

Service Design Review Findings

End-to-End Experience Design

Upon completion of public and stakeholder engagement, an internal Service Design Review of the new tree permit process was conducted between November 2020 - March 2021. The Service Design Review involved several collaborative sessions with representatives from various City departments and branches to capture the operational, technological and business process requirements for the new tree permit. The team completed:

- Empathy Mapping;
- Evaluation and Measurement Development;
- Customer Journey Mapping (future-state);
- Service Blueprinting;
- Ideation and Opportunity Scoring;
- Prioritization and Service Roadmapping; and
- Prototyping and Testing exercises.

Envisioning the end-to-end experience helped plan requirements for onboarding, service delivery, and issue resolution. The review also included prototyping possible service touchpoints (e.g. application form) to enhance user experiences with the new tree protection service.

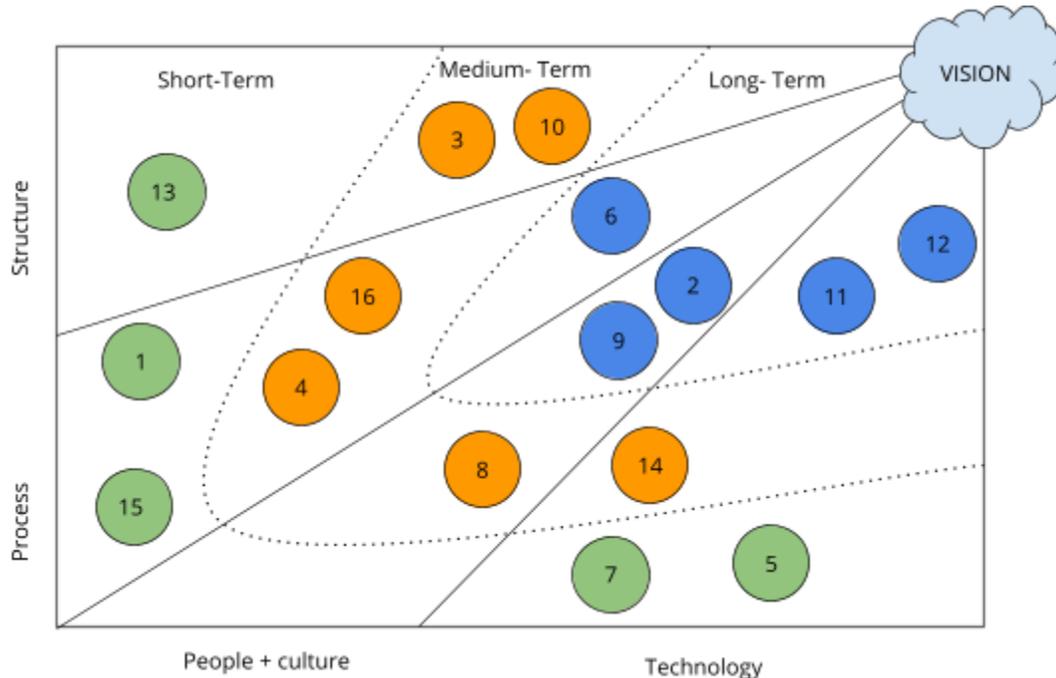
Defining User Needs

Envisioning the end-to-end experience identified key success factors for service delivery. Key themes from the Service Design Review included:

- Users want self-service capability: the new tree protection service should support diverse users to learn, apply and manage tree protection on-site with minimal involvement from the City of Edmonton. Onboarding tools that focus on education and awareness will be key instruments for stakeholders that are new to understanding tree biology and the benefits of protecting public tree assets.
- Technology is built for users preferences, goals and behaviours: new tree protection services should work towards integration with existing systems in order to help users stay on schedule with their projects. Integration will reduce the potential for onerous 'red-tape' and support digital first principles of public service delivery.
- Users want the City's omni-channel ecosystem to be seamless, equitable and easy-to-use: new tree protection services need to be delivered consistently by providing accessible and transparent fee structures, processing standards, and enforcement approaches.

Pre-launch Implementation

The Service Design Review generated sixteen (16) opportunities across four categories: Structure, People and Culture, Process, and Technology. The opportunities are mapped into short, medium, and long-term timelines for implementation in the diagram below.



Launch and Post-Implementation RoadMap

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|---|---------------------------------------------------------------------------------------|----|------------------------------------------------------------------------------------------|
| 1 | Develop an onboarding process for new applicants. | 9 | Develop cross-training opportunities for internal stakeholders. |
| 2 | Develop ways to enable non-profit organizations to further the reach of the program. | 10 | Develop material for the public's role in monitoring compliance with tree protection. |
| 3 | Develop public education material on the value of public tree protection programs. | 11 | Develop a method to publish and make accessible past records of compliance with permits. |
| 4 | Develop an integrated process with building permits and road-right of way permits. | 12 | Develop a method for the public to access information on the status of permits. |
| 5 | Develop an online application form for the Tree Permit. | 13 | Develop fast tracking of applications and/or recognition programs. |
| 6 | Develop procurement processes for parts of the city purchasing construction services. | 14 | Develop a method to allow applicants to pay their application fee online. |
| 7 | Develop an integrated account-based application. | 15 | Develop pricing and payment processes. |
| 8 | Developing an internal resourcing strategy for leveraging existing inspections. | 16 | Develop feedback management processes. |

Five of these 16 opportunities were prioritized for launch of the Tree Permit based on feasibility through a consensus scoring exercise conducted by the project team.

Opportunity #1 - Develop fast tracking of applications and/or recognition programs

- The program should develop ways for fast tracking applications and/or recognition programs to encourage tree protection.
- Actions for addressing this opportunity could include training offerings that approve users for expedited service, or allowing a user to use information from past approved applications to expedite future applications.

Opportunity #2 - Develop an onboarding process for new applicants

- The program should revise its content strategy. This would include building easy to understand online tutorials, visual guides, and self-serve templates for tree protection.
- Actions for addressing this opportunity could include identifying what core content users need to help them with their goal of complying with City bylaws and improving the findability of pre-application educational material on edmonton.ca for users of other related city permits.

Opportunity #3 - Develop pricing and payment processes

- The program should identify payment software roles and responsibilities, payment business process, and training materials for monitoring and resolving payment issues/errors (i.e. assurance).
- Actions for consideration could include ensuring staff are upskilled in resolving payment issues, especially as they may impact project schedules.

Opportunity #4 - Develop an integrated account-based application

- The program should leverage an identity management solution that includes self-serve capabilities for tracking application progress and receiving updates.
- Actions for addressing this opportunity could include working with other City departments to integrate the Tree Permit application process with active permit applications from the same applicant and optimizing the process of site inspections to be as integrated as possible for all related City permits.

Opportunity #5 - Develop and online application form for the Tree Permit

- The program should have an intuitive and simple application process that acknowledges the principles of the ISO 9241 Usability standards for effectiveness, efficiency and satisfaction.
- Actions for addressing this opportunity could include prototyping and testing of an online application with real external users is completed prior to launching the program.