Citizen Information & Services

Led by: Director of Customer Service & Communications

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.

Value and benefits

As a municipality, it is critical that Calgarians have access to the information and services required to meaningfully participate in civic life, conduct business, and feel part of a safe and vibrant community. This service ensures that all Calgarians have access to timely, accurate, reliable information and services from The City. In fulfilling this need, this service also helps protect The City's reputation, encourages compliance with City bylaws and regulations, and provides clear direction to reduce confusion during emergencies. Additionally, data collected through 311 and Calgary.ca provide service directors with insights for decision-making to improve on service delivery, minimize duplication of effort, and reduce costs.

Customers

Direct: Calgarians who access City information and services (golfers, pet owners, families, youth, etc.), homeowners and taxpayers, businesses, special needs and interest groups (immigrants, seniors, low income Calgarians), and internal clients.

Indirect: Council, City Manager's Office, Executive Leadership Team, and visitors.

Partners

In addition to Information & Technology, all City service directors are partners in delivering this service (e.g., Pet Ownership & Licensing, Bylaw & Compliance, Streets, Waste & Recycling, Business Licensing, Social Programs, Taxation, Property Assessment, Organizational Health & Safety, Water Utilities, Insurance & Claims).

What we deliver

This service provides access to City information via Calgary.ca and 311. It delivers data, analytics, dashboards and insights regarding Calgarian inquiries and continually evolves the user experience to match the needs of the community.

1,050,812	Total calls offered to 311 in 2021
913,158	311 Service Requests created in 2021
17,755,106	Visits to Calgary.ca & myCity in 2021
36,888,867	Pageviews on Calgary.ca & myCity in 2021

Key assets

Assets critical for the delivery of the 311 service include the Motorola platform, phone switch hardware, and Verint technology for insights and process improvements. Calgary.ca and The City's intranet (myCity) assets include cloud backup systems and the Adobe Experience Manager content management platform.

Citizen Information and Services
2022 Budgeted Gross Operating Expenditures Funding Breakdown ($ Millions)*

- Internal Recoveries
- Revenue
- Tax Support

$0 M
$12 M
$0 M
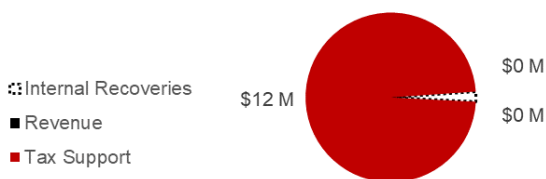
Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

What we have heard & what we are watching

What we have heard

Data from the 2021 Citizen Satisfaction Survey shows that 311 is a primary strength for The City and 83 per cent of Calgarians are satisfied with Calgary.ca. Almost one in three (27 per cent) of Calgarians request to invest more in the 311 service and over one in five (22 per cent) request more investment in Calgary.ca.

Ninety-four per cent of Calgarians contact The City via phone or online (54 per cent of Calgarians prefer to contact The City by phone and 40 per cent indicate that they prefer to use online channels).

Customers value the easy access that CIS provides to multiple City services. They also value the reliable and trustworthy City information it delivers in a variety of channels. As preferences continue to evolve, this service line strives to improve equitable service through the customer's channel of choice.

What Council has directed

As the steward of The City's primary contact channels; 311 and Calgary.ca, CIS contributes to most areas of Council's Strategic Direction. It strongly aligns to the 'Deliver the Right Services' guiding principle by enabling participation and interaction with The City, and the 'Invest in Infrastructure' guiding principle by providing and maintaining platforms that support the delivery of services and information to Calgarians. This service also helps to 'Strengthen Relationships with Calgarians,' as it provides timely and accurate information necessary to build public trust and confidence in the services and information The City delivers. Additionally, this service contributes to delivering on Council's focus area of 'Modernizing Government' and supports the following policies from the Digital Strategy, Accessibility Policy, Web Policy and the Transparency and Accountability Policy.

What we are watching

CIS has been at the forefront of the transition towards digital as demand increases and City services transition to digital channels. This had led to an overall increase in service demand as traditional channel volumes remain consistent. A strong demand for phone contact is expected to continue as The City strives to balance customer needs in the most efficient and effective channels.

Demand is anticipated to continue to increase resulting from population growth and positive economic recovery in this cycle. Resourcing to meet customer expectations around responsiveness as well as meeting Council-defined service levels has emerged as a primary risk and will be closely monitored and managed.

Through innovation, analytics, and customer insights, this service line will look to leverage its wealth of data to serve dynamic content and forecast service demand to customers and Calgarians.

