



CAPE BRETON
REGIONAL MUNICIPALITY

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)^[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)^[17]



Current Contact Info

- Blue Pages in Phone Book (well over 100 numbers)
- Website - dozens of pages of contact info



GOVERNMENTS - MUNICIPAL		
Dial 902 area code unless otherwise indicated		
CAPE BRETON REGIONAL MUNICIPALITY		
FREQUENTLY CALLED NUMBERS		
EMERGENCY FIRE POLICE & AMBULANCE..... 911		
Fax..... 902 564-0481		
GENERAL INFORMATION 902 563-5005		
MAYORS OFFICE..... 902 563-5000		
POLICE-NON EMERGENCY 902 563-5151		
PUBLIC WORKS OPERATION		
Central Operations..... 902 563-5255		
East Operations..... 902 842-1171		
North Operations..... 902 794-6450		
Or..... 902 794-6452		
North Engineering..... 902 794-5692		
Public Works After Hours & Weekends..... 902 563-5500		
SOLID WASTE		
Waste Management Facilities..... 902 563-5593		
Waste Management Hotline..... 902 567-1337		
TRANSIT CAPE BRETON		
Schedules/Routes Information..... 902 539-8120		
General Inquiries..... 902 539-8124		
Handi-Taxis..... 902 539-4338		
Operations Supervisor..... 902 563-5142		
WASTE WATER OPERATIONS		
Administration..... 902 563-5180		
Battery Point Treatment Plant..... 902 563-5772		
WATER UTILITY		
Administration..... 902 563-5280		
Billing and Collection..... 902 563-5025		
Sydney Water Treatment..... 902 563-5509		
Glace Bay Water Treatment..... 902 842-4203		
Water Meters..... 902 563-5279		
FIRE SERVICES		
EMERGENCY..... 911		
Administration..... 902 563-5132		
DEPARTMENTS (Non-Emergency)		
Albert Bridge..... 902 562-2422		
Beaton..... 902 733-9688		
Big Pond..... 902 828-3138		
Birch Grove..... 902 737-2233		
Bolsdale..... 902 871-2482		
Christmas Island..... 902 622-2737		
Conthead..... 902 564-5676		
Dominion..... 902 849-3870		
Donkin..... 902 737-2079		
East Bay..... 902 828-2432		
Florence..... 902 736-3588		
Franchville Road..... 902 794-7332		
Gabarus..... 902 884-2090		
George's River..... 902 241-3070		
Glace Bay..... 902 849-6758		
Grand Lake Rd..... 902 562-3233		
HAZMAT..... 902 539-8956		
Howie Centre..... 902 564-9299		
Loulabourg..... 902 733-2393		
Marian Bridge..... 902 727-2048		
Mine Rd..... 902 539-3572		
New Victoria..... 902 862-7778		
New Waterford..... 902 862-7112		
North Sydney..... 902 794-4700		
North Side..... 902 828-2180		
Port Moxie..... 902 737-2528		
Reserve Mines..... 902 849-4309		
Scotchtown..... 902 862-8362		
Southside Bouldarie VFD..... 902 736-8762		
Sydney (Central)..... 902 539-1279		
Sydney (Victoria Rd.)..... 902 562-0442		
Sydney Mines..... 902 736-2298		
Sydney River..... 902 564-9989		
Westmount..... 902 539-9773		
Operation Support..... 902 563-5140		
Fire Prevention..... 902 563-5350		
Fire Services Training..... 902 563-5350		
HERITAGE		
PROPERTIES..... 902 563-5072		
LEGAL DEPARTMENT		
LIBRARIES		
Cape Breton County Bookmobile..... 902 562-3270		
Dominion Library..... 902 849-3590		
Florence Library..... 902 736-7583		
Glace Bay Library..... 902 849-8657		
Main a Dieu Library..... 902 733-5706		
