

# Citizen Information & Services

Led by: Director of Customer Service & Communications

## Service Description

Citizen Information & Services (CIS) provides two-way information and services for Calgarians, businesses, and visitors using The City's primary contact channels: 311 and the Calgary.ca website. Through day-to-day information, interactions, and transactions, this service gathers valuable feedback to help The City prioritize, develop, and modify services to better meet the needs of customers and Calgarians. By providing easy and accessible information and services, 311 and Calgary.ca help The City speak in a collective voice, building trust in the public that their municipal government is efficient and well-run.

## Service Updates

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### Highlights

#### 1. Online booking for police information checks

311 deployed an online self-serve booking option for fingerprinting in January 2023 to provide greater accessibility to customers requiring the service. This work was part of a larger financial sustainability initiative focused on cost reduction strategies aimed at bringing more 311 services to online channels. 3,300 bookings have been completed online since the solution was deployed, freeing up capacity for 311 agents to continue to provide information and valued services to Calgarians.

#### 2. Equity in Service Delivery

The User Experience (UX) team submitted a successful application to the Equity in Service Delivery Fund for a User Testing Pilot for Digital Services. The pilot is one of 18 successful applications and has been awarded \$34,000 to set up a project for user testing in partnership with IncluCity, a non-profit organization. This work aims to ensure that digital services and information are accessible to all Calgarians.

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### Challenges

Post pandemic, 311 continues to experience an increased demand for City services and information. 311 received 2023 budget investments aimed at recruiting on-call agents to effectively handle service gaps and manage the surge in call volume during peak seasons. The anticipated benefits of these new hires are challenged by increased population growth, agent sickness and absence (S&A), attrition, and staff movement. To address this concern, 311 remains committed to closely monitoring its performance throughout the remainder of the year and will report back as part of future budget process.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

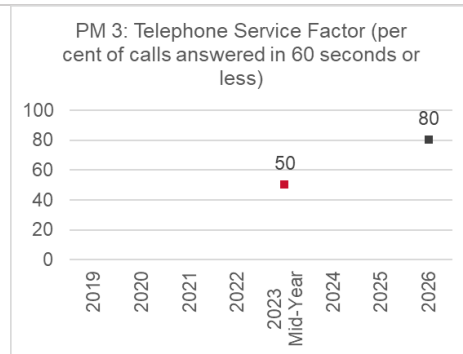
➡ Progressing as planned

⊖ Not progressing as planned

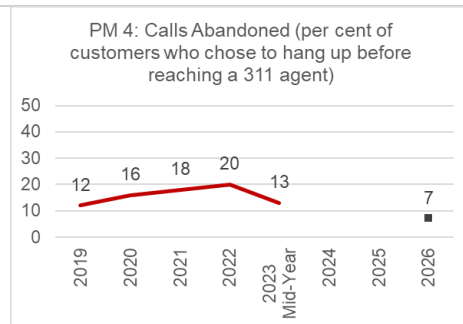
## Performance Measures

## Story behind the numbers

## Status



2023 is the first year 311's Telephone Service Factor (TSF) is being measured with a revised 60 seconds or less calculation. This change was made to ensure 311 was comparable to other large Canadian 311 centres. Efforts to improve TSF through increases in on-call hiring have not been realized yet, as staffing increases in the first half of 2023 have been offset by retirements, staff movement and attrition.



Call abandonment rates in the first half of 2023 are on-track with past performance and expectations. The increases in calls that 311 receives in the summer will elevate the abandonment rate, before it recovers in the second half of the year as calls subside. The deployment of a 311 call-back feature in August should lead to lower abandonment rates over the course of the business cycle.



