

GLENN MARTIN, B. Comm., CAE

Ottawa, Ontario

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April 20, 2018

Mr. Abe Taqtaq
President
Frontiers Duty Free Association
#402 - 116 Lisgar St.
Ottawa, ON K2P 1C2
Submitted via: ca.indeed.com

Dear Mr. Taqtaq,

The Executive Management position, Government and Public Relations for the Frontier Duty Free Association is of great interest to me.

Over the past 20 years I have been progressively responsible for operational and strategic leadership including 16 years in senior association management positions with nearly ten years as a CEO/Executive Director, in both provincial and national organizations. Government and public relations have been a focus of this work from the beginning.

I have worked for a senior federal cabinet minister that taught me the inner workings of the federal government and since returning to Ottawa I have liaised directly with federal government ministers and senior government officials to advocate for member issues. On behalf of an industry association, I pioneered an effective advocacy program that consistently positioned members' issues with government decision makers. I am a registered lobbyist with the Federal Government and have the Secret Clearance level.

While focusing on government relations, I also created and implemented numerous member programs and projects with a flair for creativity and marketing. I have managed staff and strategy through periods of growth. A trusting collaborative relationship with the Board of Directors ensured steady progress toward the organization's Mission.

Although I am very interested in discussing a full time position, should the FDBA budget prefer, I also do contract work through a small association management company I designed to provide support solutions for non profits in the Ottawa area. Please visit the website for Association Solutions Ottawa at <http://associationsolutions.ca/>.

Selected achievements include:

- ⌚ Executive Management / Financial Administration / Board Relations
- ⌚ Program Development and Implementation
- ⌚ Member Promotion and Recruitment
- ⌚ Advocacy
- ⌚ Communications

I hold a Bachelor of Commerce degree in International Business and the master's level Certified Association Executive (CAE) designation. I received a bilingual education in Ottawa and can communicate in English and French. Salary expectations for the position described in Indeed.ca is between \$95,000 to \$130,000.

Thank you for your time and consideration. I look forward to meeting with you.

Sincerely,

Ms. Glenn Martin, B. Comm., CAE

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Profile

An entrepreneurial, solution-driven senior association professional, fearless in the face of adversity yet open, warm and easily approachable. Over 20 years' progressive executive experience, provincially and nationally, in program development and implementation; public relations and communications; membership, stakeholder, community development and engagement; advocacy; strategic and operational leadership; financial management and Board Governance. A perceptive problem solver who builds realistic solutions with imagination and resourcefulness to confront challenges as they arise with a no-nonsense tactical approach.

Areas of Expertise

- ⌚ Executive Management / Financial Administration / Board Relations
- ⌚ Program Development and Implementation
- ⌚ Member Promotion and Recruitment
- ⌚ Advocacy
- ⌚ Communications

Selected Achievements

Executive Management / Financial Administration / Board Relations

Knowledge of compliance requirements for the organization; developing a productive and engaged staff; creating and managing fiscal and project budgets to ensure sustainability; knowledge of good governance practices; sound business sense.

- ⌚ Developed and managed fiscal/project budgets; created clear financial reporting for Board Directors;
- ⌚ Provided substantive information and financial reports for board directors prior to meetings to facilitate informed policy and strategic decision-making;
- ⌚ Facilitated renewal of outdated Bylaws in compliance with regulatory requirements;
- ⌚ Established personnel policies/practices to maintain high-performing staff;
- ⌚ Developed an annual Board of Directors strategic planning process; collaborated to implement best governance practices; aligned strategic direction to operational activities;
- ⌚ Maintained requirements of the Canada Not for Profit Corporations Act for national organization;
- ⌚ Maintained high level of organizational performance through implementing Board decisions and professional staff initiatives; established Board committee terms of reference to align with organizational goals; participated in Board committees' work.

Program / Project Development and Implementation

Identifying member or stakeholder needs and developing a means to address these through targeted programs or government funded projects.

Some examples:

- ⌚ Submitted proposal for, and later supervised a federal accessibility consultation project (one of only five to receive funding); established and chaired project advisory committee; hired project manager to implement project, provided substantive input and approved all products and services;
- ⌚ Created an annual Member of the Legislative Assembly (MLA) Outreach Program establishing ongoing liaison between 100 member firms and their government representatives;
- ⌚ Created and developed an annual traveling exhibit of 45-50 panels of members' projects that toured 15+ venues across BC;

- ⌚ Managed broadcast accessibility fund project to deliver accessibility guide for hard of hearing persons; provided substantive input, approved all products and services;
- ⌚ Established a speech reading program evolved from a government-funded project to establish a professional national standard in program delivery;
- ⌚ Fashioned new conferences to provide cutting edge information, professional development and networking benefits for members.

Member Promotion & Recruitment

Ability to demonstrate value to members, develop new partnerships and strategic alliances; expand networks.