Martha Hollett Memorial Library Sydney Mines..... 902 736-3219		
McConnell Memorial Library Sydney..... 902 562-3181		
New Waterford Library..... 902 862-2892		
Tomkins Memorial Library Reserve Mines..... 902 849-6685		
Wilfred Cham Centennial Library North Sydney..... 902 794-3272		
W W Lewis Memorial Library Loulabourg..... 902 733-3698		
MAPPING..... 902 563-5071		
Mayor's Office..... 902 563-5000		
PLANNING & DEVELOPMENT 902 563-5070		
Civic Addressing..... 902 563-5075		
Heritage..... 902 563-5072		
Mapping..... 902 563-5071		
Subdivision Office Inquiries..... 902 563-5092		
Zoning..... 902 563-5134		
POLICE SERVICES		
EMERGENCY..... 911		
Non-Emergency (non-emergency response)..... 902 563-5151		
Chief..... 902 563-5095		
Divisions		
Central Main Office..... 902 563-5100		
Public Service Lines..... 902 563-5105		
Public Service Lines..... 902 563-5186		
Public Service Lines..... 902 563-5169		
Central Patrols..... 902 563-5118		
Or..... 902 563-5119		
Media Public Relations..... 902 563-0889		
East Front Desk..... 902 842-1001		
East Patrols..... 902 842-2998		
North Front Desk..... 902 794-1254		
North Patrols..... 902 794-5698		
Memberlou Front Desk..... 902 564-2885		
Patrols..... 902 564-2886		
Major Crime		
Front Desk..... 902 563-5128		
Street Crime..... 902 563-5210		
Safer Communities (Community Officers)..... 902 563-1405		
Traffic..... 902 563-5163		
RECREATION		
Administration..... 902 563-5510		
SUBDIVISION..... 902 563-5062		
ZONING..... 902 563-5134		
MUNICIPALITY OF THE COUNTY OF INVERNESS		
Main Switchboard..... 902 787-2274		
Fax..... 902 787-3110		
EXECUTIVE OFFICES		
Warden..... 902 787-3514		
Chief Administrative Officer..... 902 787-3500		
Administrative Assistant..... 902 787-3501		
FINANCE DEPARTMENT		
Chief Financial Officer..... 902 787-3511		
Tax Collector..... 902 787-3510		
Accounting..... 902 787-3505		
Vested Property Clerk..... 902 787-3509		
ENGINEERING & PUBLIC WORKS		
Director..... 902 787-3502		
Water Utilities..... 902 787-3503		
Inverness Recycling Depot..... 902 258-3118		
After Hours Emergency Number..... 902 258-3335		
RECREATION & TOURISM		
Director..... 902 787-3506		
Physical Activity Coordinator..... 902 787-3507		
School Program Coordinator..... 902 258-3335		
Education..... 902 787-3508		
Literacy Toll Free..... 1 877 258-5550		
PLANNING AND DEVELOPMENT		
BUILDING INSPECTOR		
Port Hood Office..... 902 787-2900		
Port Hawksbury Office..... 902 625-5361		
Development Control..... 902 625-5361		
BY-LAW ENFORCEMENT		
Dog Control..... 902 787-3503		
MUNICIPAL HOMES		
Foyer Para Fiset..... 902 224-2087		
Inverary Manor..... 902 258-2642		
MARGAREE FORKS LIBRARY..... 902 248-2821		
MARGAREE AIRPORT..... 902 248-2774		
Emergency Measures Coordinator..... 902 787-3500		
MUNICIPALITY OF THE COUNTY OF RICHMOND		
Fax..... 902 228-1510		
Executive Offices		
Warden..... 902 228-3898		
Chief Administrative Officer..... 902 228-3870		
Administrative Assistant..... 902 228-3871		
Administrative Support..... 902 228-0963		

