

1.0 Project Identification

Name of Project:	4c3 Annual Fees and Charges Process Update
Sponsor: (Accountable)	Kate Allan
Project Manager: (Responsible)	Christine Gilbert
Project Team Members: (Responsible or Consult)	Lara Widdifield, Pam Coulter, Kristen Van Alphen
Approved Budget:	N/A

2.0 Business Need

Develop a revised process for the annual fees and charges update to standardize the review and ensure that each fee is reviewed annually with opportunities for revenue generation. Identify the cost-of-service provision or clearly identify the subsidy being provided for all items within the fees and charges schedule in a phased approach.

Timeframe: Q3 2025 to Q1 2026

3.0 Project Objectives (Purpose)

- Streamline and improve the efficiency of the annual fees and charges process
- Standardize the fee review process and ensure fees accurately reflect the cost of the service
- Improve transparency and communication with stakeholders regarding fees and charges
- Develop standardized templates to ensure a documented, phased-in analysis is completed for all user fees, including total cost to provide the service, estimated volumes, comparator fees, as well as any rationale for amounts not covered by the fee
- Develop and implement a rolling schedule to ensure comprehensive fee reviews

4.0 Project Scope

- Review, document and analyze the current fees and charges review process
- Identify areas for improvement in the existing process
- Develop and implement a new, more efficient and wholesome process

In Scope:

- Templates
- Rolling schedule
- Standardized supporting documentation/rationale
- Committee review process
- Develop guiding principals
- Absorb Project 4c4 Develop Policy Related to Fees and Charges Review
- Develop methods to utilize existing technology to make the process more user friendly and to identify items throughout the year that should be reviewed
- Communication and transparency enhancements for stakeholders

5.0 Stakeholders

Name	Consult or Inform
Managers and Supervisors	Consult
Ratepayers	Inform
Committees	Consult

6.0 High Level Deliverables / Milestone Dates

Item	Deliverables / Milestones	Dates
1.	Current process assessment	
2.	Development of new process	
3.	Implementation of new process	

7.0 Risks

Severity	Description	Mitigation Tactic
High	Resistance to change	Early communication with staff, annual workplan, buy-in from SLT, direction from Council
Medium	Unreliable data for cost-benefit analysis	Get as accurate of data as possible and use best estimates and comparators to bridge the gap in the interim and start collecting what data we need

High	Employee workloads and capacity	Early communication with staff and SLT, workplan management, realistic deadlines and timeframes, plan for delays

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

Process efficiency – reduction in turnaround time for Fees & Charges Process by 15%

Percentage of fees reviewed with standardized documentation used and fulsome cost-benefit analysis provided

Stakeholder satisfaction – improvement in survey satisfaction rate from key stakeholders