

April 10, 2018

Frontier Duty Free Association  
402 – 116 Lisgar Street  
Ottawa ON K2P 0C2

Dear Search Committee:

This Cover Letter and attached CV is an expression of my interest for the position of Executive Management. With more than 20 years of executive industry association experience, largely focused on Government and public relations, it would a privilege to bring my passion and skill set to the Frontier Duty Free Association.

I have led Government and public relations efforts for construction, aviation and energy sectors. In doing so, I have forged contacts and strategic relationships with both government officials and like minded organizations.

I thrive in an environment where I have an opportunity to make a difference; my career is marked with strong leadership skills, innovation, strategic thinking, and integrity. I have worked across multiple lines of business and used evidence-based positions as the foundation to be proactive while maintaining relationships with industry and government officials.

In 2010 I was tasked to form a new national association, the Canadian Propane Association, establishing it as the leading voice of propane in Canada. We had four strategic priorities; industry image, training, government relations and relationships with regulators. I developed and implemented new proactive result driven Strategic and Operational plans, identified market growth for training programs and new forged new inroads with policy makers.

In my capacity as CEO of the both the Canadian Propane Association and the Canadian Airports Council I have advocated industry friendly regulations and levels of enforcement; lobbied for policies that support investment, and engaged with industry leaders on matters affecting multi-billion dollar industries.

I trust my candidacy will be given every consideration.

Sincerely,

Jim

Jim Facette  
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Cell. 613 850-2669

# James (Jim) Facette, B.A.

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## PROFILE

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A bi-lingual executive with 20 years proven record in the industry association sector. Possesses the ability to provide necessary strategic and decisive leadership in the best interest of the organization. Working with other executives has the experience in balancing the requirements of multiple stakeholders while successfully handling complex and sensitive issues. Successfully developed collaborative team building leadership nurturing strong relationships across, and between, the public and private sector. This allowed for significant success in the development, implementation and execution of government programs and policy.

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## PROFESSIONAL EXPERIENCE

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**CANADIAN BUSINESS AVIATION ASSOCIATION (CBAA)**

**2017 - Feb 2018**

***PRESIDENT & CEO***

Reporting to the Board of Directors and primary spokesperson, responsible for financial management, membership, revenue growth, and federal advocacy.

Selected Accomplishments:

- Brought a decisive vision for greater emphasis on membership participation
- Enhanced Board transparency
- Led greater emphasis on communications with regional chapters
- Began process for new strategic plan development
- Implemented Virtual CFO

Sabbatical - Stay-at-home Father

2014 - 2017

Largely dedicated to reconnecting with my family, I managed to stay connected to many friends and contacts. My search to re-engage my professional life began in early 2016.

**CANADIAN PROPANE ASSOCIATION (CPA), Ottawa, ON**

**2010 – 2013**

***PRESIDENT & CEO***

As the inaugural President & CEO, reporting to the Board of Directors and primary spokesperson, for the new National CPA responsible for establishing the organization in the National Capital Region; developed and oversaw day-to-day operations, lead cultural change, while cultivating positive working relationships with regulatory authorities and senior government and non-government agency executives. Established and organized a new Board of Directors and worked in collaboration with the Board to develop the Association's strategic direction positioning organization as the voice of the propane industry.

**Selected Accomplishments:**

- Successfully lead cultural and corporate reorganization leading to long term success;
- Collaboratively developed and executed government policy of new and existing regulations and legislation
- Successfully promoted for the recognition of the role played by the propane industry in the Canadian economy, this included participation in Canada's Sustainable Energy Strategy efforts
- Revamped communications strategy and tactics reflecting strategic objectives
- Developed and executed new membership communication tools & committee structure
- Developed Strategic Plan, Businesses Plans and corresponding budgets using quantitative and qualitative market intelligence developed by Nanos Research
- Established senior contacts with regulating authorities, both federal and provincial
- Successfully developed and led execution of philanthropic partnership with the Mental Health Commission of Canada

**CANADIAN AIRPORTS COUNCIL (CAC), Ottawa, ON**

**2004 - 2010**

***PRESIDENT & CEO***

Accountable to the Board of Directors to achieve a mandate to successfully position the CAC as the strategic single voice of the eight (8) major and approximately twenty-five (25) smaller airports and airport authorities within Canada; representative and public spokesperson on all aspects of public policy and regulatory matters related to the Canadian airports, including air service agreements and bilateral trade discussions; worked cooperatively with other aviation organizations within Canada while overseeing day-to-day operations.

