



ONTARIO ASSOCIATION OF FIRE CHIEFS

Leading innovation and excellence in public and life safety

January 13, 2025

President Rob Grimwood
Deputy Chief
Mississauga Fire & Emergency Services

RE: 2025 Mandate Letter

Dear Director Grimwood,

Thank you for your commitment to serving as an Ontario Association of Fire Chiefs (O AFC) Director and as the Association's President. 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 2025 term specific to your areas of designated responsibility.

For the 2025 term, the O AFC has the following priorities that Directors are tasked with supporting and achieving:

- Improving member engagement & communication, and representing members from all fire departments
- Completing the modernization of the zone program to better represent local member interests
- Ensuring the continued success of O AFC events and the value they provide to members
- Conducting a 2026 to 2029 strategic plan
- Continuing our strong government relations program, including hosting another Queens Park Advocacy Day, having a strong presence at the ROMA and AMO conferences, 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, including ensuring staff are supported, looking at on-going opportunities to diversify revenue, and developing a framework of internal processes that will ensure effective future succession planning
- Conducting a comprehensive governance review, including evaluating further constitutional improvements, determining the best approach related to a code of conduct, formalizing election and resolution processes; and ensuring adherence to the Ontario Not for Profit Corporations Act (ONCA)



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For the 2025 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), as Chair of the Governance Committee and as an OAFChiefs representative on the Ontario Memorial Service Foundation.

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 2025 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 OAFChiefs remains aware of emerging issues and offers support to members as quickly and effectively as possible

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 of that committee with meeting their mandate, as well as replacing them as required.

For the 2025 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.

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 Governance Committee, in 2025 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.



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Specific to your role on the Emergency Services Steering Committee (ESSC), Ontario Memorial Service Foundation 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.

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 MacDonald, Executive Director