportunities for improvement. This report complements individual reports from ISDs identifying how data is used to drive service excellence, with a report from Parks and Recreation, Transportation Services, and Municipal Licensing and Standards brought forward to the May 2026 Service Excellence Committee meeting, and reports from Toronto Water, Solid Waste Management Services, and Urban Forestry within Environment, Climate and Forestry tracking to the July 2026 Service Excellence Committee meeting. Additionally, this report addresses separate direction from Executive Committee to provide the geographic distribution of service requests (SRs) in parks.

While 311 SR data provides information on where the public is requesting additional services and visibility into how divisions respond to these requests, it does not capture proactive, planned and longer-term work. As such, this data does not provide insight into the overall performance of a service or division and cannot be used as the only metric to evaluate City service delivery. ISDs rely on internal operational dashboards that integrate both customer demand and planned activities, providing a comprehensive view of service delivery, performance, and improvement priorities.

This report provides a review of Q1 2026 SR demand and performance. Between January to March 2026, 311 created 158,000 SRs for ISDs and non-integrated divisions and agencies (for example, Court Services and Toronto Public Health), up nearly 20% from the 132,000 SRs created in Q1 2025. Most SRs were driven by winter-related demand, with 53% of SRs directed to Transportation Services.

Despite the increase in volume, performance improvements were seen in Transportation Services and Municipal Licensing and Standards due to enhancements in service planning and cross-divisional collaboration, especially in the case of 2025/2026 winter operations. The severity of the winter season also impacted performance for Solid Waste Management Services, Toronto Water, and Urban Forestry due to increased SR volume and the re-assignment of staff to address winter operations. These divisions continue to assess SR data, alongside other planned work, and explore opportunities for continuous improvement.

This report also provides a geographic analysis of common SRs that have been received by the Parks and Recreation division. While SRs are evident across the city, parks in the downtown core receive the highest density. Staff regularly review request volumes, locations, and response times to identify recurring issues and service hotspots to inform crew deployment, with priority given to high-demand areas and public safety concerns.

CXD continues to work with City divisions on enhancing customer insights and service delivery. In partnership with the Technology Services Division, work is underway to establish the Toronto Data Platform, which is a centralized solution for data governance and analytics. As well, CXD is working with Revenue Services to identify improvement opportunities in high-demand service lines like tax and utility-related inquiries.

RECOMMENDATIONS

The Executive Director, Customer Experience Division and General Manager, Parks and Recreation recommend 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 meetings on March 26 and 27, 2025, City Council adopted item EX21.11 - Public Reporting of Performance and Service Standards, which directed the Executive

Director, Customer Experience to start conducting ongoing analysis, reporting on performance trends, identifying areas for improvement, and report back to the Service Excellence Committee biannually.

[Agenda Item History - 2025.EX21.11](#)

At its meeting on March 23, 2026, the Executive Committee adopted item EX30.8 - Leveraging Data to Drive Service Excellence in Parks and Recreation and Transportation Services, which requested the General Manager, Parks and Recreation, in consultation with the Executive Director, Customer Experience to report back to the July 6, 2026 meeting of the Service Excellence Committee on the geographic distribution of SRs in parks.

[Agenda Item History - 2026.EX30.8](#)

COMMENTS

Background

CXD, in partnership with ISDs is strengthening data transparency and enabling data-informed decision-making across the City. This includes:

- Launching a static public-facing service standard dashboard in October 2025, and an **updated interactive public-facing service standard dashboard** in March 2026 that allows the public to easily view and filter 311 SR volumes and service levels.
- **Enhancing data provided to elected officials** by launching an interactive Councillor dashboard, which will eventually replace the existing 311 Business Intelligence Tool, offering 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.
- **Continuous data sharing with ISDs** through internal dashboards, as well as through divisional back-end systems to support operational planning and performance management.
- Starting in 2026, conducting **quarterly 311 data reviews with ISDs** to assess trends, service levels and opportunities for improvement.
- **Sharing service trends** via CXD's Annual Report, and starting in 2026, sharing outcomes from quarterly reviews, including service trends and opportunities for improvement, via biannual reports to the Service Excellence Committee.

This first biannual report to the Service Excellence Committee provides insight into Q1 2026 performance and improvement opportunities for CXD and the ISDs.

While 311 SR data provides information on where the public is requesting additional services and visibility into how divisions respond to these requests, it does not capture

proactive, planned, and longer-term work, including division-initiated SRs and staff-generated work orders, and planning to ensure equitable service delivery across the City. ISDs rely on internal operational dashboards that integrate both customer demand and planned activities, providing a comprehensive view of service delivery, performance, and improvement priorities.

