



ONTARIO ASSOCIATION OF FIRE CHIEFS

Leading innovation and excellence in public and life safety

January 3, 2023

Director Mark Berney
Fire Chief
The Township of Scugog Fire & Emergency Services

RE: 2023 Mandate Letter

Dear Director Berney,

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 Membership Committee, as the Board Alternate of the Events & Awards Committee, as a member of the Governance Committee, as a member of the Volunteer Firefighter Recruitment & Retention Working Group, as an OAFCh representative on the WSIB Occupational Stress Injury (OSI) Working Group, as the OAFCh representative on the Fire Marshals' Public Fire Safety Council and as the OAFCh representative on the Ontario Memorial Service Foundation.

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

- The Membership 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 Membership 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 Membership 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, and that Government advocacy is coordinated
 - Compiling the results of the 2022 membership survey and making recommendations to the Board of Directors on how to action the feedback received
 - Facilitating feedback from members, and making recommendations to the Board regarding member services & benefits
 - Continuing the work to engage and recognize retirees and keep them involved in the Association
 - In partnership with the Provincial Advisory Committee, developing a new member orientation program that introduces new OAFCh members to the Association and how we can serve them
 - In partnership with the Provincial Advisory Committee, developing a new Chief manual that assists newly promoted/appointed Chief Officers with their role

In addition to the Membership Committee expectations, I ask that you be the Board Alternate for the Events & Awards Committee and assist the Board Chair with meeting their mandate, as well as replacing them as required.



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Specific to your role as our representative on the Fire Marshals' Public Fire Safety Council and the Ontario Memorial Service Foundation, these roles are paramount to our organizations success and as part of the 2023 mandate, we ask you to continue to faithfully represent us with these two organizations and continue to report to the Board and members as necessary.

Specific to your role on the Governance Committee, in 2023 we ask that this group conduct a comprehensive constitutional review that includes formalizing modernized processes related to Director and Executive elections, resolutions and member & Director codes of conduct.

Specific to your roles on the Volunteer Firefighter Recruitment & Retention and WSIB Occupational Stress Injury (OSI) Working Groups, 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 dark ink, appearing to read "Rob Grimwood".

Deputy Chief Rob Grimwood
President

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