- ⌚ Designed and established a Young Professionals Group to generate new member engagement and provide over 500 individuals unique management education annually;
- ⌚ Developed and facilitated national chapter/branch workshop to gain strong, positive buy-in to national objectives;
- ⌚ Met with members monthly to remain attuned to their issues;
- ⌚ Prepared bi-monthly member report for updates on issues and initiatives; contributed articles regularly;
- ⌚ Improved electronic newsletter to meet member expectations;
- ⌚ Established member value proposition, developed communication pieces to promote these;
- ⌚ Expanded member outreach and engagement with key industry stakeholders, related associations, and three levels of government to manage members' issues.

Advocacy

Raising awareness of issues affecting members, often with decision makers able to change legislation.

- ⌚ Established relations with federal cabinet ministers, municipal government representatives, trade associations, mechanical contractors, electricians, heavy construction tradespeople, academics, professional engineers, geoscientists, planners, architects, surveyors and non-professional consumers to lever the impact of the association;
- ⌚ Enhanced business development opportunities for consulting engineers with numerous municipalities and First Nations Groups through events where clients described upcoming projects and preferred procurement practices.
- ⌚ Remained attuned to policy and regulatory issues affecting member's businesses through close liaison with internal and external industry committees;
- ⌚ Co-designed federal accessibility consultation project, established new partnerships with 18 national organizations to expand outreach; positively positioned the organization with senior government officials;
- ⌚ Met with federal cabinet ministers to advance issues affecting members' business practices; developed opportunities for members to meet with politicians and government officials to increase the impact of delivering key messages;

Communications

Improving awareness of how an organization's work impacts the needs of members and various stakeholders

- ⌚ Transformed corporate re-branding; overhauled communication materials; initiated and launched interactive websites to increase member engagement; expanded social media channels;
- ⌚ Prepared presentations, briefing notes and background materials for meetings with federal cabinet ministers; prepared and presented speeches; researched and drafted policies and correspondence for government relations activities;
- ⌚ Managed development of new website to meet accessibility standards, improve communication with members and raise public awareness;
- ⌚ Pioneered and delivered a communications plan using various tools to raise membership profile; one outcome was a 10-page supplement in a major newspaper promoting members' accomplishments;
- ⌚ Boosted member benefit materials and distribution plan to generate the value proposition;
- ⌚ Revamped e-newsletter to meet members' needs; contributed articles regularly.

Professional Background

UNMANNED SYSTEMS CANADA, Ottawa, Ontario Executive Director	2017-Present
CANADIAN HARD OF HEARING ASSOCIATION, Ottawa, Ontario National Executive Director	2016-2017
ENGINEERS CANADA, Ottawa, Ontario Practice Lead, Marketing & Outreach; Acting Practice Lead Outreach	2014-2015
WOMEN IN COMMUNICATION & TECHNOLOGY, Ottawa, Ontario Program and Sponsorship Strategy (Part time)	2013-2014
ASSOCIATION of CONSULTING ENGINEERING COMPANIES of BC, Vancouver, BC CEO / Executive Director	2004-2012
ASSOCIATION of PROFESSIONAL ENGINEERS & GEOSCIENTISTS of BC, Vancouver, BC Manager, Member and Public Affairs	2001-2004
INTERNATIONAL TRADE CONSULTING SERVICES (ITCoS), Victoria, BC Principal, Aquaculture Industry Business Development, Public Relations Consultant	1999-2001
THE HONOURABLE DAVID ANDERSON, MINISTER OF FISHERIES & OCEANS, Victoria, BC Special Assistant	1997-1999

Education and Professional Development

Fundraising Management Courses , Algonquin College, Ottawa, ON	2016
UN Convention on the Rights of Persons with Disabilities Workshop , International Federation of Hard of Hearing People	2016
Social Media and Marketing , University of British Columbia	2012
French Conversation, Alliance Française / UBC	2010-2012
Certified Association Executive (CAE) , Canadian Society of Association Executives	2006-2010
Public Relations and Communications , University of Victoria, Victoria, BC	1996-2000
Bachelor of Commerce Degree (International Business) , University of Victoria, BC	1990-1994
Registered Nurse (RN) , Seneca Nursing College, Toronto, ON	

Community Involvement

Recreational Association of The Public Service of Canada , Ottawa Board of Directors: Chair, Board Fundraising, Chair Risk Management Committee; Member Finance & Audit Committee, Governance Committee	2013-2018
Government Relations Institute of Canada , Ottawa	2014-Present
Women in Government Relations , Ottawa	2014-Present
Canadian Society of Association Executives – Ottawa-Gatineau Chapter Board of Directors, Government Relations Program	2014-2015
Canadian Society of Association Executives – Vancouver, BC Vice President, Director	2005-2013
David Anderson Federal Liberal Candidate , Victoria, BC Campaign Committee, Election Day Organizer	1996

Personal

I enjoy traveling, cottage country, entertaining, hiking, snow shoeing, reading and spending quality family time.