

# FROM THE CHIEFS

The annual report to members of the  
Canadian Association of Fire Chiefs

2016-2017



**THE HILL TIMES**  
CANADA'S POLITICS AND GOVERNMENT NEWSPAPER  
TWENTYEIGHTH YEAR, NO. 1420 MONDAY, MARCH 27, 2017

## Who you gonna call? The fire chiefs, naturally.

Photographs courtesy of Dave Chan

Fire chiefs from all of the provinces in Atlantic Canada with Liberal MP Reginald Ginnar, House Speaker Robt. Duggan hosted the Canadian Association of Fire Chiefs on March 20 in Room 216-N Centre Block.

Vancouver Fire Chief John McKenney, left, Liberal MP Raj Saini, and Calgary Fire Chief Ken McQuinn.

Liberal MP Hardy Fry, left, New Westminster Fire Chief Tim Armstrong, Victoria Fire Chief Paul Bruce, and Green Party Leader Elizabeth May.

Revealed Minister Diane Leboulanger, left, Liberal MPs Kent Massie and Denis Lemieux, and Gatineau Fire Chief Gary Barone.

Say cheese: The Canadian Association of Fire Chiefs was on the Hill last week, lobbying on mental health issues. In this group picture are chiefs from across the country. Back row, from the left: Rob Evans, Redwood Meadows; Brad Yochim, Wallace & District; Graham Fowler, CVFSA; Cameron Abrey, Dauphin; Bruce Donig, Cornwall; Bruce Ferguson, Township of Langley; Brian Wilson, Clarence-Rockland; Daniel Gaudet, Nova Scotia; Rick Arnel, Essex; Sean Tacey, Ottawa; Blaine Wiggins, Aboriginal Firefighters Association; John Gillisse, Ottawa. Middle row, from the left: Todd Horrocks, Ottawa; Gary Barnes, Gatineau; Phil Lemire, White Rock; Duane Antle, Come by Chance; Denis Pilon, Swift Current; Ken Block, Edmonton; Vince Mackenzie, Grand Falls Windsor; Tim Armstrong, New Westminster; John McKenney, Vancouver; Richard Kent, Aboriginal Firefighters Association; John Kingens, Sarnia; Gerry Pingitore, Ottawa. Front row, from the left: Rod MacDonald, East River; Charles Kavanagh, Maritime Chiefs; Paul Bruce, Victoria; Peter Krich, Carleton Place; Dan McCoy, Kennebecasis; Kim Ayotte, Ottawa; Ken McMullen, Calgary; Arnold Lazare, Aboriginal Firefighters Association; Rod Nielsen, Brookfield.

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Dr. Tina Saryeddine, Executive Director, Canadian Association of Fire Chiefs | 613-695-8462, or  
Ms. Vicky Constantineau, Director of Operations and Events, Canadian Association of Fire Chiefs | 613-270-9138

## A Message from the President Chief Ken Block...

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### Dear Members and Partners:

On behalf of the Board of Directors, it is my pleasure to present you with the annual report of the CAFC covering the period of December 1, 2016 to January 1, 2017 as well as some selected highlights from January to September 2017.

As many of you know, 2016-2017 was a period of transition and renewal. We had a number of staffing departures. I'd like to thank former Executive Director Mr. John-Paul Cody-Cox and former Director of Policy, Dr. Erica Adams for their service to the association. I'd also like to thank our current Director of Operations Ms. Vicky Constantineau who continues to do a tremendous job supporting the association.

Despite the transitions, 2016-2017 was incredibly productive. Each of my colleagues on the Board and on the National Advisory Council, as well as many members of the association and committee chairs have stepped in actively to make us what we are today.

We have a strong strategic plan that increases our clarity of purpose, roles and responsibilities; we've had over 80 meetings with Government and officials; and we are on the brink of launching some very impressive products. We hope you enjoy reading about them in this annual report.

As we approach CAFC's 110th anniversary, you will see CAFC continue to evolve in terms of increasing its membership, influence, and role in Ottawa. To this effect, I'm delighted CAFC's new Executive Director, Dr. Tina Saryeddine who joined us at the end of May 2017, has embraced the mandate of the association. I know she is looking forward to meeting and working with you.

