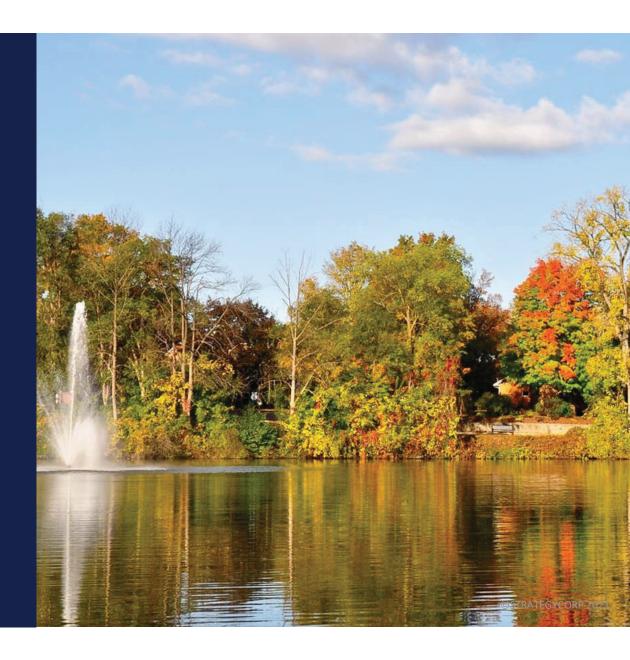


# Fire Communications Business Plan Review

Town of Tillsonburg

March 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:

- Analyzing internal and external data to evaluate current operations and trends;
- 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 Assess Potential for **Internal Review** Conduct interviews as per Prepare and · Establish reporting Conduct desktop protocols and key interviewee list market research into present Final contacts options for customer Report Assess Service Delivery Negotiate details expansion Model and sensitivity to of project plan, increased customer volume Assess "grow specific delivery option" HR and Assess current fee recovery dates etc. accommodation Confirm overall model implications project context Assess baseline business Develop business Determine case case alternatives interviewee list Assess organizational based on increased Submit Data reporting model and customer base requests and begin alternatives re: linkages to desktop review Complete customer service structure organizational · Assess baseline assessment accommodation needs and alternatives