Contact Info With 311



GOVERNMENTS - MUNICIPAL		
Dial 902 area code unless otherwise indicated		
CAPE BRETON REGIONAL MUNICIPALITY	PUBLIC WORKS OPERATIONS	Sydney (Central) 902 539-1279
FREQUENTLY CALLED NUMBERS	Central Division Operations 902 563-5255 ✓	Sydney (Victoria Rd) 902 562-0442 ✓
EMERGENCY FIRE POLICE & AMBULANCE 911	East Division Operations 902 842-1171 ✓	Sydney Mines 902 739-2298
GENERAL INFORMATION 902 563-5005	North Division Operations 902 794-6450 ✓	River 902 584-9689
MAYOR'S OFFICE 902 563-5000	Or 902 794-6452	Westmount 902 539-9773
POLICE-NGN EMERGENCY 902 563-5151	North Division Engineering 902 794-5692	Operation Support 902 563-5140
PUBLIC WORKS OPERATION	Public Works Alter Hours & Weekends 902 563-5500	Fire Extinguisher 902 563-5350
Central Operations 902 563-5255	SOLID WASTE	Fire Services Training 902 563-5350
East Operations 902 842-1171	Waste Management Facilities 902 563-5693	HERITAGE PROPERTIES 902 563-5072
North Operations 902 794-6450	Waste Management Hollis 902 567-1337	LEGAL DEPARTMENT
Or 902 794-6452	TRANSIT CAPE BRETON	902 563-5045
Engineering 902 794-5692	School Bus Route Inspector 902 539-8120	LIBRARIES
Public Works Alter Hours & Weekends & Emergencies 902 563-5000	902 539-8124	Cape Breton County Bookmobile 902 567-2779
TAX & WATER QUERIES 902 563-5025	902 539-4338	Dominion Library
Web: WWW.CBRM.NS.CA	902 563-5142	Florence Library
ADMINISTRATIVE SERVICES	902 563-5142	Glace Bay Library
Chief Administrative Officer 902 563-5000	902 563-5142	Marathon Library
Financial Services Accounts Payable 902 563-5336	902 563-5142	902 563-5142
IF Busy call 902 563-5336	902 563-5142	902 563-5142
Citizen Service Centre 902 563-5080	902 563-5142	902 563-5142
Collecting & Billing 902 563-5025	902 563-5142	902 563-5142
Tax & Water Queries 902 563-5025	902 563-5142	902 563-5142
Tax Sales & Auction 902 563-5142	902 563-5142	902 563-5142
IF Busy Call 902 563-5142	902 563-5142	902 563-5142
Purchasing 902 563-5000	902 563-5142	902 563-5142
General Information 902 563-5000	902 563-5142	902 563-5142
Human Resources 902 563-5000	902 563-5142	902 563-5142
Planning & Development 902 563-5000	902 563-5142	902 563-5142
Technology & Communications 902 563-5000	902 563-5142	902 563-5142
902 563-5767	902 563-5142	902 563-5142
ALPHABETICAL LISTINGS	902 736-3598	902 736-3598
ARENAS/CONVENTION CENTRE	902 794-7332	902 794-7332
Centre 200 902 564-2200	902 894-2090	902 894-2090
Fax 902 539-4598	902 241-3070	902 241-3070
County Arena 902 562-6728	902 849-9758	902 849-9758
Centennial Arena 902 563-5535	902 562-3233	902 562-3233
Bi-Centennial Gym 902 563-5530	902 539-8956	902 539-8956
BUILDING SERVICES	902 564-9299	902 564-9299
Building Inspection Request 902 563-5090	902 733-2393	902 733-2393
Building Permits 902 563-5060	902 727-2048	902 727-2048
Unsanitary Premises Complaints 902 563-5202	902 862-7778	902 862-7778