The Association is a reflection of our roles as fire chiefs across the country. Thank you for making it strong, united and high on impact. Again, my personal thanks to the Board, members, partners and staff. I look forward to year two of my Presidency and supporting the CAFC in any way I can.

Sincerely,  
President Chief Ken Block

## From the Chiefs...Selected CAFC Committees, Projects and Portfolios\*

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### From the National Advisory Council *(Chief Dan McCoy, Kennebecasis Valley, NB):*



Embodying the spirit of team work and responsiveness that is pervasive in our sector and across the country, we are fortunate to have a committed National Advisory Council (NAC) with representation from each province, territory and with representation from our Allied associations and stakeholders. The National Advisory Council works with the Board of Directors and provides important and influential advice on key policy issues also fulfilling a knowledge exchange role across the country. The NAC meet monthly by phone, working closely with the Board of directors, the NAC members and Board members meet together four(4) times per year, twice via face to face and twice by phone. As we move into the 2017-2018 period, you will get to know the National Advisory Council members better. As Chair, I'd like to thank each National Advisory Council member for your commitment to the national and federal scene.

### Building the CAFC Strategic Plan *(Chief John McKearney, Vancouver, BC):*



In 2016-2017 CAFC had pleasure of working with members on a strategic plan that clearly positions CAFC's role in the Canadian landscape. It has four pillars: engagement, leadership, governance and advocacy. I am so pleased to see the Board, NAC, membership and management use this plan to its full effect. Over the coming years you will see CAFC deepen its execution of this strategic plan. Thank you to all who participated in its development and particularly to Integra for penning such an effective piece.

### National Fire Information Database to launch with 10 years of data. *(Chief Kenneth Stuebing, Chatham Kent, ON; Chief Len Garis, Surrey, BC)*



We are delight that we are able to share with the CAFC membership that our vision of a National Fire Information Database is coming to fruition. The database contains 73 elements about structural, vehicular and outdoor fires. The database is a start. It has enough data to set the database. Now we need to mine, refine, analyze and improve what it tells us. Alongside the database which is made possible by our friends and colleagues at the Canadian Council of Fire Marshalls and Fire Commissioners, is a report by Statistics Canada that focusses on a few of the 73 data elements. It tells a powerful story about deaths, injuries and incidences from structural, vehicular, and outdoor fires in Canada. It also helps us to see the types of analyses, limitations, and possibilities of the NFID. Members will be able to access the database from a password protected site and will have speaking points to facilitate discussions about the database should you be asked. Finally, under the NFID program, we have commissioned 10 university research team projects that will come due in December. You can learn more about what these projects are and other information about the NFID from [www.cafc.ca](http://www.cafc.ca). On behalf of CAFC, we'd like to take this opportunity to thank our colleagues at the Canadian Council of Fire Marshalls and Fire Commissioners, our funders at Public Safety and DRDC, and Mr. Trefor Munn Venn from Rhapsody Strategies. It was a team effort to make this happen and we look forward to seeing it evolve into the future.



### **Launching the ECFO Program** *(Chief Phil Lemire, White Rock City):*

As Chair of the ECFO Council, it's my pleasure to announce the launch of the new Executive Chief Fire Officer Program. Over the course of submitting your application, candidates will engage in the development and demonstration of thirty competencies that will provide evidence of your proficiency as a Chief Officer. These competencies span seven important themes related to management within the fire service: leadership, human resources, governance, business acumen, finance, fire prevention and fire technical. The ECFO program is available in both official languages, originating in English and translated by experts in the field. It replaces the CFO program which will be grandfathered out. Candidates who have completed the original CFO program will have the choice of either transitioning to the ECFO program, provided that you adhere to the maintenance of certification criteria; or you may maintain your current CFO designation. Members of the ECFO Council will be there to assist you through the program. As Chair of the Council, I'd like to take this opportunity to thank our Council members, the Motorola Foundation for their generosity in enabling this work, and staff. The ECFO curriculum will be reviewed every two years. Join us for the launch at Fire Rescue Canada 2017!