CXD is committed to exploring ways to enhance data reporting with Technology Services, through the Toronto Data Platform, which is a centralized solution for data governance and analytics. Currently, the focus of the Toronto Data Platform is integration with ISDs' back-end systems to support more real-time data on CXD's public and councillor dashboards.

311 Customer SR Volumes: Q1 Year over Year Comparison

In Q1 2026, 311 created 158,000 SRs for six ISDs, as well as SRs for non-integrated Divisions and agencies (for example, Court Services and Toronto Public Health). Requests for Transportation Services accounted for 53% of all 311 customer SRs in Q1 2026.

Table 1: 311 SR Volume by partner Division (Q1 2025 and Q1 2026)

Division	311 SR Volume (Q1 2026) *	311 SR Volume (Q1 2026 compared to 2025)	Q1 Year over Year Trend Explanation
Municipal Licensing and Standards	22,246	-4%	The small SR decline in 2026 was mainly due to reduced SRs for Election Signs (related to Ontario election in Q1 2025) and fewer injured wildlife.
Parks Branch (within Parks and Recreation)	1,623	N/A	Parks was integrated in September 2025. A more fulsome analysis will be conducted after Q4 2026 once more Parks data becomes available.
Solid Waste Management Services	35,074	-14%	Recycling bins were transitioned away from the City to Extended Producer Responsibility in January 2026; most recycling SRs were deactivated. 311 still received significant general inquiries (3,928) for recycling bin-related issues in Q1 2026. 17,950 calls were directly transferred to Circular Materials.

Division	311 SR Volume (Q1 2026) *	311 SR Volume (Q1 2026 compared to 2025)	Q1 Year over Year Trend Explanation
Toronto Water	11,108	+20%	A general increase in Water Service Line and Catch Basin-related SRs in Q1 2026 due to change in process.
Transportation Services	83,732	+53%	- Higher volume of winter SRs in Q1 2026 due to a significant number of extreme weather events in 2025/2026. As well, removing the 311 hold on winter SRs had a secondary impact on increasing SR volumes. - Bad weather conditions also increased the volume of pothole and road damage SRs in Q1 2026.
Urban Forestry (within Environment Climate and Forestry)	3,454	+18%	Toronto experienced worse winter conditions in Q1 2026 which contributed to higher volumes of Tree Emergency Clean-Up and Tree Removal SRs.

311 Customer SRs: Performance and Service Levels

Table 2: Q1 2026 Overall Service Levels by Division

Division	Overall Service Level*	Change from Q1 2025
Municipal Licensing and Standards	98%	+ 9 percentage points (pp.)
Parks Branch (within Parks and Recreation)	88%	N/A
Solid Waste Management Services	86%	- 7 pp.
Toronto Water	61%	- 8 pp.
Transportation Services	72%	+ 12 pp.
Urban Forestry (within Environment Climate and Forestry)	30%	- 6 pp.

* Service levels are measured as percentage of SRs completed on time within the service standard.

Municipal Licensing & Standards (MLS)

MLS responds to SRs based on a priority response model, prioritizing urgent requests while striving to maintain a high standard of customer service. MLS' service standards are based on targets that reflect a commitment to continuous improvement in responsiveness.

MLS improved service levels in Q1 2026 compared to Q1 2025. This increase was driven by targeted initiatives focused on strengthening management oversight and improving response times. Enhancements to reporting and analytics, including the use of operational dashboards and heatmaps to identify issue hotspots, have provided management with greater visibility into SR volumes and responsiveness. As a result, MLS has been able to improve operational efficiencies across its services.

Parks

As Parks was integrated into the 311 system in fall 2025, early results from September 2025 to March 2026 indicate that service levels are generally being met. Expected seasonal patterns are emerging, along with initial insights into high-volume SRs. Further analysis, including peak summer demand, will be included in future biannual updates and the CXD 2026 Annual Report.

SR Hotspots in City Parks

At its meeting on March 23, 2026, the Executive Committee requested the General Manager, Parks and Recreation to report back to the Service Excellence Committee on the geographic distribution of SRs in parks (2026.EX30.8).

Between September 15, 2025, and March 31, 2026, the most common service requests for Parks and Recreation were park litter and garbage, lighting maintenance, snow and ice clearing, and pathways and trails.

Attachment 1 provides heat maps showing where these requests are concentrated across the city.

Key Observations

Parks and Recreation uses 311 data and geographic analysis to support service planning and day-to-day operations. Staff regularly review request volumes, locations, and response times to identify recurring issues and service hotspots. This informs crew deployment, with priority given to high-demand areas and public safety concerns.

Park Litter and Garbage:

- Concentrated in the downtown core, with smaller clusters in East York and North York.