BYLAW ENFORCEMENT 902 563-5204	902 794-4700	902 794-4700
Parking Ticket Information 902 563-5091	902 828-2180	902 828-2180
CIVIC ADDRESSING 902 563-5075	902 737-2528	902 737-2528
COUNCIL OFFICE 902 563-5777	902 848-4309	902 848-4309
ENGINEERING SERVICES	902 862-8362	902 862-8362
Administration 902 563-5180	902 736-6762	902 736-6762
Major Crime Front Desk 902 563-5128	902 584-2885	902 584-2885
Street Crime 902 563-5210	902 584-2888	902 584-2888
Safer Communities (Community Officers) 902 563-1408	902 584-2888	902 584-2888
Traffic 902 563-5103	902 584-2888	902 584-2888
RECREATION ADMINISTRATION 902 563-5510	902 584-2888	902 584-2888
SUBDIVISION 902 563-5062	902 584-2888	902 584-2888
ZONING 902 563-5134	902 584-2888	902 584-2888
MUNICIPALITY OF THE COUNTY OF INVERNESS	902 584-2888	902 584-2888
Main Switchboard 902 787-2274	902 584-2888	902 584-2888
Fax 902 787-3110	902 584-2888	902 584-2888
EXECUTIVE OFFICES	902 584-2888	902 584-2888
Warden 902 787-3514	902 584-2888	902 584-2888
Chief Administrative Officer 902 787-3500	902 584-2888	902 584-2888
Administrative Assistant 902 787-3501	902 584-2888	902 584-2888
FINANCE DEPARTMENT	902 584-2888	902 584-2888
Financial Services 902 787-3509	902 584-2888	902 584-2888
WORKS	902 584-2888	902 584-2888
Director 902 787-3502	902 584-2888	902 584-2888
Water Utilities 902 787-3503	902 584-2888	902 584-2888
Inverness Recycling Depot 902 258-3116	902 584-2888	902 584-2888
After Hours Emergency Number 902 258-3335	902 584-2888	902 584-2888
RECREATION & TOURISM	902 584-2888	902 584-2888
Director 902 787-3506	902 584-2888	902 584-2888
Physical Activity Coordinator 902 787-3507	902 584-2888	902 584-2888
School Program Coord/Adult & Recreation 902 787-3508	902 584-2888	902 584-2888
902 787-3508	902 584-2888	902 584-2888
1 877 258-5550	902 584-2888	902 584-2888
INSPECTOR	902 584-2888	902 584-2888
Food Inspector 902 787-2900	902 584-2888	902 584-2888
Port Hawkesbury Office 902 825-5361	902 584-2888	902 584-2888
Development Control 902 825-5361	902 584-2888	902 584-2888
BY-LAW ENFORCEMENT	902 584-2888	902 584-2888
Dog Control 902 787-3503	902 584-2888	902 584-2888
MUNICIPAL HOMES	902 584-2888	902 584-2888
Foyer Para 902 224-2087	902 584-2888	902 584-2888
Inverary Manor 902 258-2942	902 584-2888	902 584-2888
MARGARFEE FORKS LIBRARY 902 248-2821	902 584-2888	902 584-2888
MARGARFEE AIRPORT 902 248-2774	902 584-2888	902 584-2888
Emergency Measures Coordinator 902 787-3500	902 584-2888	902 584-2888
MUNICIPALITY OF THE COUNTY OF RICHMOND	902 584-2888	902 584-2888
Fax 902 226-1510	902 584-2888	902 584-2888
Executive Office 902 226-3988	902 584-2888	902 584-2888
Warden 902 226-3988	902 584-2888	902 584-2888
Chief Administrative Officer 902 226-3970	902 584-2888	902 584-2888
Administrative Assistant 902 226-3971	902 584-2888	902 584-2888
Administrative Support 902 226-0963	902 584-2888	902 584-2888

