

# 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. Calgary became the first major city in Western Canada to launch a daily 311 call back feature, reducing the need for Calgarians to wait on the phone to speak to an agent. The testing phase in late 2023 handled nearly 19,000 call backs, with full implementation and roll-out scheduled for early 2024. The expected long-term benefits of this customer-centric feature include a decrease in average call wait times and improved overall customer satisfaction with the 311 service.
2. The Social Equity User Testing Pilot for Digital Services was successfully completed, focusing on seniors, newcomers, and persons with disabilities. This initiative provided crucial insights into the unique challenges these groups face, positioning The City's digital experience to be more inclusive to all Calgarians.

### Service Challenges

Rising complexity is a challenge for this service.

311's average call handling time increased from 205 seconds in 2010 to 353 seconds in 2023. This increase is a result of a deliberate strategy to enable low complexity calls to be handled via digital channels, leaving more complex calls (e.g., tax and bylaw) for 311 agents. As Calgary's population grows, higher volumes of these complex calls are expected, which will further impact call handling times and volumes. To address this, 311 will be implementing a quality assurance program to ensure a consistent and optimized experience for customers.

The expectations of The City's online users are expanding as a response to rapidly changing technologies. To provide enhanced functionality, employees are trained regularly to leverage new platforms as well as artificial intelligence. Capital programs are critical to this continued evolution.

### Trends & Potential Uncertainties

The service line is closely watching Calgary's population growth and extreme weather trends, as increases have historically led to additional 311 calls. While initiatives are underway to address current pressures, further increases to call volumes could place additional stress on 311 service delivery and impact performance targets tied to satisfaction and wait times.

The rapid evolution of artificial intelligence also has potential impacts, as expectations for faster and easier service grow. Privacy, security, and procurement concerns present challenges in keeping up with these technological advances; however, The City is working to better understand how artificial intelligence can be leveraged, while ensuring proper governance and guidelines are in place to support employees.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

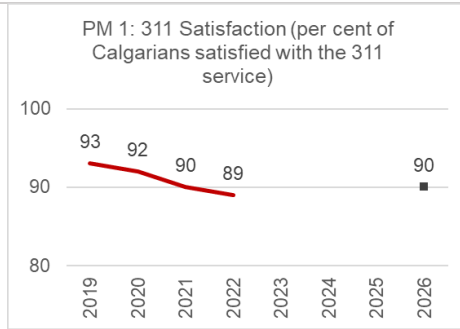
➔ Progressing as planned

⊖ Not progressing as planned

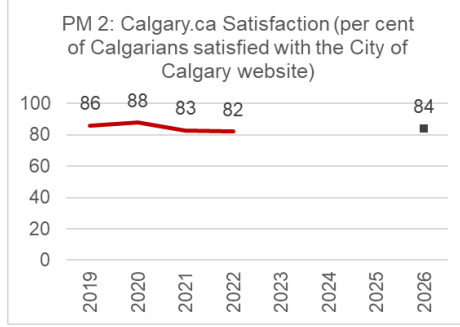
## Performance Measures

## Story behind the numbers

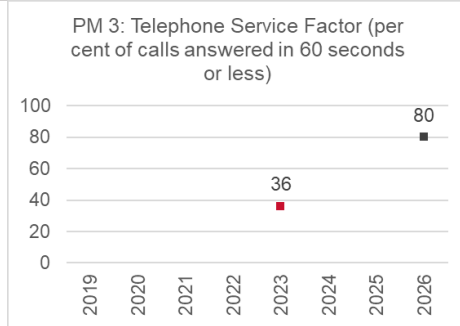
## Status



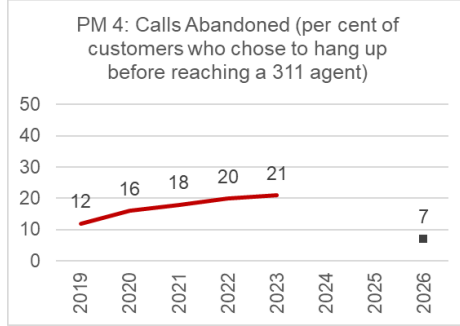
High satisfaction with The City's 311 service is important for maintaining trust with customers. A change to the Fall survey omitted the 311-specific satisfaction measure, leaving the service unable to report on performance until 2024. Perceptions of performance have declined slightly since 2019, with decreases in satisfaction closely tied to longer customer wait times. Enhancements deployed at the end of 2023, including a call-back feature, an on-call agent pool and a new quality assurance program should help reduce wait times and improve overall satisfaction with the service.



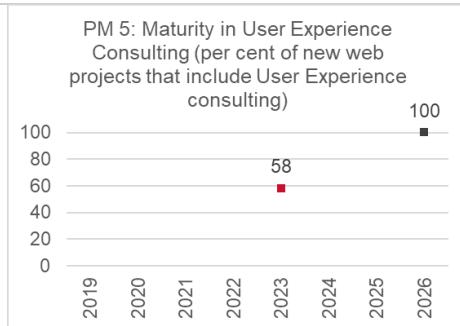
Customer satisfaction with Calgary.ca relies on easy access to information and services. A change to the fall survey omitted the Calgary.ca-specific satisfaction measure, leaving the service unable to report on performance until 2024. Data shows that users of this service are having more difficulty completing their tasks on Calgary.ca. Task completion scores have declined from 89 per cent in 2021 to 82 per cent in 2023. This decline, combined with evolving user expectations of online services may have an impact on satisfaction. This service expects greater clarity on Calgarians' satisfaction with Calgary.ca when results are available in 2024.