- Ongoing monitoring helps identify repeat locations and supports targeted crew scheduling.

Park Lighting Maintenance:

- Most requests are located in Toronto and East York, including parts of the waterfront.
- Potential safety issues are typically addressed within one day, with follow-up repairs managed through standard maintenance processes.
- Lighting improvements and new installations are considered through the capital planning process, using 311 data and other inputs.

Park Snow and Ice Clearing:

- SR hotspots are present across all community council areas, with fewer in the downtown core.
- During major winter events, staff use real-time 311 data to monitor conditions, shift resources, and respond quickly to priority issues.

Park Pathways and Trails:

- Requests are generally small and dispersed, with some clusters in Toronto and East York, and areas of higher activity in North York and Scarborough.
- Trends will continue to be monitored as more data becomes available.

While current data reflects only the initial months following 311 integration, it is already informing service adjustments and priority-setting. As a full year of data becomes available, Parks and Recreation will continue to refine service planning, improve demand forecasting, and enhance service delivery to better support residents and visitors.

Urban Forestry

Urban Forestry sets service standards based on available resourcing for service completion and prioritizes safety hazards first. Due to the complexity and seasonality of tree maintenance, completion timelines may have multiple steps of varying priority. CXD is working with Urban Forestry to improve customer communications for high-impact service codes (tree pruning and tree emergency response, for example) as part of Closing the Loop project work, to ensure that customers receive the necessary information and operational milestones to track the status of their SR.

In Q1 2026 Urban Forestry supported Transportation Services in their Emergency Snow Surge response. Significant snow cover and redeployment of equipment and Forestry crews to support snow removal resulted in a decrease in Urban Forestry's capacity to meet tree maintenance service levels.

Despite resourcing constraints, Urban Forestry's priority SRs (such as tree emergency clean-up) achieved 91% work completion within 72 hours, a significant achievement, considering there was a 26% increase in these requests in Q1 2026 compared to Q1 2025.

Generally, Urban Forestry completes approximately 450,000 work orders annually, of which only an estimated 12% link back to 311 SRs. Urban Forestry is bringing forward a separate report to the July Service Excellence Committee, providing additional details on service performance and data, including continuous improvement activities.

Solid Waste Management Services

Solid Waste Management Services experienced a decrease in service level performance for 311 SRs in Q1 2026 compared to Q1 2025. This change can be attributed to several external factors which impacted service delivery:

- **Severe Winter Storms:** Service delays resulted from significant winter storms which disrupted collections and impacted ability to meet service timelines.
- **Boundary Changes:** Adjustments to service boundaries affecting approximately 130,000 customers contributed to slower response times, particularly during January as routes and operations were being stabilized.
- **Blue Bins Transition:** The transition of recycling services to an Extended Producer Responsibility (EPR) model required significant operational efforts, which impacted overall performance for responding to SRs.
- **Winter Operations Support:** Staff were redeployed to support winter operations and address SR backlogs for snow clearing and removal.

Solid Waste Management Services is bringing forward a separate report to the July Service Excellence Committee, providing additional details on service performance and data, including continuous improvement activities.

Toronto Water

Toronto Water experienced a decrease in service level performance in Q1 2026 compared to Q1 2025, which can largely be attributed to:

- **Resource Capacity:** The noted 20% increase in Toronto Water SR volume between Q1 2025 and Q1 2026 was partly attributed to an increase in Water Service Line requests. Water service line requests, include requests related to frozen water services, leaking water service lines, and no water calls, which are commonly associated with prolonged cold weather conditions as experienced in January and February 2026. In addition, staffing and operational resource levels remained consistent despite the year-over-year increase in SR volume, resulting in a capacity gap, particularly for field-based response and repair activities.
- **Severe Winter Storms:** Successive, heavy snowfall events affected city-wide mobility and access to infrastructure creating service delays. Travel times increased and site conditions were more complex and hazardous, which extended deployment, investigation, and completion timelines for SRs requiring in-field work. As a result, service timelines and levels were impacted.
- **Redeployment of Resources to Support Snow Removal:** Toronto Water operational staff were redeployed to support snow removal and winter operations, impacting available resources to respond to Toronto Water SRs and work orders.

Toronto Water is bringing forward a separate report to the July Service Excellence Committee, providing additional details on service performance and data, including continuous improvement activities.

Transportation Services

Transportation Services' service levels improved significantly in Q1 2026, despite a substantive increase in SR volumes compared to the same time last year, due to record-breaking winter storms and removal of the 311 hold on winter maintenance SRs.

