



## BARRIE FIRE AND EMERGENCY SERVICE MEMORANDUM

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**TO: MAYOR J. LEHMAN AND MEMBERS OF COUNCIL**

**FROM: C. MAINPRIZE, FIRE CHIEF/DIRECTOR OF EMERGENCY SERVICES**

**NOTED: D. MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES**

**M. PROWSE, CHIEF ADMINISTRATIVE OFFICER**

**RE: BARRIE FIRE AND EMERGENCY SERVICE ORGANIZATIONAL STRUCTURE**

**DATE: MARCH 7, 2019**

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The purpose of this Memorandum is to provide members of Council with an update related to the review of the Barrie Fire and Emergency Service organizational structure.

Over the last several months an internal review of the Barrie Fire and Emergency Service organizational structure was undertaken to meet the current and evolving needs of the department and the community. As part of the organizational review, succession planning was considered as several of the department's most experienced staff and senior officers have retired or will be eligible in the next few years.

One component of the organizational review was to determine current, short and long terms needs as it relates to service delivery and succession planning within Barrie Fire and Emergency Service. A review of the structure and portfolio of the current three Deputy Chiefs model as well as the structure and service levels of many similar sized fire departments across the province was completed.

The transition plan to incorporate a new modernized organizational structure will have two phases.

The first phase of the transition will be a return to a two (2) Deputy Chief model. Throughout phase one, both of the current Deputies will retain their existing portfolios. The third Deputy position that is currently vacant will be replaced with an Assistant Deputy Chief position. This position will be responsible for managing Special Operations (Technical Rescue, Hazardous Materials, and Technological Advancement) and the Emergency Management (CEMC) branch. In addition, on a temporary basis, Barrie Fire and Emergency Service will be adding another Assistant Deputy Chief to manage the Fire Prevention and Education branch. Both the temporary and permanent Assistant Deputy Chief positions can be accommodated within the approved 2019 budget.

The second phase of the transition plan will be implemented upon the retirement of the Deputy Chief/Manager of Communications and Business Services. This position will transition to a Deputy Chief/Manager of Communications, Fire Prevention, and Public Education.

The other Deputy Chief will continue to be responsible for Operations/Suppression and Training. The Assistant Deputy Chief of Special Operations and Emergency Management will continue to report to this position.

This staged approach to the Barrie Fire and Emergency Service's transition plan, supports succession planning and will be well suited to lead the department in the future.