### **From the Mental Health File** *(Assistant Deputy Chief Ken McMullen, Calgary, Alberta):*

CAFC has a long-standing tradition of concern about the mental health of first responders. As far back as 2012, we passed a resolution. This year, I am delighted to see so much progress on the mental health file. You will note in CAFC's pre-budget submission, we have asked for \$2.5M in federal funding to offset the costs of putting the mental health first aid program and the R2MR program in every fire department across the country. We have also participated in a study recently published in the journal of psychiatry led by the Canadian Institute for Public Safety Research and Treatment. Finally, we have supported the Canadian Alliance on Mental Illness and Mental Health (CAMIMH) request for 100M for a mental health innovation fund that would offer expedited access and full coverage of mental health services to a larger number of Canadians – including first responders – faster.



### **Answer the Call 1.0 to 2.0** *(Chief Vince Mackenzie, Grand Falls-Windsor, Newfoundland and Labrador):*

In 2016-2017 we were delighted to launch the answer the call website. The purpose of the website in its current and initial phase is to help departments recruit volunteer firefighters. Our goal is now to transform this website into a mechanism that all fire departments can use to advise Canadians of the needs of their departments. Stay tuned for how we leverage this initial site into Answer the Call 2.0 with a view to transforming the website into a dynamic and interactive mechanism to engage all Canadians and fire departments.

## Building a robust association in both official languages

*(Chief Daniel Perron, Sainte-Julie, Quebec):*



As a French speaking member of the Board, this year I am delighted that the CAFC has decided to move towards full translation of its documents and website. This is a strategic issue because our capacity to engage in both official languages speaks to the truly national role of the association and thus the strength of our voice nationally federally and in Ottawa. As a first step we have found a translator that we hope you will find can best reflect the language of our sector. Next, we have put in place a review and react process to make sure the translations. We hope that this process will make our French speaking members more at home in the CAFC family and we look forward to leadership from all French speaking parts of the country in the CAFC. My thanks to my colleagues in all parts of the country who have stepped in to help the CAFC on the translation front. We are stronger together.

## Treasurers Report *(Chief Pierre Voisine, Cornwall Ontario):*



As treasurer, I have the privilege and responsibility of presenting you with the annual financial statements of the association and of overseeing staff recruitment. I'm delighted to have worked with my colleagues on an extensive search and to welcome Dr. Saryeddine to CAFC. Contained within this document, you will find our annual statements. On the financial front, your Association is in good financial standing, in part due to sound investments and success in government grants and contributions. With a full staffing complement our goals will be to transform some of our programs, such as the answer the call website into an investment and to increase our membership. I'd like to take this opportunity to thank those sponsors, partners, companies and departments that have offered us grants and contributions to achieve our goals. I'd also like to thank those contractors who support the association with high quality work and fair priced contracts. Finally, I thank all members for the timely payment of your dues. The association is what we will make of it collectively. Every member is needed and appreciated and CAFC will do it parts to ensure that you and your organizations have a full return.

*\*The CAFC would like to thank all committees, whose work will be showcased in future publications. Please see page 13 for a full list of committee members.*

# Financial Statements

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**CANADIAN ASSOCIATION OF FIRE CHIEFS  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2016**

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| Auditor's Report              |
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## NEPHIN WINTER BINGLEY

CHARTERED PROFESSIONAL ACCOUNTANTS

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### INDEPENDENT AUDITOR'S REPORT

To the Members :

#### Report on the Financial Statements

We have audited the accompanying financial statements of the Canadian Association of Fire Chiefs which comprise the balance sheet as at December 31, 2016 and the statements of net assets, income and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of these financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Opinion*

In our opinion, these financial statements present fairly, in all material respects, the balance sheet of Canadian Association of Fire Chiefs as at December 31, 2016, and its financial performance for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.