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

PM 1: 311 Satisfaction (per cent of Calgarians satisfied with the 311 service)

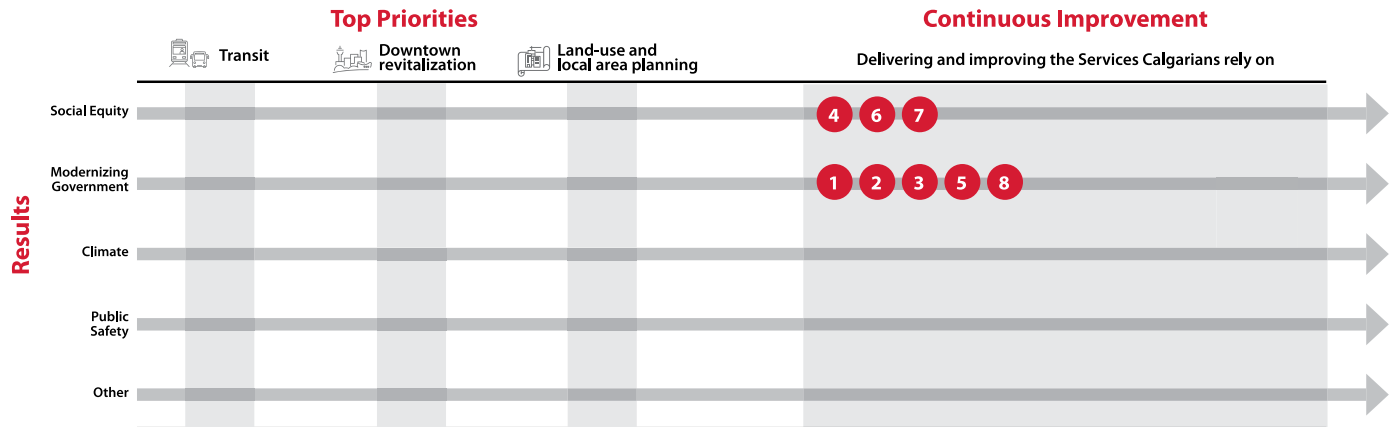
PM 2: Calgary.ca Satisfaction (per cent of Calgarians satisfied with the City of Calgary website)

PM 5: Maturity in User Experience Consulting (per cent of new web projects that include User Experience consulting)



## Progress on Service Delivery

### Alignment with Council Refined Priorities and Result Areas



#### Legend



Completed



Progressing as planned








Not progressing as planned



Initiative number

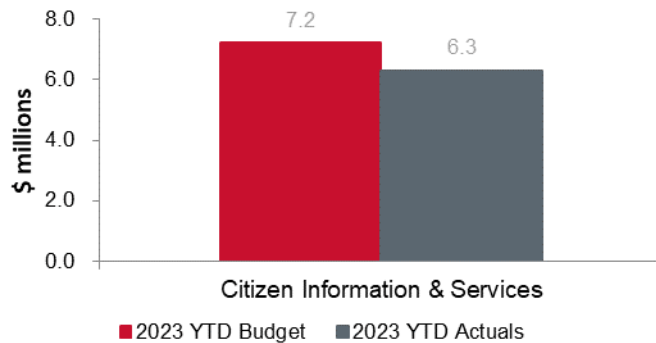
Initiative	Initiative Update	Status
1 Serve as the major access point for City information and services through the provision of The City's web presence and 311. Integration of City-owned data and presenting it back in a user-friendly way, as well as performing ongoing technical maintenance and required upgrades to ensure these channels are available to customers 24 hours a day, seven days a week.	<p>A key recommendation from the June 2021 311 Audit was to approve 311 as the primary intake channel for public contact.</p> <p>311 hired additional agents to address service gaps and support peak season call volume. Despite this investment, staffing increases are being offset by retirements, staff movement, and attrition. These resourcing challenges may negatively affect performance measures in the summer.</p>	
2 Improve City decision-making, transparency and service delivery by providing the organization, Calgarians, and Council with web data and 311 insights by providing real-time data through dashboards, predictive analytics based on historical data, and detailed reporting.	<p>In the first half of 2023, 311 updated and refreshed its dashboards on both Calgary.ca and myCity. Additionally, a 311 geographic dashboard was deployed to Calgary.ca for the Emergency Operations Centre (EOC) and will be optimized for summer storm season.</p> <p>311 also produced historical 2019-2022 data reports from each of the city's 14 wards. These reports included hotspot map summary presentations of the top services and information requests broken down by ward and community to help decision-makers better understand issues and opportunities by area.</p>	
3 Provide responsive and dynamic information to customers on Calgary.ca and advance efforts to modernize government by better leveraging existing technology and 311 data. Automatically offering up Calgary.ca pages based on the most popular 311 inquiries, ensures customers have easier access to the most relevant web content.	<p>Technological improvements are being explored and evaluated to support an increased understanding of what Calgarians want from Calgary.ca.</p> <p>This technology will be able to deliver possible real-time communications to Calgarians, helping them complete tasks or transactions online.</p>	

