



# ONTARIO ASSOCIATION OF FIRE CHIEFS

*Leading innovation and excellence in public and life safety*

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January 3, 2023

Director Brian Arnold  
Fire Chief  
Cambridge Fire Department

## **RE: 2023 Mandate Letter**

Dear Director Arnold,

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 2023 term specific to your areas of designated responsibility.

For the 2023 term, the O AFC has the following priorities that Directors are tasked with supporting and achieving:

- Improving member engagement & communication, including increasing the quality and frequency of member communication, ensuring functional PAC's and committees and engaging and representing members from all demographic departments
- Taking a strategic and long-term view of events with the goal of ensuring they meet member needs, and making all required improvements to ensure value for money.
- Re-evaluating and improving member services and Chief Officer support, including completion of a manual to assist new Chief Officers, implementation of a Chief Officer Peer Support Program and utilizing the results of the 2022 member survey to guide decisions.
- Strengthening our government relations & advocacy, including hosting another Queens Park Advocacy Day, having an increased presence at the AMO conference, 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 & OFAI, including ensuring staff are supported, vacancies are filled, proper budget management, diversification of revenue, implementation of a new website and ensuring improvements to the Candidate Testing Services program.
- Conducting a comprehensive governance review, including constitution, code of conduct, election process and resolution process.



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For the 2023 term, in addition to your role as a Director, I am appointing you as the Board Chair of the Urban Committee, as the Board Alternate of the Fire Prevention & Public Education Committee, as a member of the Sprinkler Working Group, as the OAFCh representative on the IMS Steering Committee and as a liaison with the Ontario Professional Fire Fighters Association (OPFFA), Ontario Municipal Fire Prevention Officers Association (OMFPOA) and Ontario Association of Public Educators (OAPE).

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

- The Urban Committee will meet quarterly (at minimum) with at least one in person meeting at the AGM
- Those meetings will be scheduled in advance for 2023 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 the Urban Committee members, ensuring the OAFCh remains aware of emerging issues and offers support to members as quickly and effectively as possible
- Some of the key objectives of the Urban Committee in 2023 include:
  - Assisting the Events & Awards Committee by providing input related to event speakers and agendas
  - Ensuring all committee members are aware of Government Relations priorities, that urban issues are considered and that Government advocacy is coordinated
  - Continuing the work on developing a repository of tiered response agreements and information that can be utilized by members to make informed decisions
  - Continuing the work on developing measurable and comparable data and analytics that can be used by fire departments to make evidence-based decisions

In addition to the Urban Committee expectations, I ask that you be the Board Alternate for the Fire Prevention & Public Education Committee and assist the Board Chair with meeting their mandate, as well as replacing them as required.

Specific to your role as our representative on the Incident Management System (IMS) Steering Committee, the OAFCh wishes you to continue this important work and ensure that the fire service is considered in all matters related to IMS and that information is communicated back to our members on a timely basis.



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Specific to your role as a Liaison to the Ontario Professional Fire Fighters Association (OPFFA), Ontario Municipal Fire Prevention Officers Association (OMFPOA) and the Ontario Association of Fire Educators (OAFE), these relationships and partnerships are key to our success and as a liaison, our expectation is that you maintain an open line of communication and engage these groups as required.

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 Tishman, Executive Director