

# Citizen Information & Services

Led by: Director of Customer Service & Communications

## Service Description

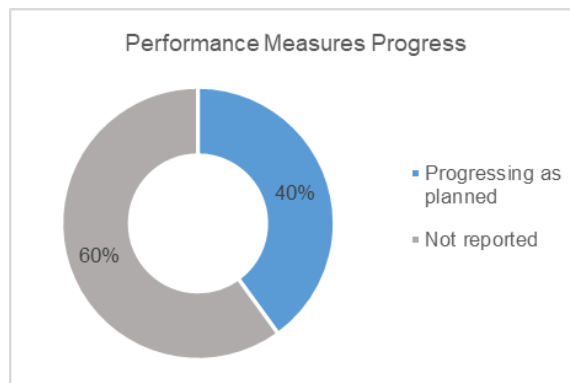
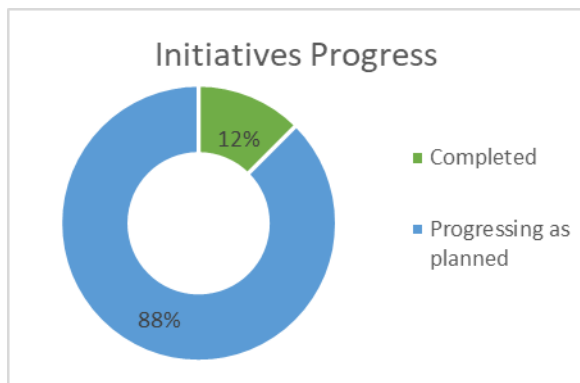
Citizen Information & Services (CIS) provides two-way information and services for Calgarians, businesses, and visitors using The City's primary contact channels: 311 and the Calgary.ca website. Through day-to-day information, interactions, and transactions, this service gathers valuable feedback to 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

### Key service results

1. Investments in 311 on-call staffing (Initiative 6) have managed unexpected call volumes due to unplanned events, new programs, and other factors significant to Calgarians.
2. In the first half of 2024, 311 experienced a reduction in wait times to speak with an agent compared to the same period in 2023. During this time, 311 employed new call-back technology to contact over 60,000 Calgarians (Initiative 4). Performance may be affected in the second half of 2024 due to population growth, unforeseen events, and the peak summer call volume season.
3. Calgarians are highly satisfied with the services provided by Citizen Information & Services. The Spring Survey of Calgarians revealed that 84 per cent of respondents were satisfied with Calgary.ca and 90 per cent were satisfied with 311. 311 continues to be acknowledged as a primary strength of The City.
4. A new website for Green Line was delivered using the Calgary.ca platform and includes detailed station designs, interactive maps, and a 360-degree train tour. These updates support accessibility, making it easier for users to find the information they need (Initiative 3).

### Progress summary



### Risk(s) impacting the progress

Increased demand for services  
Capacity for change and innovation



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

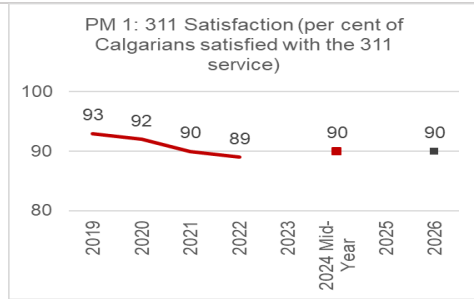
➔ Progressing as planned

⊖ Not progressing as planned

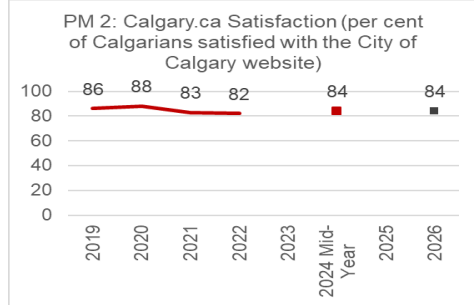
## Performance Measures

## Story behind the numbers

## Status



High satisfaction with The City’s 311 service is crucial for maintaining customer trust. In 2024, 90 per cent of respondents expressed satisfaction with the 311 service, marking the highest score since 2021 and underscoring 311’s status as a key strength of The City, where both importance and satisfaction are high. Enhancements introduced at the end of 2023, such as a call-back feature, an on-call agent pool, and a new quality assurance program, have reduced wait times and contributed positively to overall satisfaction with the 311 service.