When analyzing high-volume services, on-time completion rates rose across all top four services:

- Road Pothole / Road Damage: increased by 3 percentage points (pp.)
- Sidewalk Snow Clearing: increased by 25 pp.
- Road Plowing: increased by 29 pp.
- Driveway Blocked by Plowed Snowbank: increased by 11 pp.

Case Study: A Well-Coordinated, City-Wide Approach to 2025/2026 Winter Operations

Prior to the 2025–2026 winter season, a SR hold was implemented during active winter operations to temporarily suspend 311 customer intake of winter-related SRs. The hold would last from the start of a winter storm until the completion of winter operations (ranging from between 24 to 72 hours). This SR hold period was eliminated at the start of the 2025–2026 season. As a result, when the record-breaking winter storm occurred in Q1 2026, it resulted in a significant increase in winter SRs. During major winter storms, the surge in requests necessitated prioritizing responses by urgency and operational impact. In response, the District Communication Centres were created prior to the 2025/2026 winter season to coordinate winter operations by triaging and prioritizing incoming SRs.

311 SR data complemented Transportation Services' backend data in daily operational planning and scheduling by helping identify trends, improve service delivery, optimize resource allocation and deployment, and detect service gaps and emerging issues. By tracking all requests through the District Communication Centres, management staff from multiple City Divisions could better understand where and when issues arise and prioritize in-field responses during extreme winter events. Going forward, the District Communication Centres will continue to be activated for winter weather events to address service demand influxes.

Further, approximately 250 staff across six divisions (Solid Waste Management Services, Environment, Climate and Forestry, Engineering and Construction Services, Parks and Recreation, Toronto Water, and Policy, Planning, Finance and Administration) were redeployed to support winter operations through field activities and coordination functions. This included snow removal, hand-shovelling, triaging 311 SRs, field investigations, and door knocking to support vehicle relocation in advance of and during snow removal operations, as well as the development of systems and processes to support surge response. In addition, equipment, including dump trucks, loaders,

backhoes, and other heavy equipment, was provided by other City divisions to support snow removal operations.

The deployment of surge staffing and equipment reduced recovery time following the major snow events and enabled a quicker return to normal operating conditions.

Area for Opportunity - Tax and Utility Lines

In Q1 2026, 311 Customer Service Representatives handled 212,000 general inquiries (GIs) from customers through various channels, but primarily by phone. The top reported general inquiries in Q1 2026 were:

- Property Tax Billing: 20,444 GIs
- Vacant Home Tax: 19,200 GIs
- Utility Bill Payments: 5,479 GIs
- On-street Parking Enforcement: 4,835 GIs
- Property Tax and Utility Billing - Change of Ownership - Address Change: 4,223 GIs

311 currently manages three phone lines on behalf of the City: the main 311 line, the Vacant Home Tax (VHT) line, and the Tax and Utility line. Trends from Q1 2025 and Q1 2026 show that the City's highest-volume general inquiries are largely handled outside the main 311 line, with significant call demand directed to the VHT and Tax and Utility lines. With the success of the revamped VHT declaration process, homeowners are now able to declare more easily through multiple channels including 311, driving more calls to this line. 311 received about 3% of this year's VHT declarations, totalling nearly 25,000 submissions in total, and over 18,000 calls during Q1. In addition, there are over 942,000 property tax bills issued in the interim billing cycle and 30,000-40,000 utility bills issued on a weekly basis. In Q1 2026, over 45,000 property tax and utility calls were handled, representing a significant service provided for taxpayers in the City.

Performance metrics show that the Tax and Utility Line has a lower service level compared to the main 311 line due to the complexity of calls, which results in longer call handle times. The Q1 2026 service levels were:

- Main 311 Line: 83% of calls answered within 75 seconds
- Tax and Utility Line: 70% of calls answered within 400 seconds

Table 4: Q1 2026 Call Volumes for 311 Phone Lines

Phone Line	Calls Handled (Q1 2026)
Tax and Utility	45,504
Vacant Home Tax	18,219
Main 311	233,170

Currently, only the main 311 line has a Council-approved and funded service level of answering 80% of calls within 75 seconds, with resources aligned to support its

established performance expectations. The VHT and Tax and Utility lines, which CXD manages on behalf of Revenue Services, operate without formally approved service levels though an internal target is used for assessing the Tax and Utility line.

CXD continues to actively manage caller demand across all lines, including reallocating resources as needed to meet service demands, which can impact operational efficiency of the main 311 line. A current state assessment is underway, and CXD, in partnership with Revenue Services, is developing a multi-year improvement plan to strengthen service levels for the Tax and Utility line. A budget proposal will be brought forward in the 2027 budget process outlining resources required to improve service level.

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ATTACHMENTS

Attachment 1: Heatmaps of SRs Received by Parks and Recreation