



ONTARIO ASSOCIATION OF FIRE CHIEFS

Leading innovation and excellence in public and life safety

January 3, 2023

Director Chad Brown
Fire Chief
Prince Edward County Fire & Rescue

RE: 2023 Mandate Letter

Dear Director Brown,

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 Events & Awards Committee, as the Board Alternate of the Rural Suburban Committee, as a member of the Governance Committee, as a member of the Volunteer Firefighter Recruitment & Retention Working Group and as a member of the Standard Incident Report (SIR) working group.

My expectations, as it relates to the oversight of the Events & Awards Committee, is as follows:

- The Events & Awards 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 Events & Awards Committee members, ensuring the OAFc remains aware of emerging issues and offers support to members as quickly and effectively as possible
- Some of the key objectives of the Events & Awards Committee in 2023 include:
 - Assisting OAFc event planning staff by providing input on event planning, locations, hotels, speakers, agendas and social events
 - Reviewing OAFc event contracts and providing input, including exploring the use of event agencies
 - Assisting OAFc event planning staff with managing OAFc awards, including consideration of new awards
 - Assisting OAFc event planning staff with the management of the banquet, memorial service and other event associated functions
 - Reviewing event feedback surveys and providing recommendations to the Board of Directors based on event feedback
 - Working with the Industry Committee, assist OAFc event planning staff with trade show planning and coordination
 - Ensuring all committee members are aware of Government Relations priorities, and that Government advocacy is coordinated

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



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For the 2023 term, you were also elected as Secretary, which in turn makes you a member of the Executive & Human Resources Committees. As Secretary, your primary function is to ensure that the Board of Directors functions effectively and complies with internal policies and governance requirements.

As a member of the Executive, you will assist the President and Vice President with the strategic oversight of the Board of Directors, with Government Relations & Advocacy and with ensuring the effective function of the organization.

As a member of the Human Resources Committee, you will assist with hiring, supervising, and evaluating the Executive Director; monitoring and ensuring compliance with human rights, employment standards and occupational health and safety legislation; approving human resources policies; ensuring guidelines are in place for setting compensation and approving the salary grid and ensuring funds are available for professional development and training of staff.

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 Standard Incident Report (SIR) 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 black ink, appearing to read "Rob Grimwood".

Deputy Chief Rob Grimwood
President

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