



# ONTARIO ASSOCIATION OF FIRE CHIEFS

*Leading innovation and excellence in public and life safety*

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January 13, 2025

Director Kent Readman  
Fire Chief  
Loyalist Fire & Emergency Services

## **RE: 2025 Mandate Letter**

Dear Director Readman,

Thank you for your commitment to serving as an Ontario Association of Fire Chiefs (O AFC) Director. The O AFC plays an important role in ensuring firefighter and public safety, and your dedication and willingness to do more will leave an enduring legacy on the Ontario Fire Service.

The purpose of this letter is to outline the O AFC's priorities and expectations for the upcoming year, and to provide an open, transparent and formal mandate to you for the 2025 term specific to your areas of designated responsibility.

For the 2025 term, the O AFC has the following priorities that Directors are tasked with supporting and achieving:

- Improving member engagement & communication, and representing members from all fire departments
- Completing the modernization of the zone program to better represent local member interests
- Ensuring the continued success of O AFC events and the value they provide to members
- Conducting a 2026 to 2029 strategic plan
- Continuing our strong government relations program, including hosting another Queens Park Advocacy Day, having a strong presence at the ROMA and AMO conferences, maintaining regular engagement with key Ministries and providing all members with government relations speaking points to ensure consistent messaging
- Ensuring effective business operations for the O AFC, including ensuring staff are supported, looking at on-going opportunities to diversify revenue, and developing a framework of internal processes that will ensure effective future succession planning
- Conducting a comprehensive governance review, including evaluating further constitutional improvements, determining the best approach related to a code of conduct, formalizing election and resolution processes; and ensuring adherence to the Ontario Not for Profit Corporations Act (ONCA)

For the 2025 term, in addition to your role as a Director, I am appointing you as the Board Chair of the Zone Committee, as the Board Alternate of the Health & Safety Committee, as a member of the Governance Committee, as a member of the Volunteer Firefighter Recruitment & Retention Working Group, as a member of the Training Task Force and as a member of the MTO Working Group.



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My expectations, as it relates to the oversight of the Zone Committee, is as follows:

- You will meet quarterly (at minimum) with all Zone Leaders with at least one in person meeting at the AGM
- Those meetings will be scheduled in advance for 2025 so that attendees have them locked into their calendars
- As the Board Chair, you are responsible for preparing the agenda and distributing it at least one week in advance of the meeting
- As the Board Chair, you are responsible for preparing meeting minutes and distributing them at least four weeks following the meeting
- In addition to these meetings, you shall maintain regular dialogue with each of the Zone Leaders, ensuring the O AFC remains aware of emerging issues within each area and offers support to members as quickly and effectively as possible

In addition to the Zone Committee expectations, I ask that you be the Board Alternate for the O AFC Health & Safety Committee and assist the Board Chair of that committee with meeting their mandate, as well as replacing them as required.

Specific to your roles as a member of the Volunteer Firefighter Recruitment & Retention Working Group, MTO Working Group and Training Task Force, these are incredibly important roles and under the leadership of the working group chairs, the expectation is that you will attend meetings and contribute to the meaningful work that these groups do for the betterment of the Ontario Fire Service.

On behalf of the Ontario Association of Fire Chiefs, thank you for your contributions to making the Ontario Fire Service better and safer.

Yours truly,

A handwritten signature in black ink, appearing to read 'Rob Grimwood'.

Deputy Chief Rob Grimwood  
President

cc: Jeremy Parkin, Vice President  
Mark MacDonald, Executive Director