

April 22, 2018

Frontier Duty Free Association (FDFA)
301-116 Lisgar Street
Ottawa, ON
K2P 0C2

Re: Executive Management, Government and Public Relations

Dear Sir or Madam,

I was interested to learn that the Frontier Duty Free Association (FDFA) is seeking an experienced executive to lead the Association's activities in Canada. I would be pleased to learn more about this interesting position, and I have provided a copy of my CV for your review and consideration.

My career has provided me with the opportunity to develop significant expertise in the areas of government advocacy, stakeholder management, and strategic communications. Relevant experience as it relates to the opportunity with FDFA includes over a decade leading government affairs strategies for corporate multinationals operating in Canada. These roles were national in scope and required activity at all levels of government. Legislative areas I've worked on include international trade, consumer safety, critical infrastructure protection, cross-boarder collaboration, skills development and data privacy regulations.

Over the course of my professional life, I have initiated many initiatives and campaigns intended to advance corporate brands and mitigate risk for Canadian operations. My background also includes a long history of working with influential stakeholders representing government, industry associations, consumer groups and academia. The ability to initiate and maintain relationships, build consensus, and strategically advance an issue are key competencies. I am also able to synthesize complex information and deliver crisp messaging that is properly targeted to key audiences on a variety of platforms.

In addition to my work history, I have considerable experience working with professional and charitable boards and I've assumed responsibilities related to governance, operations, fundraising and financial management. I currently sit as a founding director on Canada's Digital Policy Forum and on Ottawa's Youth Services Bureau Foundation. Over the years, I have also served on the Boards of the Forum for Young Canadians, Equal Voice, the Government Relations Institute of Canada, and the United Way's Federal Campaign Cabinet.

At this juncture in my career, I am exploring opportunities where I can use my expertise to advance a meaningful initiative or enterprise. I would welcome the opportunity to discuss this role in more detail should you see a potential fit between your requirements and my qualifications.

Thank you in advance for your consideration. It is genuinely appreciated.

Best Regards,

Kerry Patterson-Baker

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PROFILE

A seasoned executive with 20+ years of hands-on experience inside multinational, government and non-profit organizations. An energetic leader with expertise in communications, government affairs, strategic marketing and business development. A versatile team player who is connected, collaborative, and results-driven.

CORE COMPETENCIES AND PERSONAL TRAITS

Diverse communications expertise	Executive engagement skills	Government affairs
Sponsorship and partnership development	Stakeholder relations	Strategic marketing
Program and project management	Team building and mentoring	Budget management
Persistent and persuasive	Honest and direct	Energetic and open

PROFESSIONAL HIGHLIGHTS

- While with Symantec, participated in the development of Government policies related to national security, critical infrastructure protection, the digital economy, consumer safety and data privacy.
- Prior to TD's acquisition, completed an extensive communication audit across Bank of America's Canadian division, which resulted in the implementation of a new communication policy specific to Canada.
- Effectively transitioned MBNA's substantive Community Giving program into TD's national CSR strategy.
- Grew PwC's Canadian federal government account by 12% during the 2010 fiscal year.
- Worked with Canada's largest electronic stewards to drive Industry consensus around the Ontario Government's electronic waste program, and wrote the submission document during the public consultation in 2009.
- While with Microsoft and HP, worked with government, industry and consumer groups to develop workable legislative solutions on a host of federal and provincial regulatory issues including: electronic waste, energy efficiency, copyright, intellectual property, consumer product safety, and procurement reform.
- Developed and implemented inaugural Canadian Government Affairs strategy for the world's largest IT multinational, Hewlett-Packard.
- Initiated and executed the first Canadian corporate affairs and citizenship strategy for Global software giant, Microsoft.
- Led the development of multi stakeholder public policy conferences including Can>Win 2002, Can>Win 2003, and Microsoft's Hemispheric Forum in 2004. In addition to developing the agenda, managing the speakers bureau, and attracting funding partners, responsibilities involved executive engagement and VIP protocols.
- Directed major Government sponsorship campaigns to support international summits and raised over \$18 million dollars in corporate sponsorship over a four-year period.
- While serving on the Board of the Government Relations Institute of Canada, initiated a charitable initiative on Parliament Hill, raising over \$75,000 over 5 years for Ottawa's United Way/Centraide.

