



ONTARIO ASSOCIATION OF FIRE CHIEFS

We are the trusted leader in fire services by inspiring and influencing a safer Ontario

Director Kent Readman
Fire Chief, Loyalist Township Emergency Services

RE: 2026 Mandate Letter

Dear Director Readman,

It is important to first acknowledge the task that you have taken on. Being an Ontario Association of Fire Chiefs (O AFC) Director requires a commitment of time, focus and dedication. And for that I wish to personally thank you. The O AFC has long been a leader in public and firefighter safety. Our collective role as a board is to ensure that the legacy of the past continues as we build a strong path forward for future leaders.

Our individual and collective efforts are important in achieving the expectations placed upon us by the membership. This mandate letter will serve as a formal and transparent delegation of the duties and responsibilities assigned to you for the 2026 O AFC term.

Within the 2026 term, the O AFC has agreed to the following targets that constitute our annual strategic plan and incorporate our government relations priorities. We seek to complete these targets:

1. Advocacy & Government Relations

- Advocate for sustainable funding and continued program support for fire and life safety
 - Extending the Fire Protection Grant
 - On-going support for NG911
- Bring awareness to the increasing role that climate-based emergencies have on fire departments
 - A whole of government approach to looking ahead
- Building relationship with the Ministry of Emergency Preparedness and Response (MEPR)
- Advocate for firefighter health and safety, and wellbeing
 - Continued support for cancer prevention and pre-screening programs
 - Continued support for mental health programs
 - Increasing roadside worker safety through the “Slow Down, Move Over” law

2. Membership Services



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- Improving the conference experience with a conference app
- Providing members access to fire safety resources
- 3. Financial**
 - Monitoring and evaluating changes in historical financial patterns
- 4. Development & Education**
 - Increase deliveries of MNR-based training from the 2025 offerings
- 5. Leadership**
 - Ensure O AFC Director standards and accountability
- 6. Communications**
 - Website improvements
 - Improve internal and external project management

For the 2026 term you have been appointed to serve as Board Chair of the Zone Leader Committee. You are also being assigned to the following working groups: MTO, Volunteer Recruitment & Retention, MNR WUI Task Force, and the Northern Chiefs. The board has already agreed to revise the Terms of Reference for committees and working groups so that one document guides them. A goal within the strategic plan is to ensure director standards and accountability. This includes ensuring that meetings occur as scheduled, achievable goals are set and met, and that the committees and working groups are a functioning part of the O AFC. They serve as conduits to our members, our subject matter experts, and our stakeholders. Your work in leading or supporting any of our committees will be strengthened by the board and staff to maintain consistency and contribution.

My expectation for the Zone committee under your guidance is:

- Ensure that meetings are held as defined within the new terms of reference, support a co-chair to act in your absence, make proper use of the web-based software, and allow for positive member engagement
- Seek input from members related the government relations priorities, specifically their perspectives on climate-based emergencies
- Continued growth of the Zone Leader program including cancer claim advocates, Chief Officer 101 delivery, and any additional projects the committee has underway
- Ensure that the zones, due to their diversity in both geography and composition, are aligning their work with other committees and working groups seeking collaboration when necessary



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Another change within the O AFC Board is moving from Board Alternates on committees to allowing Board Observer positions. These positions allow Directors to sit in on committees specific to their O AFC roles to offer support or seek support for their own responsibilities. I ask that you remain available and flexible to support or seek support within committees. Much of what we do has overlap, and our work will not be limited by positional titles.

Specific to your additional appointment to several working groups, I ask that you provide your strength in experience and insight to each. As part of the leadership for each working group, your involvement will help to advance O AFC goals and priorities. The MTO working group provides valuable advice to our advocacy work. The Volunteer Recruitment and Retention working groups success is of utmost importance in this time. The MNR WUI Task Force is on the verge of providing an increased and necessary response option for many communities. And the Northern Chiefs working group is positioned to support northern fire departments and the diverse conditions that they face.

Specific to your additional appointment to the Governance committee, I ask that you assist with the ongoing review and revision of the O AFC Constitution. This document requires annual review for currency and applicability. Your insight is important to that goal.

On behalf of the membership of the Ontario Association of Fire Chiefs, I offer my gratitude for your commitment to board. Our collective work, one in which our success will be a sum of our parts, will improve fire safety for all of Ontario and those who respond.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeremy Parkin', written over a white background.

Fire Chief Jeremy Parkin
President

Cc: Jeremy Inglis, Vice President
Mark MacDonald, Executive Director