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



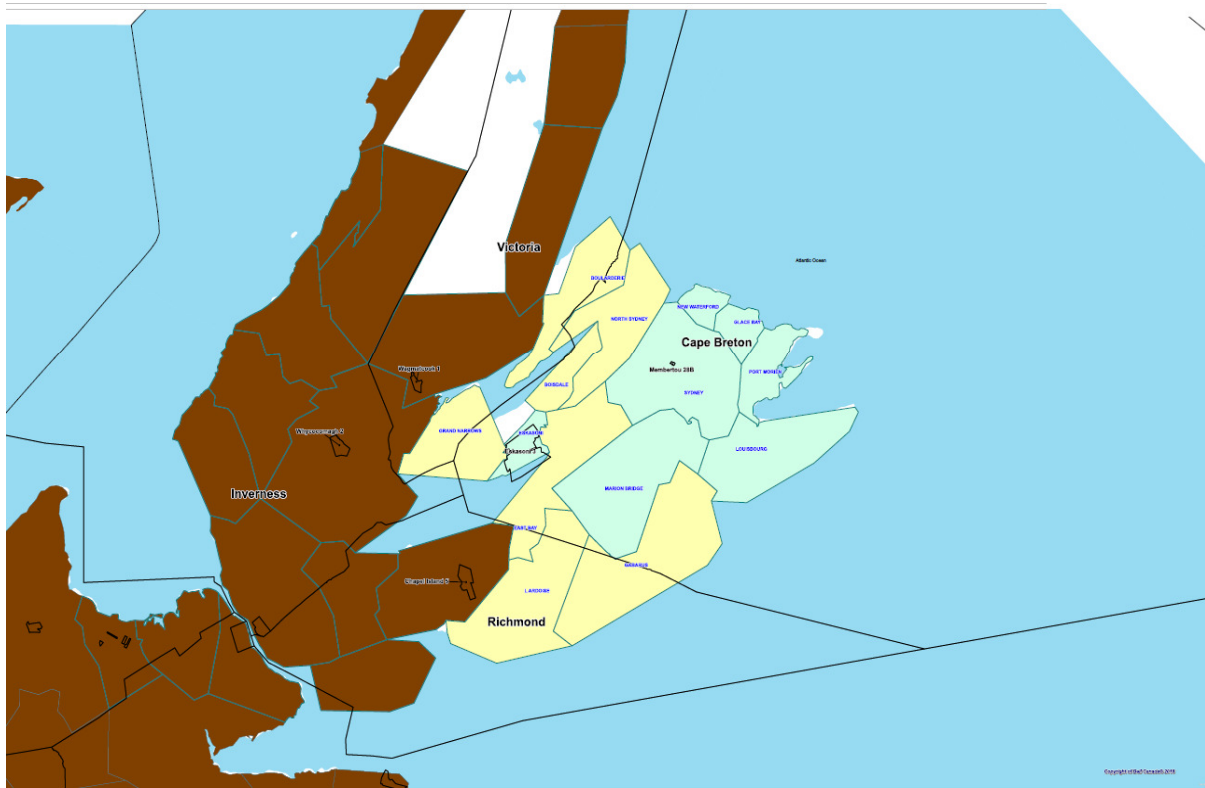
Work Completed to Date, continued

- ❖ 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 Coverage for Cape Breton Atlantic Canada



Legend

- Service Locations
- Exchanges which share Municipal Boundaries
- Exchanges which are located completely inside the Municipal of Cape Breton
- Areas not mapped for Services/ Calls route to announcements
- Municipal Boundaries for Atlantic Canada
- Water

Desk Name: Customer Provided Data
 Created by: Bill Canada, 2018
 Prepared for: David Hamilton, Product Manager, Local Service, Bill Canada, 2018
 Chris Vothel, Senior Product Manager, Bill Canada, 2018
 2018 CapSoc TEL
 Source: DMIT, Spauld Inc.

Product for Bill Canada, 2018
 Product of Bill Canada, 2018
 Information and Materials / Document Information

Right: Copyright: This product is the property of Bill Canada (2018) and may not be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or by any information storage and retrieval system, without the prior written permission of Bill Canada (2018). All rights reserved.

The information contained herein is the property of Bill Canada (2018) and may not be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or by any information storage and retrieval system, without the prior written permission of Bill Canada (2018). All rights reserved.

For more information in this map please contact
 Customer Support: 1-800-363-6666 or 902-431-1000
 or at 431-1000

PLANVIEW
 Utility Services Ltd.

10



Copyright © 2018 CapSoc TEL

311 Municipalities and Exchanges from Cape Breton

311 Municipalities and Exchanges for Cape Breton				
Municipal Boundaries	Exchanges	Inside	Shared	Shared Municipality
Cape Breton	BOULARDERIE		YES	Victoria
	BOISDALE		YES	Victoria
	EAST BAY		YES	Richmond
	ESKASONI		YES	Eskasoni 3
	GABARUS		YES	Richmond
	GRAND NARROWS		YES	Victoria and Inverness
	GLACE BAY	YES		
	L ARDOISE		YES	Richmond
	LOUISBOURG	YES		
	MARION BRIDGE	YES		

- ✓ 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.

