



ONTARIO ASSOCIATION OF FIRE CHIEFS

Leading innovation and excellence in public and life safety

January 3, 2023

Director Brent Thomas
Fire Chief
Innisfil/Bradford West Gwillimbury Fire and Rescue Service

RE: 2023 Mandate Letter

Dear Director Thomas,

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 Training & Education Committee, as the Board Alternate of the Industry Committee, as a member of the Training Task Force and as a Liaison for the Ontario Association of Fire Training Officers (OAFTO).

My expectations, as it relates to the oversight of the Training & Education Committee, is as follows:

- The Training & Education 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 each of the Training & Education 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 Training & Education Committee in 2023 include:
 - Ensuring all members are aware of Government Relations priorities, that training & education issues are considered and that Government advocacy is coordinated
 - Assisting the Events & Awards Committee by providing input related to event speakers and agendas
 - Working directly with the Office of the Fire Marshal to provide stakeholder feedback related to their training modernization and mandatory certification programs
 - Working with the OFM and other key stakeholders to ensure that training on electric vehicle emergencies and lithium ion battery fires is produced and available to Ontario fire services
 - Reviewing the recommendations from the "Inquest into the Deaths of Benjamin Twiddy, Marilee Towie, Holly Harrison, Kevin, Jennifer, Robert and Cameron Dunsmuir" and determine what steps should be taken related to the recommendation of providing Police Officers with training so their actions in the event they arrive first on a fire scene are not detrimental to the incident outcome or lives of those involved

In addition to the Training & Education Committee expectations, I ask that you be the Board Alternate for the Industry 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 a Liaison to the Ontario Association of Fire Training Officers (OAFTO), 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.

Specific to your role as a member of the Training Task Force, this is an incredibly important role and under the leadership of the working group chair, 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