Smiths Falls, Ontario  
August 24, 2017

Chartered Professional Accountants  
Licensed Public Accountants

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**CANADIAN ASSOCIATION OF FIRE CHIEFS**

**BALANCE SHEET**

**AS AT DECEMBER 31, 2016**

|                                          | <b>2016</b>                | <b>2015</b>                |
|------------------------------------------|----------------------------|----------------------------|
| <b>ASSETS</b>                            |                            |                            |
| <b>CURRENT</b>                           |                            |                            |
| Cash                                     | \$ 269,961                 | \$ 190,120                 |
| Investments (note 3)                     | 558,362                    | 727,939                    |
| Accounts receivable - trade              | 268,590                    | 127,634                    |
| - government                             | 38,439                     | 26,598                     |
| Prepaid expense                          | 25,435                     | 22,704                     |
|                                          | <u>1,160,787</u>           | <u>1,094,995</u>           |
| <b>CAPITAL, at cost (note 4)</b>         |                            |                            |
| Capital assets                           | 24,933                     | 24,933                     |
| Less accumulated amortization            | 21,015                     | 18,460                     |
|                                          | <u>3,918</u>               | <u>6,473</u>               |
|                                          | <u><u>\$ 1,164,705</u></u> | <u><u>\$ 1,101,468</u></u> |
| <b>LIABILITIES</b>                       |                            |                            |
| <b>CURRENT</b>                           |                            |                            |
| Accounts payable and accrued liabilities | \$ 104,614                 | \$ 15,742                  |
| Deferred revenue                         | 103,037                    | 71,624                     |
|                                          | <u>207,651</u>             | <u>87,366</u>              |
| <b>NET ASSETS</b>                        | <u>957,054</u>             | <u>1,014,102</u>           |
|                                          | <u><u>\$ 1,164,705</u></u> | <u><u>\$ 1,101,468</u></u> |

**APPROVED ON BEHALF OF THE BOARD**

\_\_\_\_\_ Director

\_\_\_\_\_ Director

The accompanying notes are an integral part of the financial statements.

**CANADIAN ASSOCIATION OF FIRE CHIEFS**

**STATEMENT OF NET ASSETS**

**FOR THE YEAR ENDED DECEMBER 31, 2016**

|                                    | <b>2016</b>              | <b>2015</b>                |
|------------------------------------|--------------------------|----------------------------|
| <b><u>Unrestricted</u></b>         |                          |                            |
| Balance, beginning of year         | \$ 1,014,102             | \$ 1,277,185               |
| Net loss                           | (57,048)                 | (263,083)                  |
| <b><u>Balance, end of year</u></b> | <b><u>\$ 957,054</u></b> | <b><u>\$ 1,014,102</u></b> |

The accompanying notes are an integral part of the financial statements.

**CANADIAN ASSOCIATION OF FIRE CHIEFS**

**STATEMENT OF LOSS**

**FOR THE YEAR ENDED DECEMBER 31, 2016**

|                                           | <b>2016</b>        | <b>2015</b>         |
|-------------------------------------------|--------------------|---------------------|
| <b>INCOME</b>                             |                    |                     |
| Memberships                               | \$ 181,187         | \$ 245,406          |
| Conference                                | 331,804            | 357,076             |
| Smoke alarm sales                         | 224,439            | -                   |
| Sponsorships and fund raising             | 480,520            | 315,881             |
| Magazine sales                            | -                  | 5,000               |
| Miscellaneous                             | 18,273             | 5,224               |
| Investment                                | 38,117             | 11,434              |
|                                           | <u>1,274,340</u>   | <u>940,021</u>      |
| <b>EXPENSES</b>                           |                    |                     |
| Advertising and marketing                 | 37                 | 19,163              |
| Answer The Call                           | 148,802            | -                   |
| Bank charges and interest                 | 13,255             | 11,084              |
| Chief Fire Officer program                | 853                | -                   |
| Conference                                | 361,575            | 399,791             |
| Government relations week                 | 41,213             | 30,619              |
| Insurance                                 | 1,972              | 1,972               |
| National Fire Incident Database           | 106,900            | -                   |
| Office                                    | 55,317             | 75,287              |
| Payroll                                   | 169,847            | 296,709             |
| Professional fees                         | 130,122            | 174,587             |
| Smoke Alarm Expense                       | 179,004            | -                   |
| Rent                                      | 3,989              | 5,591               |
| Sponsor servicing and program development | 8,430              | 50,356              |
| Travel and meetings                       | 110,072            | 137,945             |
|                                           | <u>1,331,388</u>   | <u>1,203,104</u>    |
| <b>NET LOSS</b>                           | <u>\$ (57,048)</u> | <u>\$ (263,083)</u> |

The accompanying notes are an integral part of the financial statements.

