311 Implementation Update to Council

Date: December 10, 2019
By: John MacKinnon, P.Eng.
What is 311?

- 311 is a simple, three-digit phone number that customers can use to get information about CBRM’s services or programs, or to make a request for service.

- Residents, visitors, and business will no longer have to try to find the right division or individual at the CBRM to get information or help.

- 311 is a municipal N11 number, specifically available for municipalities and regulated by the CRTC
311 in Canada

Currently, there are 20 municipalities using 311 in Canada

- Calgary, Alberta (18 May 2005)
- Lethbridge, Alberta (11 March 2019)
- Durham Region, Ontario (January 2009)
- Edmonton, Alberta (16 December 2008)
- Fort St. John, British Columbia (14 November 2006)
- Gatineau, Quebec (22 June 2005)
- Greater Sudbury, Ontario (12 February 2007)
- Halifax, Nova Scotia (15 November 2012)\(^\text{[16]}\)
- Halton Region, Ontario (18 March 2008)
- Laval, Quebec (3 October 2007)
- Montreal, Quebec (mid-December 2007)
- Ottawa, Ontario (19 September 2005)
- Peel Region, Ontario (5 October 2009)
- St. John's, Newfoundland and Labrador (27 June 2006)
- Toronto, Ontario (24 September 2009)
- Trois-Rivières, Quebec (7 May 2018)
- Vancouver, British Columbia (15 June 2009)
- Waterloo Region, Ontario (December 2012)
- Windsor, Ontario (22 August 2005)
- Winnipeg, Manitoba (16 January 2009)\(^\text{[17]}\)
Current Contact Info

- **Blue Pages** in Phone Book (well over 100 numbers)
- **Website** - dozens of pages of contact info
Contact Info With 311
Residents will have 3 possible numbers

- 902-563-number
- 1-800-number
- 311 within CBRM boundaries
What are the 311 hours?

- 8:30 AM - 4:30PM Monday - Friday (current business hours)
  - Will be reviewed and adjusted as additional services and resources become available
  - After hours will be available for emergencies only

- Callers will be greeted by a brief recording of service offerings. Callers can bypass the recording or they may “0” out and be transferred to receive a LIVE answer for the operating hours.
Work Completed to Date

- Formally notified Bell, CBRM’s N11 service provider, of our desire to implement 311 in the CBRM
- Participated in several workshops with Bell to determine the specific requirements CBRM needs to implement 311 in the region
- Met with Planview Utility Services to develop the 311 coverage maps necessary to identify overlapping municipalities and phone exchanges
- Completed coverage mapping and identified municipalities and exchanges that share jurisdictional boundaries
- Connected with CAOs of municipalities where the overlapping has occurred to discuss a process in how we deal with calls that inadvertently come from their residents as required by 311 regulations
Work Completed to Date, continued

- Had discussions with Directors/Managers to identify potential existing human resources necessary to staff 311 Centre
- Researched various technical options for telephony and Customer Relationship Management system and Council Citizen Engagement system (e.g. CivicTrack) the 311 Contact Centre would require
- Reached out to other Canadian 311 Centres, specially HRM to assist in developing policies and best practices
- Developed and released an RFP for a 311 Contract Centre telephony solution to provide all necessary phone communications. Closed and reviewing
- Developed Expression of Interest (EOI) for Council Citizen Engagement Solution
- Hired a 911/311 Manager (existing 911 manager position) who will implement the project and oversee the day-to-day operations of the Contact Centre
311 Exchange Coverage Map
### 311 Municipalities and Exchanges for Cape Breton

<table>
<thead>
<tr>
<th>Municipal Boundaries</th>
<th>Exchanges</th>
<th>Inside</th>
<th>Shared</th>
<th>Shared Municipality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cape Breton</td>
<td>BOULARDERIE</td>
<td>YES</td>
<td></td>
<td>Victoria</td>
</tr>
<tr>
<td></td>
<td>BOISDALE</td>
<td>YES</td>
<td></td>
<td>Victoria</td>
</tr>
<tr>
<td></td>
<td>EAST BAY</td>
<td>YES</td>
<td></td>
<td>Richmond</td>
</tr>
<tr>
<td></td>
<td>ESKASONI</td>
<td>YES</td>
<td></td>
<td>Eskasoni 3</td>
</tr>
<tr>
<td></td>
<td>GABARUS</td>
<td>YES</td>
<td></td>
<td>Richmond</td>
</tr>
<tr>
<td></td>
<td>GRAND NARROWS</td>
<td>YES</td>
<td></td>
<td>Victoria and Inverness</td>
</tr>
<tr>
<td></td>
<td>GLACE BAY</td>
<td>YES</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>LARDOISE</td>
<td></td>
<td>YES</td>
<td>Richmond</td>
</tr>
<tr>
<td></td>
<td>LOUISBOURG</td>
<td>YES</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MARION BRIDGE</td>
<td>YES</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Victoria County** - OK with plan and letter to council
- **Inverness County** - OK with plan and letter to council
- **Richmond County** - Connecting, changes since first introduced
- **Eskasoni** - Connecting
- **Membertou** - Connecting for information/awareness purposes
Engagement Informs the 311 Program

- Started working with Comms Staff on preparing communications plan on how to educate the public on how the 311 system will work and what services will be provided
- Will soon be conducting survey on that future services should look like (e.g. texting/e-mailing vs. traditional phoning)
- Procure the necessary software (Customer Relationship Management, Council Civic Engagement system, etc.)
- Discussions with Council members on how they would like have citizens interact with 311
Service Delivery Plan

**Customers** - citizens, visitors, businesses - can easily and effectively **access** CBRM’s information and services, regardless of ability or resources. They are empowered to contact their government. They get **accurate** answers quickly and easily and feel confident their needs are being met and their voices are being heard.

