



ONTARIO ASSOCIATION OF FIRE CHIEFS

Leading innovation and excellence in public and life safety

January 13, 2025

Vice President Jeremy Parkin
Fire Chief
Rama Fire & Rescue Services

RE: 2025 Mandate Letter

Dear Vice President Parkin,

Thank you for your commitment to serving as an Ontario Association of Fire Chiefs (O AFC) Director and as the Association's Vice 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 Diversity, Equity & Inclusivity (DEI) Committee, as the Board Alternate of the Fire Prevention & Public Education Committee, as a member of the Governance Committee, a member of the Sprinkler Working Group, as the OAFChiefs representative on the Fire Marshals' Public Fire Safety Council and as an OAFChiefs representative on the Ontario Memorial Service Foundation.

My expectations, as it relates to the oversight of the Diversity, Equity & Inclusivity (DEI) Committee, is as follows:

- The Diversity, Equity & Inclusivity (DEI) 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 Diversity, Equity & Inclusivity (DEI) 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 Diversity, Equity & Inclusivity (DEI) Committee expectations, I ask that you be the Board Alternate for the Fire Prevention & Public Education 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 Vice President, which in turn makes you a member of the Executive & Human Resources Committees. As Vice President, your primary function is to assist and support the President with the overall leadership of the organization, and to represent them in their absence.

As a member of the Executive, you will assist the 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.



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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.

Specific to your roles as our representative on the Fire Marshals' Public Fire Safety Council, Sprinkler Working Group and the Ontario Memorial Service Foundation, these roles are paramount to our organization's success and as part of the 2025 mandate, we ask you to continue to faithfully represent us with these two organizations and continue to report to the Board and members as necessary.

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: Mark MacDonald, Executive Director