

# Lean Black Belt Project Example

Building an integrated modernized counter service



## Objective

The project aimed to modernize the Planning department's counter service by integrating digital tools to improve customer service, reduce the need for in-person visits and streamline inquiries and applications.

It also focused on implementing digital payments and training staff in efficient work methods to enhance internal processes and overall efficiency.

A number of counter services for the development planning, development engineering and building divisions were selected for inquiry/application intake, payment processing and internal review process.

## Lean Tools Utilized



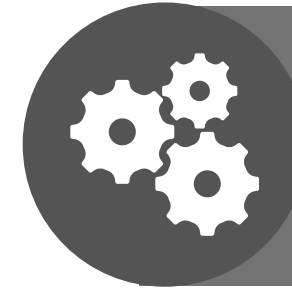
**Hoshin Kanri** – Used to establish an organizational vision for the ground floor service centre, aligning the project with the organization's transformation goals and capabilities



**X-Matrix** – Utilized to determine the deployment process for priority services, linking vision, objectives and actionable items, and assigning high-level ownership



**Voice of the Customer (VOC)** – Gathered feedback from residents and stakeholders to identify customer needs and expectations; setting performance measures that are critical to quality



**SIPOC Analysis** – Applied to understand high-level processes, define the project scope and identify key inputs and outputs for improvement opportunities

## Results



### Lead Time Reduction

Service efficiency improved with a 50% reduction in lead times, resulting in shorter customer wait times



### Cost Savings

Approximately **\$167,000 in operational cost savings annually** due to streamlined processes and reduced staff effort



### Customer Convenience

**50% reduction** in in-person visits, improving customer convenience and increasing online service adoption



### Environmental Impact

An estimated reduction of 15,687 sheets of paper annually, promoting environmental sustainability