**Selected Accomplishments:**

- Developed a strong, positive working relationship with two Chief Air Negotiators which subsequently contributed to allowing for the inclusion of the airport industry, for the first time, in air bilateral negotiations in the Canada – EU Open Skies Agreement
- Presented airport industry positions to various House of Commons & Senate committees; cooperatively organized and steered stakeholder efforts in order to secure the Senate passage of a new border facilitation legislation
- Presented the industry position before the International Civil Aviation Organization
- Worked with Transport Canada & Canada Border Services Agency officials on regulatory and legislative matters and the industry's perspective related to operations, safety, security and passenger facilitation

- Collaborated on various issues with likeminded organizations, i.e. Canadian Chamber of Commerce, Teamsters Union, Canadian Helicopter Association, National Airline Council of Canada, Air Transport Association, The Canadian Council for Aviation & Aerospace (CCAA), and the International Civil Aviation Organization (ICAO).
- Represented Canadian airports on two Canada Border Services Agency committees; Ministerial and Departmental and Transport Canada Ministerial Committee.

**CANADIAN COUNCIL OF TECHNICIANS & TECHNOLOGISTS**

**2003 - 2004**

***EXECUTIVE DIRECTOR & CHIEF OPERATING OFFICER***

Reporting to the Board of Directors, as the Senior Representative for the professional association responsible for overseeing the curriculum training for this cohort in the Canadian College system; develop relationships and partnerships both within the construction and engineering industry and with federal agencies in the labour market.

**Selected Accomplishments:**

- Successfully established new partnerships with the construction and engineering community
- Established new relationships with federal agencies in the labour market business
- Undertook the necessary steps to protect the relevant trademark of C.E.T. (Certified Engineering Technologists)
- Established a new communications tools, transparent business planning and budget process for the Association

**CANADIAN CONSTRUCTION ASSOCIATION (CCA),**

**1995 - 2003**

***SENIOR DIRECTOR***

Responsible for coordinating and leading all federal government relations activities for the road and heavy construction sector.

**Selected Accomplishments:**

- Led industry infrastructure lobby efforts through special committee of the CCA, TRIP/Canada (was the Executive Director)
- Established relationships with both elected and non-elected government officials
- Established new successful CCA annual conference sponsorship program, growth from \$20,000 to \$150,000.
- Grow Corporate Membership program having positive impact on revenue growth
- Appeared before the House of Commons committees on Transport and Finance
- Conducted a Nation wide public awareness campaign, in partnership with the CAA, entitled *Roads Work For Canada*

**Positions Held Prior to 1995:**

**BATEMAT DEVELOPMENT CORPORATION, Ottawa/Cornwall, ON**

**1993 - 1995**

***FAMILY BUSINESS***

- Manufactured military helmet covers for Canadian mission to Yugoslavia
- Grew business from 5000 units to 19,000

**OFFICE OF THE HON. JEAN CHAREST, MINISTER of the ENVIRONMENT 1991–92**

***SPECIAL ASSISTANT TOUR & ATLANTIC CAUCUS LIASON***

- Organized the Minister's schedule and tour when he was not in Ottawa
- Liased with the Atlantic PC Party of Canada Members of Caucus on behalf of the Minster

**EXECUTIVE CONSULTANTS LIMITED**

**1988 – 1989**

*Canada's first government relations consulting firm opening in 1967, it was sold in late 1990's to Burson Marsteller.*

**RESEARCHER**

- Researched content used in the development of policy positions and preparations for proposals

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**EDUCATION**

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**UNIVERSITY OF OTTAWA, Ottawa, ON**

- Part-time studies (marketing, economics, and french) **1987-1988**

**CARLETON UNIVERSITY, Ottawa, ON**

- Bachelor of Arts Degree (Political Science) **1984-87**

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**VOLUNTEER AND BOARD ACTIVITIES**

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**Directorships**

**IBD Foundation**

**2005 - 2013**

- Ottawa based charity to assist those affected by Crones, Colitis and Colorectal Cancer

**Transportation Association of Canada (TAC)**

**2000 – 2003**

**ECO Canada – Environment Careers Organization Canada**

**2003 - 2004**

**Volunteer Activity**

**Minor Sports Coach (NCCP Certified)**

**2002-present**

- competitive girls soccer (U12 to U18), house league hockey (IP to Midget) currently Coach, Cumberland Grads Minor PeeWee AA (non-parent)
- Certified Development 1 (Hockey)
- Hockey Canada/Bauer First Shift Instructor (2016 - 2018)

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## LEADERSHIP TRAINING

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DALE CARNEGIE SPEAKER TRAINING	2000
DALE CARNEGIE TRAINING	2001
RAMPORT LEADERSHIP TRAINING	2002

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## MEMBERSHIPS

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RIDEAU CLUB OF OTTAWA  
2006 – present

CANADIAN SOCIETY OF ASSOCIATION EXECUTIVES  
1997- 2014

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## LANGUAGE PROFICIENCY

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ENGLISH – *NATIVE PROFICIENCY*  
FRENCH – *BILINGUAL PROFICIENCY*