

Project Charter

1.0 Project Identification

Name of Project:	4a1 KPIS and Revenue Targets
Sponsor: (Accountable)	Aidan Ware
Project Manager: (Responsible)	Michelle Palmer
Project Team Members: (Responsible or Consult)	Kate Allan Briana Bloomfield Ryan Gowan Andy O' Leary
Approved Budget:	\$0

2.0 Business Need

4a1 - Establish KPIs (key performance indicators) and revenue targets for all city divisions as part of the annual budget process with variations depending on areas that are rate funded (water/wastewater), user pay (building/waste management) or traditional and discretionary service areas (cemetery/events).
(planned Q4 2023 – Q1 2025)

3.0 Project Objectives (Purpose)

The City is looking to increase the accuracy and communication of the revenue and key performance indicators to improve awareness for staff, Council and the public

4.0 Project Scope

1. Revenue Targets

- Review current process for setting revenue targets
- Developing a process for setting revenue targets

2. KPIs

- Develop core service profiles and Key Performance Indicators for all divisions

Not including:

- review of / developing process for fees and charges
- focus is on divisions that currently have revenue

5.0 Stakeholders

Name	Consult or Inform
Strategic Leadership Team	Consult
Revenue Generating Divisions – Managers/ Supervisors	Consult
TTAG-Fundraising Team	Consult
Citizens	Inform
Council	Inform
Service Review Ad Hoc Committee	Consult

6.0 High Level Deliverables / Milestone Dates

Item	Deliverables / Milestones	Dates
1.	Current practices for revenue-generating gathered	February 2024
2.	Research completed on the “why” and potential KPIs	March 2024
3.	Draft process developed for <i>setting revenue targets</i>	April 2024
4.	Consultation with managers/ supervisor of affected divisions complete for draft setting revenue targets process	May – June 2024
5.	SLT review of setting revenue targets process	July 2024
6.	Service Review Ad Hoc Committee review of process for setting revenue targets	July 2024
7.	Templates ready for review core service profiles and KPIs (including identifying number of)	September 2024
8.	Core Service Profiles complete for all divisions	November 1, 2024
9.	Key Performance Indicators Identified	December 1, 2024
10.	Launch of process for setting revenue targets	March 2025

7.0 Risks

Severity	Description	Mitigation Tactic
Medium	Lack of User staff Involvement	<i>Project team members representatives from all teams that have revenue</i>
High	Lack of buy-in by staff (Doing without the “why”)	Staff education
High	New process/undertaking for managers/supervisors	Staff education; support through ambassadors
Medium	Resource constraint	Not having conflicting timing with known (e.g. budget); keeping processes and tools as easy as possible
High	Council not being in agreement with process for setting revenue targets	Using Service Review AD Hoc committee to test process methodology

8.0 Key Results for Success (Must Be Measurable or Quantifiable)

1. Standard Process implemented to set revenue targets
2. Core Service profiles and KPIs identified