



Mark A. Buzan
CAE, APR

[https://www.linkedin.com/in/
executive-director/](https://www.linkedin.com/in/executive-director/)

Video CV:
<http://bit.ly/MarkBuzan>

April 18, 2018

Abe Taqtaq
President
Board of Directors
Frontier Duty Free Association (FDFA)
Sent via email: admin@fdfa.ca

Re: Executive Management, Government & Public Relations opening

Mr. Taqtaq,

Ablaze with focused energy and a track record of leadership and management skills at the strategic and operational levels, I believe that upon review (and especially after viewing my video CV), you will recognize that my innovative strategies are exactly what the Frontier Duty Free Association (FDFA) needs to continue along the excellent path of your years of stewardship of the association.

If you review my attached CV and LinkedIn profile, you'll see for yourself that I am a veteran association executive. My greatest strengths match those most essential to consistent growth, stable operations, and ultimately organizational success:

- ▶ A career-long history of taking initiative and a record of working successfully with volunteers, boards or committees, and staff as a team, implementing the stated goals and strategic plans of an association
- ▶ Nearly 10+ years of managing association staffs resulting in more thorough operationalizations of strategic plans with staff reporting higher levels of job satisfaction.
- ▶ Proficiency in government relations, communications and public relations strategy along with experience representing industries before national, international and trade media
- ▶ Unique abilities to develop strategies to raise the visibility of an organization, develop projects and partnerships
- ▶ An inclusive leader who encourages contributions from all levels of the organization and the Board of Directors
- ▶ 18 years of experience in developing policy statements
- ▶ Masters level studies in government relations and certification as an Association Executive
- ▶ Fluency in French, English, as well as in Spanish

My keen business insight, experience in improving operations, while sincere appreciation for the need for consensus building in the non-profit world will enable me to make a positive impact for FDFA's work. I am confident my combination of drive and experience will provide FDFA with an invaluable resource.

I look forward to discussing your objectives and how I can work with their organization to accomplish them.

Sincerely yours,

Mark A. Buzan CAE, APR

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Video CV:
<http://bit.ly/MarkBuzan>

mobile: 819.639.8416
[linkedin.com/in/markbuzan](https://www.linkedin.com/in/markbuzan)

18+ year experienced relationship builder in senior leadership roles and as an association leader, Director of Communications and Government Relations, Sponsorship and Non-Dues Revenue Generator, Executive Director, and President and CEO

Trilingual (French, English, Spanish)

Value offered:

- ▶ Demonstrated capacity to generate more than \$275,000 in new revenues
- ▶ 18+ years in leadership policy development including strategic fund development, advocacy and change management
- ▶ Skilled at establishing strategic directions including priorities that fall in line with an organization's overall goals and objectives
- ▶ 12+ years of managing complex employee relations and negotiations to ensure a cohesive team
- ▶ Supervised staffing teams of 2 to 7 employees
- ▶ Planned, managed and oversaw budgets and assets of up to \$1 million
- ▶ Collaborative, respectful and inclusive leader working for non-profit national boards

NON-PROFIT/ASSOCIATION MANAGEMENT EXPERIENCE

President & Founder | Our Executive Director Association Management, Gatineau, QC 2015 - Present

Founder, lead Executive Director for non-profits, consultant in a variety of association management projects. Clients services have included administrative, member recruitment, and Board support to Creagora, a non-profit cooperative for self-employed professionals. Other service areas of experience have included association management to a national health care association:

- ▶ Event coordination and logistics
- ▶ Abstract coordination
- ▶ Social media marketing
- ▶ All aspects of member, sponsor recruitment, and event coordination
- ▶ Management of member database and e-commerce to raise revenues for the association

Director, Business Development & Partnerships |

Association of Consulting Engineering Companies Canada, Ottawa, ON

2016 - Present

Providing leadership and strategic direction to the association in the establishment and implementation of the organization's Non-Dues Revenue (NDR) programs.

Key outcomes:

- ▶ Closed over \$200,000 in non-dues revenue in the first year, \$300,000 in year two.

President & CEO | Canadian Association of Recycling Industries; Ottawa, Ontario

2014 - 2015

Responsible for implementing the strategic plans and policies, budgets and fiscal reporting, creating and promoting a workplace culture that embodied the mission and values of the association. Acted as the face of the organization to strengthen and grow relationships within all government agencies, the membership, the private sector, and stakeholders.

