

From: "Levitt, Karen" <karen.levitt@vancouver.ca>

To: "Direct to Mayor and Council - DL"

Date: 11/12/2024 9:00:46 AM

Subject: Confidential - Changes to operational times for 3-1-1

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CONFIDENTIAL THROUGH November 12, 2024

Dear Mayor and Council,

I am writing to share with you that we are about to implement a change in our 3-1-1 service operational hours that will take effect December 16, 2024.

The hours of operation for 3-1-1 will change from 7 am – 10 pm daily to 7 am to 7 pm, Monday - Friday and 8 am to 5 pm on weekends and holidays. Our goal is to ensure service levels and quality are maintained while we reflect the changes to how people access and use our services. This decision reflects the Mayor's Budget Task Force recommendations to optimize operational efficiencies in the 3-1-1 service.

The primary driver for this change is the shift in customer behaviour toward digital self-service options that we have seen over the past 10 years. Over the last 10 years our call volumes have significantly declined from 930,000 calls in 2014 to a projected 350,000 in 2024.

Our data shows that after 7pm call volume drops off by 81%. We believe that this adjustment will not affect service levels.

3-1-1 will continue to support the City during weather events, EOC activations and other civic priorities with extending our hours of operations when required.

There will be no job losses and we will continue to schedule staff shifts during the new core hours without negative impact to staff. We have communicated with CUPE 15 executive, City of Vancouver Labour Relations, and Human Resources.

Some suggested key messages for use are provided below. Please refer any media queries to [media@vancouver.ca](mailto:media@vancouver.ca).

I ask that you please keep this information confidential until I have had a chance to let impacted City staff know later today.

All the best,

Karen

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Karen Levitt, Deputy City Manager (she/her)  
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The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the x m k y m/Musqueam, S wxwú7mesh/Squamish and s lilw ta /Tsleil-Waututh nations

### -----KEY MESSAGES-----

Key messages:

#### Operational change

- We are moving the operational hours for 3-1-1 service delivery from 7 am – 10 pm daily to 7 am to 7 pm, Monday - Friday and 8 am to 5 pm on weekends and holidays.
- There will not be job losses, we are keeping our staffing resources.
- Our goal is to ensure service levels and quality are maintained, with call volumes now distributed more evenly throughout the day.

- Full-time staff are guaranteed full hours, and part-time staff will continue to see promised minimum hours of 17.5 to 24 hours per week. There are enough scheduled hours to meet auxiliary staff hour needs.
- 3-1-1 will continue to support the City during weather events, EOC activations and other civic priorities with extending our hours of operations when required.

#### Reason / Background

- This decision follows the Mayor's Budget Task Force recommendations to optimize operational efficiencies.
- The primary driver for this change is the digital shift in customer behaviour toward self-service options that we have seen over the past 10 years.
- With our improved website, live chat, mobile app, and other digital self-service portals more customers are managing their needs online. As a result, our call volumes have significantly declined—from 930,000 calls in 2014 to a projected 350,000 in 2024.
- 94% of calls are between 7 am and 7 pm.
- We conducted scans of other large Canadian and US cities and most others are already working with this new model. Cities who maintain longer operational hours do so mainly because they manage transit calls.
- We are working with our internal business partners in City Protective Services and Engineering National Yards for City buildings and emergency after hours calls.

#### Benefits

- By aligning hours with peak periods, we can streamline workflows, offer more consistent coverage, and expand live chat resources. Earlier closing times every day and later start times on weekends and holidays contributes to improved work-life balance.
- We predict that we will see savings due to reduced operational overhead and enhanced resource allocation