



# ONTARIO ASSOCIATION OF FIRE CHIEFS

*Leading innovation and excellence in public and life safety*

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January 3, 2023

Director Paul Boissonneault  
Fire Chief  
Oakville Fire Department

## **RE: 2023 Mandate Letter**

Dear Director Boissonneault,

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 Large Urban Committee, as the Board Alternate of the Provincial Advisory Committee (PAC) and as a member of the Governance Committee.

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

- The Large 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 Large 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 Large Urban Committee in 2023 include:
  - Assisting the Events & Awards Committee by providing input related to event speakers and agendas
  - Ensuring all members are aware of Government Relations priorities, that large urban issues are considered and that Government advocacy is coordinated
  - Hosting a joint meeting of all Large Urban Chiefs and Association Presidents to discuss items of common interest

In addition to the Large Urban Committee expectations, I ask that you be the Board Alternate for the Provincial Advisory Committee and assist the Board Chair with meeting their mandate, as well as replacing them as required.

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.

Additionally, given your role with the Canadian Association of Fire Chiefs (CAFC), in 2023 we see significant opportunities for improved partnerships between the organizations, and wish you to assist with ensuring Ontario issues are advocated for at the National level, communicating National issues and Federal advocacy initiatives to the board and members, and ensuring improved coordination and partnership between the OAFCh and CAFC.



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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