Number of visitor sessions to municipal websites per capita
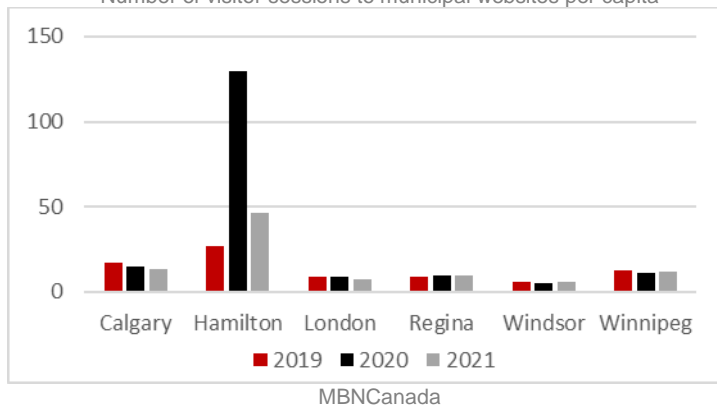
MBNCanada

Comparing our service

This measures the number of visitor sessions per capita to the main website of large Canadian municipalities who have participated in MBNCanada benchmarking. A visitor session is a group of interactions that take place on the website within a given time frame, by an individual visitor.

Despite a small decrease in visitor sessions in 2021 due to the impacts of COVID-19 on city programs, Calgary.ca received the second highest number of visits per capita and has consistently outperformed other municipal websites in this metric over the past three years.

Measuring performance & where we want to go

—— Actuals   ■ Expected Future Performance

PM1: 311 Satisfaction (per cent of Calgarians satisfied with the 311 service)

Values: 93 (2019), 92 (2020), 90 (2021), 90 (2026 expected)

PM2: Calgary.ca Satisfaction (per cent of Calgarians satisfied with the City of Calgary website)

Values: 86 (2019), 88 (2020), 83 (2021), 84 (2026 expected)

PM3: Telephone Service Factor (per cent of calls answered in 60 seconds or less)

Values: 80 (2026 expected)

PM4: Calls Abandoned (per cent of customers who chose to hang up before reaching a 311 agent)

Values: 12 (2019), 16 (2020), 18 (2021), 7 (2026 expected)

PM5: Maturity in User Experience Consulting (per cent of new web projects that include User Experience consulting)

Values: 100 (2026 expected)

Story behind the curve

Satisfaction for the 311 subservice is measured annually in the fall through a third-party direct survey and indicates Calgarians' overall satisfaction with the 311 service. Surveys are completed annually allowing for a year over year comparison of Calgarians' perceptions of the service. It is anticipated satisfaction will be maintained into 2026 if requested investments are made in the service to help reduce customer wait times.

This measure reflects Calgarians' satisfaction with the information and services on Calgary.ca. The target is to maintain the current score through ongoing improvement initiatives and an increased user experience. This will match the pace of continually increasing user needs and expectations, as well as Council and client needs. This measure is influenced by users rating their satisfaction with the City program or service itself rather than how well it was delivered through Calgary.ca.

This is a measure of 311's ability to answer calls within a specified period and was set by Council at 80 per cent of calls answered in 30 seconds or less in 2005. Not meeting this measure indicates longer wait times and could impact satisfaction with 311. Current service demand outpaces resources. To ensure we are comparable to other large Canadian 311 centres, the service factor has been adjusted from 30 seconds to 60 seconds or less. Improving staffing levels and enabling a call back option should reduce wait times and contribute to an improved future performance of 80 per cent by 2026.

This measure provides insight into a customer's patience to wait on hold for 311 and was originally set by Council at 7 per cent of calls abandoned in 2005. This measure is used to identify service tolerance thresholds tied to waits and can support resource planning to meet service demand. Service demand outpaced resources in the last cycle and this figure was approved by Council to be adjusted to 23 per cent of calls. Returning to 7 per cent of calls abandoned this cycle is a value 311 expects to meet by 2026 if agent staffing is restored and a call back option is implemented.

There has been a significant increase in demand for new web projects as the organization strives to modernize The City's web presence. User Experience (UX) consulting is a new stream of ongoing work that evolved to address this growing need. UX is not only about a better experience for users accessing City websites, it also protects revenue streams with optimized sales transactions, and creates greater digital equity and accessibility for all. Previously not measured, the future performance is 100 per cent to optimize revenue opportunities and lower costs through improved user experience.
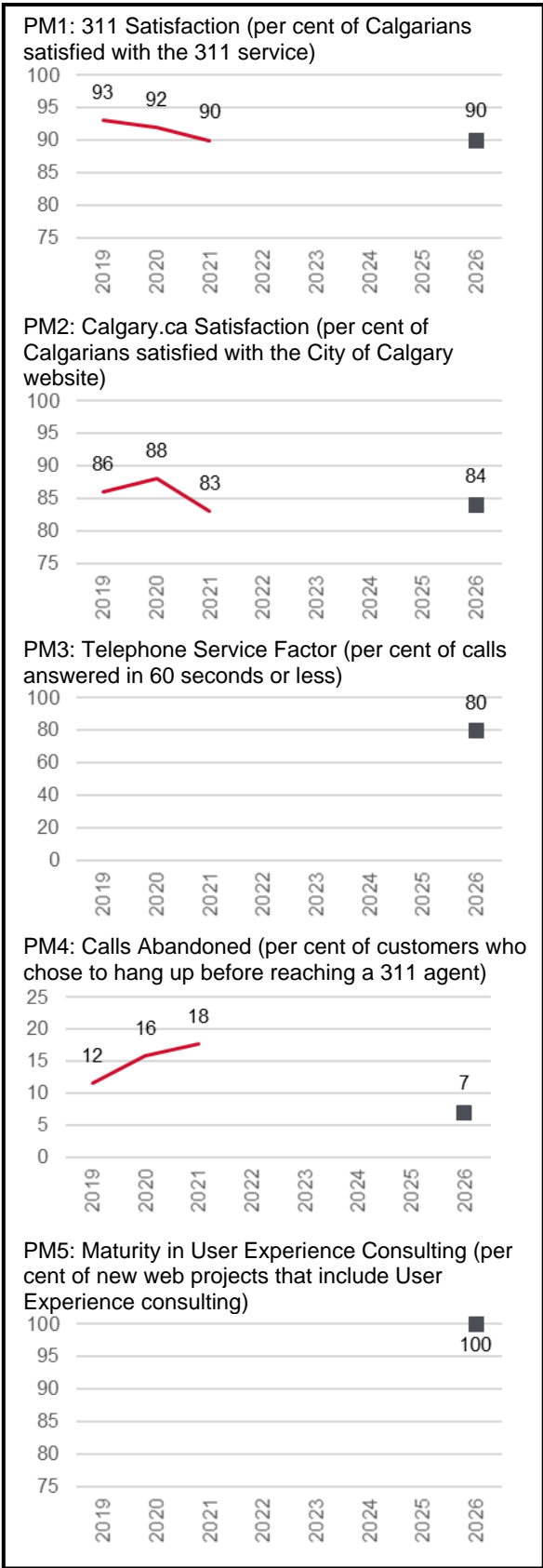
What we plan to do