Ensuring a prompt connection to a 311 agent is crucial for providing customers with timely access to City information and services. A new baseline was established in 2023 for the Telephone Service Factor calculation as the service aimed to align this target more closely with other Canadian cities. 36 per cent of calls were answered within 60 seconds or less in 2023. The service faces a challenging task to achieve the goal of 80 per cent by 2026. The introduction of the 311 call-back feature in late 2023 has begun to make strides in reducing 311 wait times, resulting in a five per cent reduction compared to 2022.

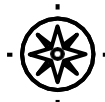


This service provides value to Calgarians by offering timely access to two-way information and services. Since 2019, the number of customers opting to disconnect before reaching a 311 agent has steadily risen, reaching over one-fifth (21 per cent) of total calls in 2023. The introduction of the 311 call-back feature in late 2023 has resulted in an incremental improvement to call wait times, and a new on-call pool of 311 agents will begin taking calls in early 2024 to support unplanned events and surges in demand. Despite these tactics, it is unlikely these efforts will be enough to reach the expected future performance of seven per cent.



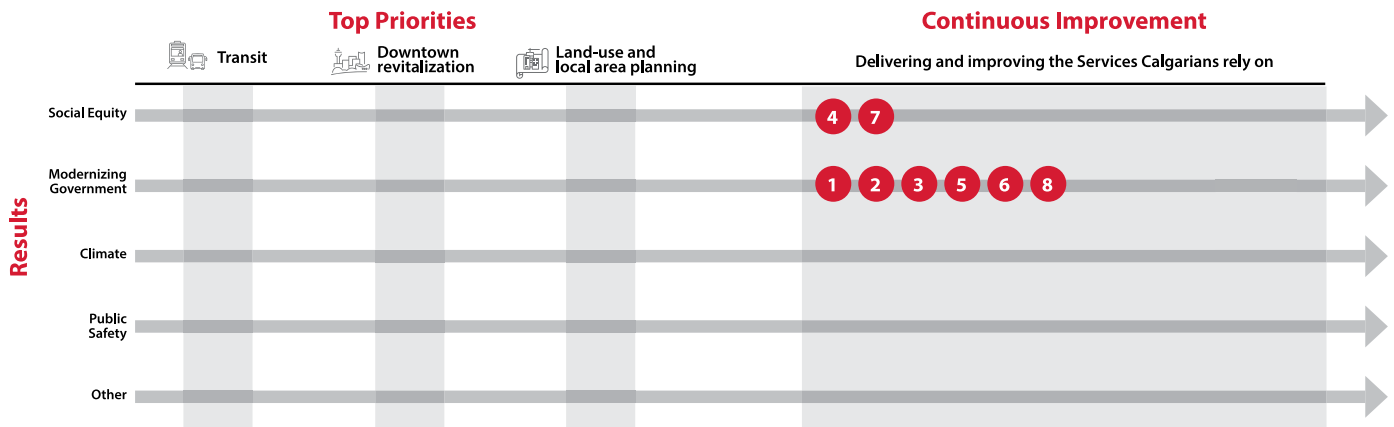
A modern government website evolves its users' experiences to match the community's changing needs. 2023 was the baseline year for measuring if new web projects included User Experience (UX) consulting, a service aimed at improving user experience and making Calgary.ca more accessible. The number of new Web & Digital projects increased by 55 per cent in 2023 compared to 2022. This growth has limited the ability to provide UX consulting to 58 per cent of new web projects in 2023. The service expects this measure to improve as The City's UX offering is expanded, but it may need to refine expected performance if demand continues to increase.






# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ➡ Progressing as planned
  - ⊖ Not progressing as planned
  - ⏻ Not started
  - 1 Initiative number