**Employees** use a **service-first** approach in their interactions with community members and are empowered to provide high quality customer service. They have the tools, technology, and capacity for this service-first approach to customer service while improved workflows enhance the **speed** and **accuracy** of service.

**Decision Makers** have **timely** information about community issues and wants, and can more efficiently address community needs. As a result, the CBRM and its departments more **effectively** and **efficiently** address issues and concerns.
The 311 Program

Complementing Existing Services

THE 311 PROGRAM

This Plan proposes a 311 Program for CBRM that provides phone support to complement existing customer service programs.

311 provides a first-stop for citizen and customer questions and requests, whether someone is contacting the CBRM over the phone (or online).

Customers, employees, and partners can access department or program specialists directly. The 311 Program complements the CBRM’s existing customer service efforts, enhancing access to information and services.

CBRM DEPARTMENT OR CONTACT CENTER

The 311 Program is a resource for CBRM employees and provides benefits for departments region-wide. In addition to providing employee information and referral, 311 can serve as a backup contact center for high-demand (e.g. emergencies) or trainings and flag out of date information.

VIRTUAL

Visits updated current website

PHONE

Has simple access through 311 with ‘blue page’ numbers transitioned to 311 format

IN-PERSON

Visits in person customer service centers.

311 compliments existing customer service centers by providing a convenient entry point to access information and services.
Proposed 311 Service Framework

311 OPERATORS CAN DIRECTLY
- RETRIEVE basic information e.g. CBRM facility address
- RETRIEVE information about events or schedules e.g. Council meetings
- REPORT issues or concerns e.g. potholes
- RETRIEVE general payment information (or REFER to make payments)

311 OPERATORS CAN TRIAGE TO DEPARTMENTS
- RETRIEVE complex information e.g. by-law requirements
- REPORTS of issues requiring immediate response e.g. water main break
- REPORTS or complaints that are confidential in nature e.g. payment arrangements
- REQUESTS for complex applications e.g. building permits
Implementation Timeline

<table>
<thead>
<tr>
<th>NOVEMBER 2019</th>
<th>MAY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best Practices</td>
<td></td>
</tr>
<tr>
<td>Existing Conditions</td>
<td></td>
</tr>
<tr>
<td>Engagement</td>
<td></td>
</tr>
<tr>
<td>Vision/ Implementation Plan</td>
<td></td>
</tr>
<tr>
<td>Customer Service Experience</td>
<td></td>
</tr>
<tr>
<td>Technology Supports</td>
<td></td>
</tr>
<tr>
<td>Governance and Service Level Agreements</td>
<td></td>
</tr>
<tr>
<td>Service Manual Development/ Service Standards Development</td>
<td></td>
</tr>
<tr>
<td>Staffing Requirements</td>
<td>Soft Launch</td>
</tr>
<tr>
<td>Phase 2</td>
<td>Phase 3</td>
</tr>
<tr>
<td>Phase 4</td>
<td></td>
</tr>
</tbody>
</table>

**Inter-departmental sessions**

**Recommendations for further development**

**Council Update**
## Implementation Tasks by Phase

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Hire a 311 manager to guide the design and implementation</td>
<td>• Meet with adjacent governments re: shared exchanges</td>
<td>• Soft launch</td>
<td>• Go “live”</td>
</tr>
<tr>
<td>• Engage council and employee on the vision of 311</td>
<td>• Define customers, service delivery, best practices, In Progress</td>
<td>• Create KPI’s and reporting standards</td>
<td>• Refine processes</td>
</tr>
<tr>
<td>• Issue RFP for telephony system</td>
<td>• Identify and acquire resources</td>
<td>• Establish business processes for 311 inter-departmentally</td>
<td>• Reporting</td>
</tr>
<tr>
<td>• Ensure communication are delivered according to N11 timelines-implementation notice</td>
<td>• Produce implementation plan</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In Progress: Task is currently underway and nearing completion.
## Key Milestone Dates

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Proposed Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution of the CBRM Implementation Notice</td>
<td>December 20(^{th}), 2019</td>
</tr>
<tr>
<td>311 Implementation Notice related Conference Call(s) with TSPs</td>
<td>January 8(^{th}), 2020</td>
</tr>
<tr>
<td>Other 311 Implementation Conference calls/ planning sessions</td>
<td>TBD</td>
</tr>
<tr>
<td>Testing Period/ Soft Launch of 311</td>
<td>April 15(^{th}), 2020</td>
</tr>
<tr>
<td>Public Launch of 311</td>
<td>May 15(^{th}), 2020</td>
</tr>
</tbody>
</table>
Discussion Questions