Result for 2023-2026

We are focused on delivering equitable access to City services and information that is reliable, consistent and cost effective. This service will seek investments to champion innovation and collaboration to gain efficiencies, scalability and sustainment to meet the needs of Calgarians.

How we are going to get there

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.

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.

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.

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.

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.

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.).

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.

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.

Operating budget needed to achieve results

Breakdown of net operating budget ($000s)

	2023 Base	2023 One-time	2024 Base	2024 One-time	2025 Base	2025 One-time	2026 Base	2026 One-time
Previous Year's Net Budget	12,216	-	13,691	-	13,824	-	13,844	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	6	-	18	-	20	-	19	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,469	100	115	-	-	-	-	-
Total net budget	13,691	100	13,824	-	13,844	-	13,863	-

Total Operating Budget ($000s) for Approval

	2022 Budget At April 30	2023 Base	2023 One-Time	2023 Total	2024 Base	2024 One-Time	2024 Total	2025 Base	2025 One-Time	2025 Total	2026 Base	2026 One-Time	2026 Total
Expenditure	12,456	13,931	100	14,031	14,064	-	14,064	14,084	-	14,084	14,103	-	14,103
Recoveries	(239)	(239)	-	(239)	(239)	-	(239)	(239)	-	(239)	(239)	-	(239)
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	12,216	13,691	100	13,791	13,824	-	13,824	13,844	-	13,844	13,863	-	13,863

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

Activity	Investment Name	2023 Request ($000s)	2024 Request ($000s)	2025 Request ($000s)	2026 Request ($000s)	2027+ Request ($000s)	Total Request ($000s)
Annual Investment Program(s)							
401662	311 Annual Lifecycle	1,000	1,000	1,000	1,000	-	4,000
401693	Continuity of Digital Services	1,150	1,150	1,150	1,150	-	4,600
401696	Calgary.ca/myCity Lifecycle	800	1,500	1,500	1,000	-	4,800
Program(s)							
		-	-	-	-	-	-
Projects(s)							
Sub-Total (New Budget Requests)		2,950	3,650	3,650	3,150	-	13,400
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		2,950	3,650	3,650	3,150	-	13,400

Explanation of capital budget requests

Annual Investment Program(s)

Activity 401662: 311 Annual Lifecycle

This capital enables continued access to the 311 Customer Service Request (CSR) platform for citizen and employee access for intake and workflow. The 311 system would not function without this investment, impacting CIS' ability to deliver equitable access to City services and information.

Funding From: Lifecycle Maintenance & Upgrade Reserve ($1,800 thousand) Pay-As-You-Go ($2,200 thousand)

Contributing Services: IT Solutions & Support

Operating Impact: None

Activity 401693: Continuity of Digital Services

This capital will support the migration of services online as well as continued development and maintenance of Calgary.ca and myCity. Investment in this program will support innovation to ensure digital services meet business need and align with expectations that are sustainable.

Funding From: Lifecycle Maintenance & Upgrade Reserve ($4,600 thousand)

Contributing Services: IT Solutions & Support

Operating Impact: None

Activity 401696: Calgary.ca/myCity Lifecycle

This enables continued licensing and access to Calgary.ca and myCity operations. Funding will also support the transition to a cloud platform. This ensures Calgarians and employees continue to have reliable and equitable access to services and information on Calgary.ca and myCity.

Funding From: Lifecycle Maintenance & Upgrade Reserve ($4,800 thousand)

Contributing Services: IT Solutions & Support

Operating Impact: None