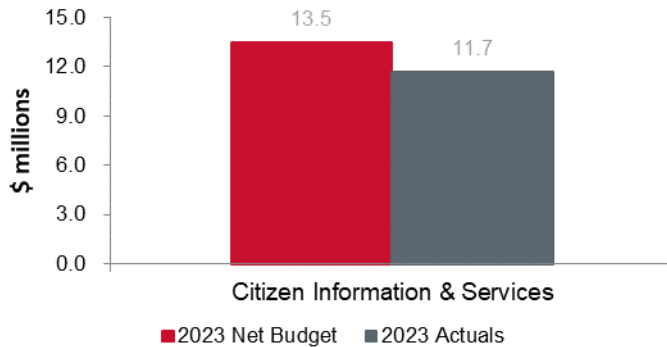
Initiative	Initiative Update	Status
1 Serve as the major access point for City information and services through the provision of The City's web presence and 311. Integration of City-owned data and presenting it back in a user-friendly way, as well as performing ongoing technical maintenance and required upgrades to ensure these channels are available to customers 24 hours a day, seven days a week.	This initiative leverages funding from the 311 Annual Lifecycle and Calgary.ca/myCity Annual Lifecycle capital programs. Key technical upgrades to the 311 platform were completed as part of continuous improvement work in 2023 to ensure the system was available to customers 24/7. These enhancements included annual licensing renewal, service request changes and updates to the 311 report distribution system. Platform enhancements to Calgary.ca are planned for 2024, starting with a robust analysis to determine the value of transitioning to a cloud-based hosting solution.	<span style="color: blue;">➡</span>
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.	311 deployed 14 dashboards for internal and external use in 2023, notably an Evacuee Support dashboard for the Emergency Operations Centre that was used during the Northwest Territories wildfires. This was accessible to first responders and played a key role in aiding individuals seeking information about evacuees.  311 also produced historical 2019-2022 data reports from each of the city's 14 wards. These 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.	<span style="color: blue;">➡</span>
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.	Web development successfully transitioned the Calgary Parking Authority website to the Calgary.ca platform in 2023. This migration utilized pre-built web components, updated content and user experience to improve usability and sustainability. This has resulted in a modernized web experience for Calgary Parking Authority and will deliver an improved user experience for their customers.  The service has also completed the foundational work towards new Calgary Transit website enhancements in 2023, in preparation for an early 2024 launch.	<span style="color: blue;">➡</span>

Initiative	Initiative Update	Status
<p>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.</p>	<p>To reduce customer wait times, 311 launched a call back feature in late 2023. During high-volume call periods, customers were greeted with a message advising how long the expected wait may be and were presented with an option to have 311 call them back.</p> <p>The initial deployment of this feature was successful, with nearly 19,000 customer call backs completed from October to year-end. This contributed to a five per cent reduction in 311 wait times, helping to ensure that Calgarians had access to 311 live support.</p>	
<p>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.</p>	<p>This initiative leverages funding from the Calgary.ca/myCity Annual Lifecycle capital investment program.</p> <p>Several Calgary.ca improvement initiatives were completed in 2023. These included optimizing landing pages for topics, improving content automation, and developing connections between topics on Calgary.ca.</p> <p>This has resulted in improved access to City services and information for online customers.</p>	
<p>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.).</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>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.</p>	<p>Web development completed a digital services user testing pilot in 2023 with the goal of better understanding the experiences equity-deserving groups have when interacting with digital services and information such as Calgary.ca.</p> <p>This work identified common usability issues that create barriers to the outcomes of City services, including opportunities to provide more clear error messages, better readability and improved visibility of information.</p> <p>Calgarians can continue to expect a more accessible Calgary.ca experience, and improvement work will continue in 2024.</p>	
<p>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.</p>	<p>Work related to this initiative will begin in 2024. This initiative delivers the foundational requirements toward creating a personalized experience for Calgarians that will allow for campaigns and revenue generating digital marketing capabilities to be implemented and leveraged. This initiative will also focus on creating the structure needed to collect user behaviour data; this will enhance the user experience across all City digital services.</p>	



## Service Updates on Financial Performance

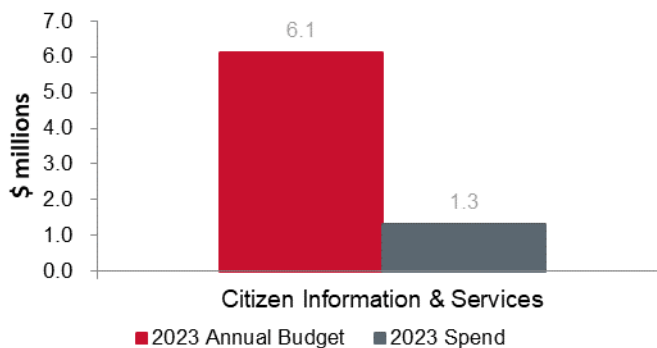
### Net Operating Budget and Actuals as of December 31, 2023



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

Citizen Information & Services has a favourable operating variance of \$1.8 million in 2023. This variance was primarily due to savings in software, contractual services, and salary and wages. Lower-than-expected expenditure in salary and wages is attributed to short-term vacancies, delayed hiring, sickness and accidents, and attrition. These vacancies are being factored into recruiting strategies for 2024.

### Capital Budget and Spend as of December 31, 2023



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

Citizen Information & Services spent 21.7 per cent of the 2023 approved capital budget.

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

Web & Digital capital investments in the Continuity of Digital Services program were targeted toward the resources to deliver new digital service projects and continuous improvement initiatives. Key projects completed by the service in 2023 included the integration of the Calgary Parking Authority to The City's website, improvements to online building services approval process, and new topic-based Calgary.ca and myCity websites. Capital resources were redirected to operational work, thereby utilizing operational budget in 2023.

2023 capital expenditure in the Calgary.ca/myCity Lifecycle investment program was primarily focused on initial discovery and analysis work for migrating the Calgary.ca and myCity platforms from City servers to the cloud. The bulk of work dedicated to this program started in late 2023 and will accelerate in 2024.

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