**CANADIAN ASSOCIATION OF FIRE CHIEFS**

**STATEMENT OF CASH FLOW**

**FOR THE YEAR ENDED DECEMBER 31, 2016**

|                                                                         | <b>2016</b>       | <b>2015</b>       |
|-------------------------------------------------------------------------|-------------------|-------------------|
| <b>OPERATING ACTIVITIES</b>                                             |                   |                   |
| Cash (used in) operations                                               |                   |                   |
| Net income (loss)                                                       | \$ (57,048)       | \$ (263,083)      |
| Charges to operations not affecting working capital:                    |                   |                   |
| Amortization                                                            | 2,555             | 4,828             |
|                                                                         | (54,493)          | (258,255)         |
| Net change in non-cash working capital balances related to operations * | (35,243)          | (143,810)         |
| Cash (used in) operations                                               | (89,736)          | (402,065)         |
| <b>FINANCING ACTIVITIES</b>                                             |                   |                   |
| Purchase of capital assets                                              | -                 | (2,325)           |
| <b>DECREASE IN CASH AND EQUIVALENTS</b>                                 | <b>(89,736)</b>   | <b>(404,390)</b>  |
| <b>CASH AND EQUIVALENTS, BEGINNING OF YEAR</b>                          | <b>918,059</b>    | <b>1,322,449</b>  |
| <b>CASH AND EQUIVALENTS, END OF YEAR</b>                                | <b>\$ 828,323</b> | <b>\$ 918,059</b> |

\* Consisting of changes in accounts receivable, prepaid expenses, accounts payable and accrued liabilities and deferred revenue.

Cash and equivalents is represented by cash and short term investments.

The accompanying notes are an integral part of these financial statements.

## CANADIAN ASSOCIATION OF FIRE CHIEFS

### NOTES TO FINANCIAL STATEMENTS

ENDED DECEMBER 31, 2016

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#### 1. INCORPORATION

The Canadian Association of Fire Chiefs is incorporated under Part III of the Canada Corporations Act as a non-profit organization without share capital. The Association is a registered charity under the Income Tax Act and accordingly is exempt from income taxes, provided certain requirements of the Income Tax Act are met.

The Association is a national public service association dedicated to reduce loss of life and property from fire and to advance science and technology of the fire services in Canada.

#### 2. GENERAL

Basis of Presentation:

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

#### 3. SIGNIFICANT ACCOUNTING POLICIES

##### (a) Basis of accounting

Revenue and expenditures are recorded on the accrual basis whereby they are reflected in the accounts in the period in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

##### (b) Revenue recognition

The Association follows the deferral method of accounting for contributions. Unrestricted contributions are recognized when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Membership dues, conference income, sponsorships, fundraising, smoke alarm sales and interest income are recognized in the fiscal period. All expenditures are on the accrual basis.

##### (c) Use of estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditures during the year. Actual results could differ from these estimates.

##### (d) Investments

Investments are comprised of fixed income and equity mutual funds recorded at fair market value and guaranteed investment certificates recorded at cost plus accrued interest. They are shown as current assets due to their ability to be converted to cash.

# **CANADIAN ASSOCIATION OF FIRE CHIEFS**

## **NOTES TO FINANCIAL STATEMENTS**

**ENDED DECEMBER 31, 2016**

### **4. CAPITAL ASSETS**

Capital assets are accounted for at cost and amortized on the basis of their useful life using the following methods and rates.

|                            | <b>RATE</b> | <b>COST</b> | <b>ACCUMULATED<br/>AMORTIZATION</b> | <b>NET<br/>2016</b> | <b>2015</b> |
|----------------------------|-------------|-------------|-------------------------------------|---------------------|-------------|
| Computer                   | 55%         | 20,791      | 19,165                              | 1,626               | 3,610       |
| Furniture and<br>equipment | 20%         | 4,142       | 1,850                               | 2,292               | 2,863       |
|                            |             | 24,933      | 21,015                              | 3,918               | 6,473       |

### **5. FINANCIAL INSTRUMENTS**

The Association's financial instruments consist of cash, investments, accounts receivable and accounts payable and accrued liabilities. The carrying amounts reported on the balance sheet for these financial instruments approximate fair market values due to their immediate or short-term maturities. Unless otherwise noted, it is management's opinion that the Association is not subject to significant interest rate risk, credit risk, market risk, currency risk, and liquidity arising from these financial instruments.