Initiative	Initiative Update	Status
4 Increase the convenience and accessibility of information and services for customers by providing multi-channel solutions. Continue to advance the shift of services online and evaluate a call back option, while maintaining telephone service as a means for reliable two-way, real-time information sharing and dialogue with customers.	Over 80 per cent of the 311 service request volume submitted annually now has a digital self-serve option. One example of shifting services to digital occurred in the first half of 2023, with police fingerprint bookings now available online.  Work is currently underway at 311 to deploy a callback option for callers in 311 in the second half of 2023, providing an alternative to waiting on hold when call volumes are high.	
5 Provide a modern municipal website to Calgarians through ongoing improvement initiatives and the adoption of new technologies. This includes the use of automation to improve site consistency and functionality, while also providing savings to the Corporation. Throughout the cycle continue to explore the capabilities, efficiencies, and service improvements available by on The City's web platform.	The way Calgary.ca and myCity "look and feel" has been improved in the first half of 2023. Web development released five new outward facing components to enhance the ways information is presented on Calgary.ca and myCity. Design improvements to the overall user experience of Calgary's digital channels continue to be explored.	
6 Increase the sustainability, scalability and resilience of the 311 subservice by leveraging an on-call pool of 311 agents which will support the efficient delivery of net new inquiries related to Calgary's anticipated population growth and projected increases in unplanned events (extreme weather, bylaw changes, social disorder, etc.).	By mid-year 2023, nine on-call agents were hired to mitigate 311's typical summer seasonal rush. Nine permanent vacant agent positions have also been filled to offset the challenges meeting ongoing and increasing demand.	
7 Provide digital equity to Calgarians through partnering with City service providers to review, evaluate, recommend and implement improvements to User Experience (UX). This will provide an intuitive and responsive experience to customers of Calgary.ca, its associated sites and applications while ensuring digital services and information are accessible to all.	Web development initiated a user testing pilot for equity-deserving groups in the first half of 2023. This work included completing the initial scope planning, assembling project teams, and drafting out the initial user tests. There will be five user test groups planned for the pilot across several City of Calgary digital services. This innovation seeks to better understand the experience a variety of Calgarians have when utilizing Calgary.ca.	
8 Offer an improved, personalized experience for customers of Calgary.ca by modernizing The City's eCommerce capabilities to support revenue generation through digital development with a service that is more scalable and efficient to maintain.	Work related to this initiative will begin towards the end of this business cycle (2024 and beyond). This work will provide a straightforward and secure financial transaction with Calgarians doing business with The City.	



## Service Updates on Financial Performance

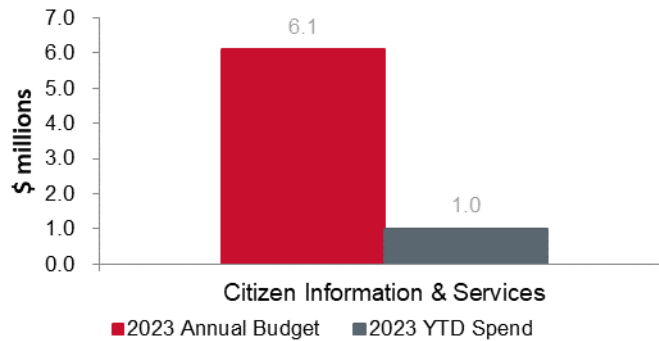
### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Citizen Information & Services has a favourable year to date operating variance of \$0.9 million. This is primarily due to savings in salary and wages as a result of vacancies and positive variances in software expenses.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Citizen Information & Services has spent 16 per cent of the 2023 approved capital budget. Year to date capital expenditures have been invested in 311 software licenses and resourcing for ongoing web development and improvement initiatives.