Key outcomes:

- ▶ Overhauled the website which garnered increasing revenues to collect member dues and event registrations becoming the place for members to go to for all things recycling
- ▶ Implemented tight fiscal policies reducing the deficit by \$125,000 within 12 months

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- ▶ Exceeded projected revenues by \$10,000
- ▶ Key negotiator with Ministers, Members of Parliament, and senior bureaucrats advocating for policy change across Canada promoting important policy gains

Executive Director | Canadian Dental Assistants Association; Ottawa, Ontario

2011 - 2014

Responsible for the overall operations of the organization and achieving the objectives established by the Board of Directors. Oversaw the development of the national conference held across Canada. Acted as the primary negotiator for benefit services and sponsorships to ensure the financial viability of the association.

Key outcomes:

- ▶ Deepened and redefined all aspects of communication in external and internal communications
- ▶ Set financial priorities to increase revenues to over \$20,000 and turned a deficit into a surplus
- ▶ Implemented a change management process to redefine and enhance the overall vision and mission as a professional body
- ▶ Revamped the operations manual, bylaws and governance policies within 14 months
- ▶ Acted as the spokesperson for stakeholder relations

Director of Communications | Canadian Council on Africa, Ottawa, Ontario

2011

Overall management of communications, public relations strategy, and fundraising initiatives for the Council.

Key outcomes:

- ▶ Launched new website and social media outreach that drove the conversation between members, stakeholders and the staff.
- ▶ Implemented new event online registration system which ensured a consistent cash flow month to month
- ▶ Produced monthly profit generating events which helped improve member retention and gave sponsor recognition a higher profile
- ▶ Secured \$10,000 in new grant monies never acquired before

Stakeholder Relations Liaison | ICTC; Ottawa, Ontario

2009 - 2011

Fostered comprehensive professional relationships across Canada and internationally to co-ordinate nationwide focus groups to deliver online workshops on time and on budget.

Key outcomes:

- ▶ Secured eight new partners to engage with the Council within six months of starting

Principal and Chief Magnifying Officer | Action Strategies; Gatineau, Quebec

2001 - 2014

Founded and operated a profitable full service public and government relations consultancy with expertise in the non-profit and government sector.

Sample client projects:

- **Canadian Paralympic Committee:** Chief of Communications, 2007 - 2009

Key outcomes:

- Facilitated a new in-kind \$250,000 media sponsorship for ad space for both print and online
- Amalgamated 13 outreach campaigns into one strategic communications plan that was followed and executed by the staff.
 - Liaised between 22 different sport organizations and consolidated our efforts into one united effort.
- Lead, managed, and mentored project teams of up to 7 ensuring high job satisfaction
- Implemented processes to ensure parliamentary caucus presentations were given to the Minister for Sport and stakeholders
- Spokesman before French and English National Media

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- NAIMA Canada: Government Relations Consultant, 2006 and 2008 - 2009
Key outcomes:
 - Undertook an environmental scan to produce an action plan of strengths and opportunities to develop stronger advocacy ties with stakeholders
- Municipality of Allumette Island: Government Relations Consultant, 2001
Key outcomes:
 - Secured over \$75,000 in previously refused government grant funding

External Communications Director | Canadian Construction Association; Ottawa, Ontario 2003 - 2005

Delivered strategic communications and government relations services to reach out to legislators, Canadian youth and women, as well as to the national media. Lead member growth and retention initiatives in Quebec.

Key outcomes:

- ▶ Tripled Member of Parliament and member attendance over previous year's on-the-Hill event
- ▶ Saved over 20% in outreach budgets while building successful national brand campaigns
- ▶ 2 articles interviewing the President in Maclean's Magazine within a 6 month period
- ▶ High-level presentations secured with government decision makers bringing awareness of the industry's concerns
- ▶ Secured meetings with parliamentarians and high level civil servants to address complex legislative reforms

Public Affairs Manager | Canadian Hydropower Association; Ottawa, Ontario 2003

Coalition building, government relations strategy, organizing the annual public policy forum on hydropower wherein I doubled attendance over the previous year. Coordinated stakeholders and coalitions of the first coalition of solar, wind and hydro energy associations.

Executive Assistant |

Jason Kenney, Member of Parliament; Ottawa, Ontario 1998 - 2003

Correspondence, managing staff and volunteers, human resources, budgets, various legislative and campaign projects. Speech writing, grassroots campaigns, media relations, & policy research.

EDUCATION & ACCREDITATIONS

Certified Association Executive

Canadian Society of Association Executives 2013

Accreditation in Public Relations

Canadian Public Relations Society 2008

Masters Studies in Government Relations

Government Relations Institute of Canada/ Carleton University 2000

Bachelor in Political Science

University of Ottawa 1997

Contributing Author to the American Society of Association Executive's manual on nonprofit governance, "The Will to Govern Well" and "Online PR and Social Media for Not-for-Profits and Associations"