The Association's exposure to and management of risk has not changed materially from December 31, 2015.

## Committee Members (2016-2017)

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### Board of Directors

|                                            |           |
|--------------------------------------------|-----------|
| Fire Chief Ken Block, CFO.....             | President |
| Fire Chief Pierre Voisine.....             | Director  |
| Fire Chief Ken McMullen.....               | Director  |
| Fire Chief John McKearney, CFO (ret.)..... | Director  |
| Fire Chief Daniel Perron.....              | Director  |
| Fire Chief Ken Stuebing.....               | Director  |
| Fire Chief Vince Mackenzie.....            | Director  |

### National Advisory Council

|                                        |                                                        |
|----------------------------------------|--------------------------------------------------------|
| Deputy Fire Chief Dan McCoy, CFO ..... | Chair & New Brunswick                                  |
| Fire Chief Peter Krich, CFO .....      | Alberta                                                |
| Fire Chief Phil LemireCFO.....         | British Columbia                                       |
| Fire Chief Cam Abrey.....              | Manitoba                                               |
| Fire Chief Duane Antle.....            | Newfoundland and Labrador                              |
| Fire Chief Jim Sawkins, CFO.....       | Northwest Territories                                  |
| Fire Chief Rod Nielson.....            | Nova Scotia                                            |
| Fire Chief Rick Arnel .....            | Ontario                                                |
| Vacant .....                           | Prince Edward Island                                   |
| Fire Chief Richard Amnotte.....        | Quebec                                                 |
| Fire Chief Kevin Eskra.....            | Saskatchewan                                           |
| Fire Chief Jim Regimbal, CFO .....     | Yukon                                                  |
| Commissioner Richard Kent .....        | Aboriginal Firefighters Association of Canada          |
| Fire Chief Mike McKenna .....          | Canadian Fallen Firefighters Foundation                |
| Fire Chief John Lane .....             | Canadian Metro Chiefs                                  |
| Director Graham Pawlett.....           | Canadian Volunteer Fire Service Association            |
| Fire Marshal David Rossiter.....       | Canadian Council of Fire Marshals & Fire Commissioners |
| Deputy Fire Marshal Martin Gravel..... | Department of National Defence                         |

### CAFC Committees

#### Fire & Life Safety Committee

|                                             |                                                |
|---------------------------------------------|------------------------------------------------|
| Deputy Fire Chief Linda Masson (Chair)..... | Airdrie Fire Department                        |
| Mr. Shayne Mintz .....                      | National Fire Protection Association           |
| Fire Chief Michel Vaillancourt .....        | Coteau du-Lac Fire Department                  |
| Assistant Fire Chief Pat Walker.....        | Langley Fire Department                        |
| Captain Phil Rowe .....                     | Vegreille Fire Department                      |
| Fire Chief Paul Bruce .....                 | Victoria Fire Department                       |
| Fire Chief Terry Martin .....               | Kootenay Boundary Regional Fire Rescue Service |
| Fire Chief Steve Dongworth.....             | Calgary Fire Department                        |

#### Labour Relations Committee

|                                           |                                  |
|-------------------------------------------|----------------------------------|
| Fire Chief Kevin Weinberger (Chair) ..... | Airdrie Fire Department          |
| Assistant Fire Chief Brent Watson.....    | West Kelowna Fire Department     |
| Deputy Fire Chief Kelly Gilday .....      | Langley City Fire Department     |
| Deputy Fire Chief Bill Boyes.....         | Barrie Fire & Emergency Services |
| Fire Chief Michel Vaillancourt .....      | Cote du-lac Fire Department      |
| Assistant Fire Chief Dean Colthorp .....  | Spruce Grove Fire Services       |
| Deputy Fire Chief Monty Armstrong .....   | Rocky View County Fire Services  |

|                                    |                                  |
|------------------------------------|----------------------------------|
| Fire Chief Albert Headrick .....   | North Battleford Fire Department |
| Deputy Fire Chief Mike Adams ..... | Kamloops Fire Rescue             |
| Fire Chief Paul Bruce .....        | Victoria Fire Department         |
| Fire Chief Denis Pilon.....        | Swift Current Fire Department    |
| Mr. Dan Heney.....                 | Calgary Fire Department          |
| Fire Chief Dale McLean .....       | Kamloops Fire Rescue             |
| John Fredericks .....              | Kirkland Lake Fire Department    |