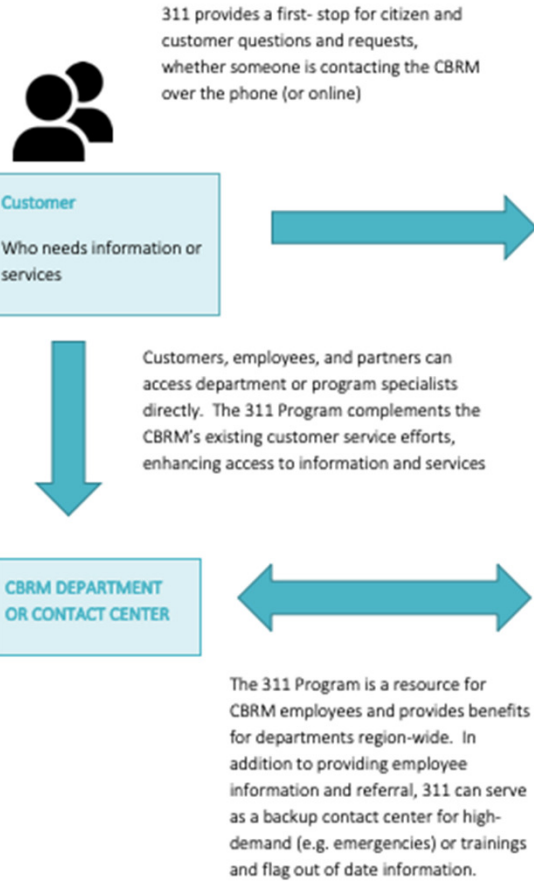


The 311 Program

Complementing Existing Services

THE 311 PROGRAM

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



VIRTUAL



Visits updated current website

PHONE



Has simple access through 311 with 'blue page' numbers transitioned to N11 format