Satisfaction with Calgary.ca depends on easy and reliable access to online information and services. The Spring Survey of Calgarians shows high satisfaction with The City’s primary communications channel, with 84 per cent of respondents viewing Calgary.ca positively. This is the highest score since 2020, reflecting an upward trend in public perception and aligning with recent capital investments in the service. The service plans to deliver innovative, customer-centric projects throughout the business cycle, ensuring continued access to information and services for Calgarians to complete their tasks online.



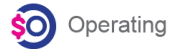


# Progress on Service Delivery









## PROGRESS STATUS



## FUNDING TYPE



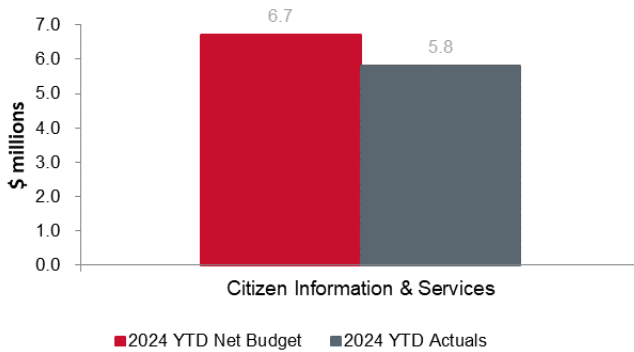
Initiative 1		Impact Area: City-wide	Funding Type: 
Serve as the major access point for City information and services through the provision of The City's web presence and 311. Integration of City-owned data and presenting it back in a user-friendly way, as well as performing ongoing technical maintenance and required upgrades to ensure these channels are available to customers 24 hours a day, seven days a week.			
UPDATE 	This service line is dedicated to providing and upkeeping the 311 and web platforms for Calgarians. In the first half of 2024, the 311 mobile app was updated to reflect seasonal service requests, such as transitioning from snow and ice concerns to grass and weed control. Additionally, a thorough analysis was initiated to assess the benefits of moving Calgary.ca from its current platform to a cloud-based solution. Ongoing maintenance of these platforms is essential to ensure that Calgarians have dependable access to information and services.		
Initiative 2		Impact Area: City-wide	Funding Type: 
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.			
UPDATE 	Predictive analytics and Artificial Intelligence (AI) are proving to be effective tools at improving decision-making at The City. Building off recent success with the Snow & Ice Control (SNIC) forecasting dashboard, 311 is partnering with Water and AI groups to develop a business case for a similar dashboard for catch-basin forecasting. Utilizing predictive analytics and AI, this will forecast catch-basin concerns based on predicted rainfall accumulation. This report will support desired outcomes of better understanding around flooding and potential impacts to Calgarians and city property.		
Initiative 3		Impact Area: City-wide	Funding Type: 
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.			
UPDATE 	Providing a modern municipal website for Calgarians requires continuous innovation and technical enhancements. In the first half of 2024, the web development and user experience (UX) teams supported the launch of the Green Line website. This site incorporated new user interface components that improve accessibility, performance, and page loading speed, resulting in an enhanced user experience on Calgary.ca. Additionally, these components can now be applied to other areas of Calgary.ca, promoting sustainability and reducing the need for costly redevelopment.		
Initiative 4		Impact Area: City-wide	Funding Type: 
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.			
UPDATE 	Ensuring that information and services are accessible on the platforms most convenient for customers is a priority for this service. In the first half of 2024, 43 per cent of 311 service requests (SRs) were submitted digitally (online or via the app). 80 per cent of all service requests generated had a digital submission option available for customers. Recent benchmarking data shows Calgary is among the top municipal 311 call centres in North America for digital SR submissions. The uptake in digital SRs is helping to manage the pressure on phone lines and reduce call wait times for Calgarians.		
Initiative 5		Impact Area: City-wide	Funding Type:

