



## Fire Communications Business Plan Review

*Town of Tillsonburg*

March 2021



©STRATEGYCORP 2021



## Executive Summary

## EXECUTIVE SUMMARY

# Key High-Level Findings

Based on stakeholder interviews, internal analysis, and a high-level review of the market and opportunities, there are a number of key takeaways:



- **Tillsonburg is a highly regarded service provider:** Customer feedback on the value and quality of service was uniformly positive among those surveyed, and Tillsonburg is viewed as a true partner in the delivery of services at a higher quality than its competitors; delivery of Fire Communications services by Fire Services professionals is seen as substantial strength
- **Progress on Next Generation 9-11 represents a strategic advantage:** Tillsonburg plans to meet NG9-11 standards a full year ahead of schedule, while other municipalities and competitors may be forced to reconsider direct delivery or raise prices as they evaluate the required investments
- **The Town's historical pricing structure lacks a clear rationale:** Price and structure of contracts with current customers vary widely, and there is limited institutional memory available to previous decisions around pricing
- **Establishing a break-even price is not a simple equation, and will require internal alignment:** There are a number of valid methodologies to employ in calculating a break-even price for Fire Communications services, which will require decisions and agreement from key stakeholders
- **Benefits of delivering Fire Communications extend beyond revenue:** A number of benefits were highlighted by key stakeholders related to economic impact, customer service flexibility, and quality control, that generate additional value to the Town over and above revenue from customers
- **There are a number of potential improvement opportunities to explore:** More detailed analysis of costs, capacity, organizational structure, and additional revenue streams are likely to yield improvements to the financial position of the service



## Background and Context

## BACKGROUND AND CONTEXT

# Project Background and Context

This report is intended to provide a summary of a review of the Town of Tillsonburg's Fire Communications service, and an analysis of the recommended future state of the service.

### Project Context

The Town of Tillsonburg engaged StrategyCorp to conduct a review of the Town's Fire Communications Service to assess the current business model, understand current costs and future opportunities, and assess the overall value of the service offering.

The primary focus of this review is to evaluate the Municipality's Fire Communications service to achieve a more efficient and effective service delivery model, without compromising customer services.

### Methodology and Approach

Our approach to conducting the assessment utilized multiple sources of inputs and extensive engagement, including:

1. Analyzing internal and external data to evaluate current operations and trends;
2. Benchmarking current costs against relevant municipal comparators;
3. Conducting one-on-one interviews with the CAO, Mayor, customers, and the Fire Department leadership team; and
4. Assessing key areas of improvement and understanding the value of the service for various stakeholders.

Service Review Engagement Phases			
Mobilization and Research	Internal Review	Assess Potential for Expansion	Final Report
<ul style="list-style-type: none"><li>• Establish reporting protocols and key contacts</li><li>• Negotiate details of project plan, specific delivery dates etc.</li><li>• Confirm overall project context</li><li>• Determine interviewee list</li><li>• Submit Data requests and begin desktop review</li></ul>	<ul style="list-style-type: none"><li>• Conduct interviews as per interviewee list</li><li>• Assess Service Delivery Model and sensitivity to increased customer volume</li><li>• Assess current fee recovery model</li><li>• Assess baseline business case</li><li>• Assess organizational reporting model and alternatives re: linkages to customer service structure</li><li>• Assess baseline accommodation needs and alternatives</li></ul>	<ul style="list-style-type: none"><li>• Conduct desktop market research into options for customer expansion</li><li>• Assess "grow option" HR and accommodation implications</li><li>• Develop business case alternatives based on increased customer base</li><li>• Complete organizational assessment</li></ul>	<ul style="list-style-type: none"><li>• Prepare and present Final Report</li></ul>