



ONTARIO ASSOCIATION OF FIRE CHIEFS

Leading innovation and excellence in public and life safety

January 3, 2023

Director Rob Grimwood
Deputy Chief
Mississauga Fire & Emergency Services

RE: 2023 Mandate Letter

Dear Director Grimwood,

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 Health & Safety Committee, as the Board Alternate of the Large Urban Committee, as a member of the Emergency Services Steering Committee (ESSC), as an alternate on the Canadian Association of Fire Chiefs (CAFC) National Advisory Council (NAC) and as a liaison to the Ontario Professional Fire Fighters Association (OPFFA).

My expectations, as it relates to the oversight of the Health & Safety Committee, is as follows:

- The Health & Safety 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 Health & Safety 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 Health & Safety Committee in 2023 include:
 - Assisting the Events & Awards Committee by providing input related to event speakers and agendas
 - Organizing the 2023 OAFCh Health & Safety Workshop
 - Ensuring all committee members are aware of Government Relations priorities, and that Government advocacy is coordinated
 - In partnership with the Provincial Advisory Committee, lead the development of a Chief Officer Peer Support Program
 - Provide input to the Section 21 Committee, including assisting with the review of Guidance Notes and informing the committee of emerging health & safety trends
 - Advocating for firefighter health & safety initiatives, including advocacy to the Ministry of Labour

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

For the 2023 term, you were also elected as President, which in turn makes you a member of the Executive & Human Resources Committees. As President, your primary function is to provide leadership to the Board, ensure the integrity of the Board's process and represent the Board and the Association to outside parties.



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As a member of the Executive, you will lead the strategic oversight of the Board of Directors, 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 Emergency Services Steering Committee (ESSC) and CAFC National Advisory Council (NAC), 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.

Specific to your role as a Liaison to the Ontario Professional Fire Fighters Association (OPFFA), this relationship and partnership is key to our success and as a liaison, our expectation is that you maintain an open line of communication and engage this group 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