		
<p><b>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.</b></p>		
<p>UPDATE</p> 	<p>Implementing technical enhancements ensures that this service line will continue to deliver a modern municipal website to Calgarians. During the first half of 2024, efforts were concentrated on evaluating the migration of the City's website platform to the cloud. This move aims to leverage modern capabilities such as automatic security updates, artificial intelligence (AI) support and automation and personalization. The assessment is expected to be finalized by the year's end. These enhancements improve and safeguard uninterrupted access to City services and information for customers.</p>	
<p><b>Initiative 6</b></p>	<p><b>Impact Area:</b> City-wide</p>	<p><b>Funding Type:</b></p> 
<p><b>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.).</b></p>		
<p>UPDATE</p> 	<p>This service line received new investment at the beginning of the business cycle to hire on-call 311 agents to address service gaps and support peak season call volume.</p> <p>Thirty-one new agents were trained in 2023 to resource an on-call agent pool that will support the delivery of 311 information and services.</p> <p>Results of this initiative will become available in early 2024, when the newly-trained on-call agent pool will begin answering phones.</p>	
<p><b>Initiative 7</b></p>	<p><b>Impact Area:</b> City-wide</p>	<p><b>Funding Type:</b></p> 
<p><b>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.</b></p>		
<p>UPDATE</p> 	<p>The City is committed to digital equity, ensuring Calgarians have access to its digital technologies and services. In early 2024, the User Experience (UX) team completed a User Testing Pilot for Digital Services, focusing on usability issues for persons with disabilities. Including this equity-deserving group ensured ample representation across Calgarians interacting with The City's digital technologies. The pilot's results will be applied to future projects, ensuring more equity-focused work is delivered to Calgarians on behalf of the Corporation.</p>	
<p><b>Initiative 8</b></p>	<p><b>Impact Area:</b> City-wide</p>	<p><b>Funding Type:</b></p> 
<p><b>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.</b></p>		
<p>UPDATE</p> 	<p>Enhancements aimed at modernizing Calgary.ca will enable the personalization of content for Calgarians, ensuring that information and services are tailored to each individual for a more customized experience. Initial assessments of web platform capabilities were completed in early 2024, and software licensing procurement is underway. Evaluations of similar projects in other municipalities and the private sector are ongoing. This work is expected to improve the overall user experience for all digital services provided by The City.</p>	



# Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of June 30, 2024**

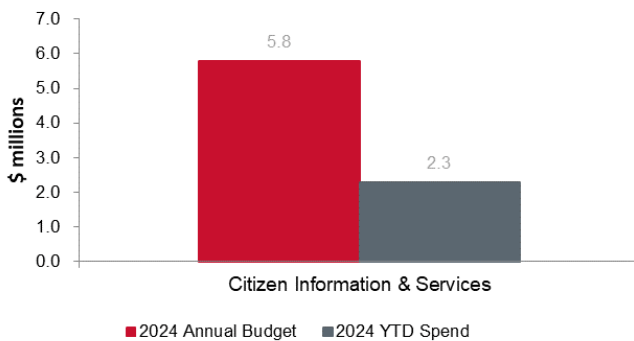


**Operating Budget Updates - 2024 YTD net operating budget vs actuals:**

Citizen Information & Services had a favorable year-to-date operating variance of \$0.9 million. The main reasons that have contributed to the variance are savings in salary and wages. Lower-than-expected expenditure in salary and wages is attributed to short-term vacancies, delayed hiring, sickness and accidents, and attrition.

Investments in this service provide resources for the 311 call center, mobile app, and municipal website which connects Calgarians to City information and services online. 2024 expenditures supported day to day operations and intentional management of call volumes during unplanned events such as fires and the Bears paw feeder main break.

**Capital Budget and Spend as of June 30, 2024**



**Capital Budget Updates - 2024 total capital budget vs 2024 YTD spend:**

Citizen Information & Services spent 39.1 per cent of the 2024 approved capital budget.

311 allocated investment capital towards the evaluation of new software tools and software license renewals.

Web & Digital capital investments in the Continuity of Digital Services program were focused on the delivery new digital service projects and continuous improvement initiatives. Key projects completed by the service in the first half of 2024 include:

- The relaunch of the Calgary Transit website, which transformed the platform into a more rider-friendly website that was more cost-effective to maintain.
- Digital projects in support of the Seven Corporate Priorities, including Climate and Environment, Prairie Economic Gateway, and a new website for the Event Centre.
- Delivery of the next iteration of the Green Line website, changing the focus from an informational site to gain approvals to proceed, to a focus on impacted Calgarians and sharing of the “building/delivering” of this significant infrastructure project.

2024 capital expenditure in the Calgary.ca/myCity Lifecycle investment program is focused on ensuring the long-term viability of The City’s primary communications channel.

This service line fully anticipates spending the entirety of its capital funding by the end of this business cycle.