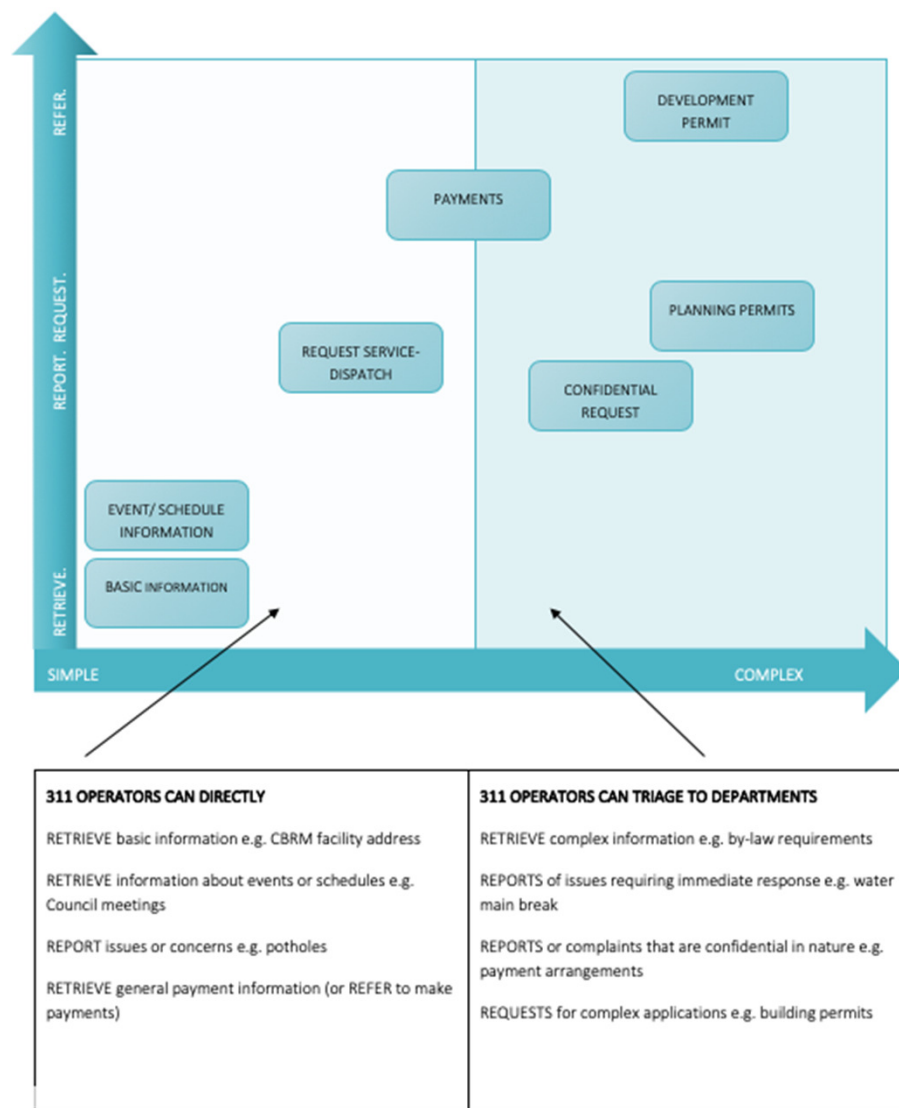
IN-PERSON



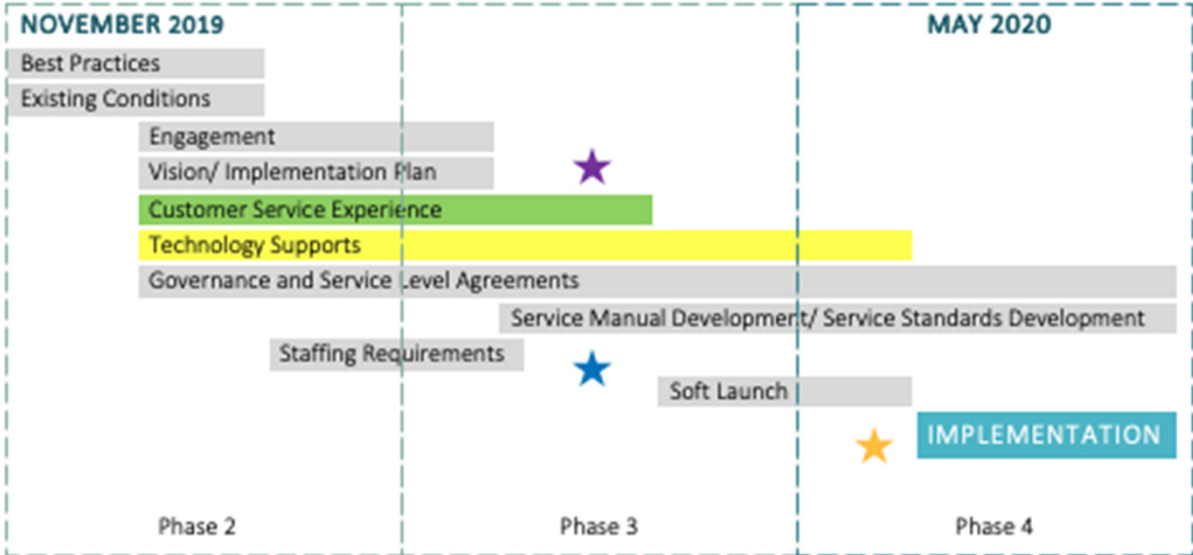
Visits in person customer service centers.

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

Proposed 311 Service Framework



Implementation Timeline



- ★ Inter-departmental sessions
- ★ Recommendations for further development
- ★ Council Update

Implementation Tasks by Phase

Phase 1

- Hire a 311 manager to guide the design and implementation
- Engage council and employee on the vision of 311
- Issue RFP for telephony system
- Ensure communication are delivered according to N11 timelines-implementation notice

Phase 2

- ✓ Meet with adjacent governments re: shared exchanges
- ✓ Define customers, service delivery, best practices, metrics and processes
- ✓ Identify and acquire resources
- Produce implementation plan

In Progress

Phase 3

- ✓ Soft launch
- Create KPI's and reporting standards
- Establish business processes for 311 inter-departmentally

In Progress

In Progress

In Progress

Phase 4

- Go "live"
- Refine processes
- Reporting



Key Milestone Dates

Milestone	Proposed Date
Distribution of the CBRM Implementation Notice	December 20 th , 2019
311 Implementation Notice related Conference Call(s) with TSPs	January 8 th , 2020
Other 311 Implementation Conference calls/ planning sessions	TBD
Testing Period/ Soft Launch of 311	April 15 th , 2020
Public Launch of 311	May 15 th , 2020





Discussion Questions



CAPE BRETON
REGIONAL MUNICIPALITY