### Membership Committee

|                                         |                                     |
|-----------------------------------------|-------------------------------------|
| Fire Chief Richard Amnotte (Chair)..... | Levis Fire Department               |
| Fire Chief Vince Mackenzie.....         | Grand Falls Windsor Fire Department |
| Deputy Fire Chief Dan McCoy.....        | Kennebecasis Valley Fire Department |
| Fire Chief Cam Abrey.....               | Dauphin Fire Department             |
| Deputy Fire Marshal Martin Gravel.....  | Department of National Defence      |

### Nominations Committee

|                                        |                                     |
|----------------------------------------|-------------------------------------|
| Fire Chief Stephen Gamble (Chair)..... | Township of Langley Fire Department |
| Fire Chief Jim Regimbal .....          | Dawson City Fire Department'        |

### Resolutions, Bylaws & Constitution Committee

|                                        |                                  |
|----------------------------------------|----------------------------------|
| Fire Chief Denis Pilon (Chair) .....   | Swift Current Fire Department    |
| Assistant Fire Chief Tyler Pelke ..... | Calgary Fire Department          |
| Fire Chief Andy Thiessen .....         | Morden Fire & Rescue             |
| Fire Chief Albert Headrick .....       | North Battleford Fire Department |
| Fire Chief Dean Clark.....             | Innisfail Fire Rescue            |

### CFO Council

|                                          |                                      |
|------------------------------------------|--------------------------------------|
| Fire Chief Phil Lemire (Chair) .....     | White Rock Fire-Rescue               |
| Assistant Fire Chief Dean Colthorp ..... | Spruce Grove Fire Services           |
| Mr. Dan Heney.....                       | Calgary Fire Department              |
| Deputy Fire Chief Linda Masson .....     | Airdrie Fire Department              |
| Fire Chief John McKearney.(ret.).....    | Vancouver Fire and Rescue Services   |
| Fire Chief Rod Nielsen.....              | Brookfield Fire & Emergency Services |
| Fire Chief Daniel Perron.....            | Ste-Julile Fire Department           |
| Fire Chief Dan Paulsen .....             | Saskatoon Fire & Protective Services |

### Members of Parliament meeting with CAFC during Government Relations Week

|                                           |                                                      |
|-------------------------------------------|------------------------------------------------------|
| Hon. Ralph Goodale.....                   | Minister of Public Safety and Emergency Preparedness |
| Hon. Amarjeet Sohi.....                   | Minister of Infrastructure and Communities           |
| Office of the Hon. Marc Garneau .....     | Minister of Transport                                |
| Office of the Hon. Carla Qualtrough ..... | Minister of Sport and Persons with Disabilities      |
| Michel Picard.....                        | Montarville, QC                                      |
| Jean-Claude Poissant.....                 | La Prairie, QC                                       |
| Gary Anandasangaree .....                 | Scarborough — Rouge Park, ON                         |
| Adam Vaughan.....                         | Spadina — Fort York, ON                              |
| Darrell Samson .....                      | Sackville — Preston — Chezzetcook, NS                |
| Karen Ludwig.....                         | New Brunswick Southwest, NB                          |
| Jati Sidhu.....                           | Mission — Matsqui — Fraser Canyon, BC                |
| John Oliver.....                          | Oakville, ON                                         |
| Denis Lemieux .....                       | Chicoutimi — Le Fjord, QC                            |
| Majid Jowhari .....                       | Richmond Hill, ON                                    |
| Nick Whalen.....                          | St. John's East, NL                                  |
| Ali Ehsassi .....                         | Willowdale, ON                                       |

