



## The Corporation of the Town of Tecumseh

Financial Services

**To:** Mayor and Members of Council

**From:** Tom Kitsos, Director Financial Services & Chief Financial Officer

**Date to Council:** Tuesday, June 10, 2025

**Report Number:** FS-2025-07

**Subject:** Financial Services – Service Delivery Review

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### Recommendations

It is recommended:

**That** Report FS-2025-07 entitled “Financial Services – Service Delivery Review,” **be received;**

**And that** Council **authorize** Administration to conduct a Financial Services – Service Delivery Review in 2025;

**And further that** the cost of consultant services to conduct the Service Delivery Review **be funded** from the Tax Rate Stabilization Reserve.

### Background

Service delivery reviews include a comprehensive assessment of existing services, including their effectiveness, efficiency and alignment with corporate strategic priorities and community needs. They also consider alternative delivery methods and focus on continuous improvement through innovation and change management.

Administration has undertaken several service delivery reviews over the course of the past five years, including:

- Human Resources Service Delivery Review 2019-2020
- Information Technology Service Delivery Review 2021
- Clerk Services Business Process Optimization Review 2021-2022
- Payroll Process Review 2021-2022
- Building Services Operational Review 2022

Each of the reviews has produced a formal report delivered to Council and Administration detailing the current state of operations, the desired state of operations and recommendations to achieve the desired state of operations that typically improve the effectiveness and efficiency of those services and ensure alignment with the Town's strategic priorities while considering the financial impact to the Town's budget.

## Comments

The Town's Financial Services department has not undergone a complete, independent service delivery review in many years.

Factors that support conducting a service delivery review currently, include:

- Implementation of a Human Resources Information System (HRIS) that will modernize the payroll function and significantly change current Human Resources and Payroll processes;
- Changes to customer service over time where in-person transactions continue to decline while transactions through use of other means increase;
- Changes to technology affecting financial services are fast-paced and continuous. A service delivery review will identify opportunities to improve efficiency and/or effectiveness while mitigating inherent risks; and
- Frequent recent experienced turnover with certain positions within Financial Services may indicate a disconnect between the Department's current staffing structure and workforce realities.

## Consultations

Chief Administrative Officer

## Financial Implications

Based on recent service delivery reviews, a review of this nature will likely cost between \$25,000 to \$40,000. A Financial Services - Service Delivery Review was not considered during the 2025 Budget process and therefore there is no approved funding in place in the 2025 operating budget.

One-time exercises of this nature, when considered during the budget process, would be funded from the Town's Tax Rate Stabilization Reserve.

Administration recommends that the review be undertaken, that the costs be expensed to the Financial Services operating budget, and that funding for this review be provided from the Town's Tax Rate Stabilization Reserve.

Notwithstanding the funding recommendation, the Financial Services Department has worked with staffing vacancies much of the year-to-date and is expected to have a budget surplus for 2025. Any budget surplus available would be used prior to accessing the Tax Rate Stabilization Reserve.

## Link to Strategic Priorities

Applicable	<a href="#">2023-2026 Strategic Priorities</a>
<input type="checkbox"/>	Sustainable Growth: Achieve prosperity and a livable community through sustainable growth.
<input type="checkbox"/>	Community Health and Inclusion: Integrate community health and inclusion into our places and spaces and everything we do.
<input checked="" type="checkbox"/>	Service Experience: Enhance the experience of Team Tecumseh and our citizens through responsive and respectful service.

## Communications

Not applicable ☒

Website ☐ Social Media ☐ News Release ☐ Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Tom Kitsos, CPA, CMA, BComm  
Director Financial Services & Chief Financial Officer

Recommended by:

Margaret Misek-Evans, MCIP, RPP  
Chief Administrative Officer

<b>Attachment Number</b>	<b>Attachment Name</b>
None	None