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|------------------------------|-------------------------------------------------------|
| Celina Caesar-Chavannes..... | Whitby, ON                                            |
| Scott Simms .....            | Coast of Bays — Central — Notre Dame, NL              |
| Alaina Lockhart .....        | Fundy Royal, NB                                       |
| Sean Casey .....             | Charlottetown, PEI                                    |
| Ruby Sahota .....            | Brampton North, ON                                    |
| T.J. Harvey .....            | Tobique — Mactaquac, NB                               |
| Marco Mendicino .....        | Eglinton — Lawrence, ON                               |
| Darren Fisher .....          | Dartmouth — Cole Harbour                              |
| Marwan Tabbara .....         | Kitchener South — Hespeler, ON                        |
| James Maloney .....          | Etobicoke — Lakeshore, ON                             |
| Anthony Housefather .....    | Mount Royal, QC                                       |
| Pam Damoff .....             | Oakville North — Burlington, ON                       |
| Jennifer O'Connell .....     | Pickering — Uxbridge, ON                              |
| Kim Rudd .....               | Northumberland — Peterborough South, ON               |
| Borys Wrzesnewskyj .....     | Etobicoke Centre, ON                                  |
| Anthony Rota .....           | Nipissing — Timiskaming, ON                           |
| Francis Drouin .....         | Glengarry — Prescott — Russell, ON                    |
| John Aldag .....             | Cloverdale — Langley City, BC                         |
| Doug Eyolfson .....          | Charleswood — St. James — Assiniboia — Headingley, MB |
| Frank Baylis .....           | Pierrefonds — Dollard, QC                             |
| Dan Ruimy .....              | Pitt Meadows — Maple Ridge, BC                        |
| Ramesh Sangha .....          | Brampton Centre, ON                                   |
| Mel Arnold .....             | North Okanagan — Shuswap, BC                          |
| Ziad Aboultaif .....         | Edmonton Manning, AB                                  |
| David Tilson .....           | Dufferin — Caledon, ON                                |
| Pierre Paul-Hus .....        | Charlesbourg — Haute-Saint-Charles, QC                |
| James Bezan .....            | Selkirk — Interlake — Eastman, MB                     |
| Hon. Rob Nicholson .....     | Niagara Falls, ON                                     |
| David Yurdiga .....          | Fort McMurray — Cold Lake, AB                         |
| Blake Richards .....         | Banff — Airdrie, AB                                   |
| Jim Eglinski .....           | Yellowhead, AB                                        |
| Kelly Block .....            | Carlton Trail — Eagle Creek, AB                       |
| John Brassard .....          | Barrie — Innisfil, ON                                 |
| Matt Jeneroux .....          | Edmonton Riverbend, AB                                |
| Mark Warawa .....            | Langley — Aldergrove, BC                              |
| Bev Shipley .....            | Lambton — Kent — Middlesex, ON                        |
| Dave Van Kesteren .....      | Chatham-Kent — Leamington, ON                         |
| Mike Lake .....              | Edmonton — Wetaskiwin, AB                             |
| David Sweet .....            | Flamborough — Glanbrook, ON                           |
| Robert Kitchen .....         | Souris — Moose Mountain, SK                           |
| Harold Albrecht .....        | Kitchener — Conestoga, ON                             |
| David Anderson .....         | Cypress Hills — Grasslands, SK                        |
| Alistair MacGregor .....     | Cowichan — Malahat — Langford, BC                     |
| Rachel Blaney .....          | North Island — Powell River, BC                       |
| Carol Hughes .....           | Algoma — Manitoulin — Kapuskasing, ON                 |
| Sheri Benson .....           | Saskatoon West, SK                                    |
| Irene Mathysen .....         | London — Fanshawe, ON                                 |
| Cheryl Hardcastle .....      | Windsor — Tecumseh, ON                                |
| Erin Weir .....              | Regina — Lewvan, SK                                   |
| Wayne Stetski .....          | Kootenay — Columbia, BC                               |
| Michel Boudrias .....        | Terrebonne, QC                                        |
| Gabriel Ste-Marie .....      | Joliette, QC                                          |
| Hunter Tootoo .....          | Nunavut, NU                                           |
| Transport Canada .....       | Transportation of Dangerous Good Directorate          |