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PROFESSIONAL EXPERIENCE

Symantec Corporation: December 2013-April 2017 (3.4yrs)

National Director, Government Affairs

In 2013, Symantec established this role as part of a global strategy to enhance its reputation and grow relationships with Canada's government community and other key policy stakeholders. Specific accomplishments included:

- Served as Symantec's senior liaison and spokesperson with all levels of government in Canada, with a focus on cybersecurity, critical infrastructure protection, and privacy-related policies.
- Shaped corporate policy on government affairs activities within Canada and strategically drove Symantec participation in government initiatives.
- Maintained effective relationships with key elected and executive branch officials, staff and industry trade associations.
- Managed participation in industry organizations and public private partnerships focused on cybersecurity, critical infrastructure protection, privacy and identity management.
- Worked regularly on a cross functional basis within all levels of Symantec, obtaining support for the government affairs program while promoting opportunities for the company by partnering with sales, marketing, communications, and product teams.
- Implemented and managed a public policy agenda in Canada that will drive leadership and brand recognition in cybersecurity, critical infrastructure protection, privacy and identity management.
- Routinely advised internal Symantec teams and senior executives on public policy issues and regulations related to security and privacy.
- Authored white papers, delivered presentations, and developed briefing materials for senior executives and policy makers on various policy topics.

TD Bank Group: January 2011-December 2013 (3 years)

Senior Advisor, Communications and Corporate Giving

This role was a dual function that involved managing a team of communication specialists as well as the philanthropy team. The communication team developed strategic programs that targeted external customers and partners across TD's operations. The philanthropy group needed to strategically transition its substantive giving portfolio in the community to TD's national CSR plan. The senior advisor ensured clarity and consistency in communication collateral across all lines of business and delivery vehicles. The role also advised senior management and key lines of business on strategic communication and philanthropy initiatives. Competencies required included:

- Demonstrated experience and leadership in managing a comprehensive strategic communications and philanthropy program that advanced TD's corporate mission and goals.
- Wrote and edited a variety of print, voice, online and SM communications to ensure clear and consistent corporate messaging to key stakeholders and clients.
- Superior management skills and the ability to influence and engage senior management, direct reports and peers as evidenced by stronger team business outputs and Pulse Survey results.
- Seasoned ability to manage expectations and sensitivities related to community partners, programs and internal volunteers.

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PriceWaterhouseCoopers: 2009-2010 (1.3 years)

Vice President, Government Outreach and Development

This senior position played a pivotal role in developing and growing PwC's business within Canada's federal government. The ability to articulate PwC's advisory services in a clear and compelling manner, while identifying the relevance to potential clients was a critical competency. Demonstrated experience and expertise in the following areas was also required:

- Stakeholder Development: established, grew, and maintained key relationships with external clients, PwC's executive team, service leads, and other key stakeholders.
- Sales Growth: identified business opportunities, created value propositions, assessed competitive landscape and closed deals.
- Marketing Acumen: Used deep knowledge of the Ottawa market and relationship network to identify meaningful opportunities that positioned PwC as a trusted advisor in the federal space.
- Team Management and Procurement Expertise: Managed national proposal team and processes including bid strategy, contracting options, and win-loss analysis.

Hewlett-Packard: 2005-2009 (4.4 years)

Director, Government and Public Affairs (GPA)

The mandate of this position was to drive business growth, protect HP markets, reduce operating costs, and advance the brand. By working closely with government and other opinion leaders in Canada, the GPA Director worked to demonstrate HP's commitment to the Canadian marketplace and provide clarity around the company's vision and values. Specific accomplishments include:

- Developed and executed HP's first Government Affairs Strategy for Canada which outlined corporate objectives and associated tools, tasks, team and timeframe.
- Monitored public policy across Canada and identified key priorities, imminent threats, and potential business development opportunities for HP.
- Built alliances and strengthened relationships with leaders representing Canada's Government, Business and Academic sectors
- Initiated opportunities for profile and facilitated "peer-to-peer" networking between HP's leadership Team and Canadian influentials in the government space

Microsoft Canada: 2001-2004 (3.8 yrs)

Director, National Corporate Affairs

The objective of this position was to enhance Microsoft's image and reputation with Canada's Influentials in both the public and private sectors. The following activities were specifically completed:

- Developed and directed the execution of Microsoft Canada's inaugural Corporate Affairs Plan, which included a government policy engagement component related to reputational objectives.
- Enhanced the reputation of Microsoft Canada with key influential audiences by identifying and executing on profile opportunities with key influentials (speaking engagements, board memberships, special events, sponsorships, elite networking, PR campaigns i.e. "Computers for

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Schools”, “Be WEB Aware” etc.)

- Facilitated Microsoft Executive involvement in profile-raising opportunities, relationship building and policy advocacy, and leveraged outreach activities initiated by Microsoft Corporation
- Initiated and maintained Microsoft Canada’s relationships with associations and key corporate organizations of influence

Fleishman Hillard: 1997-2001 (4.6 yrs)

Senior Consultant, Strategic Communications and Government Sponsorship:

As a senior consultant to a host of government and private sector clients, the following skills were required:

- Strategic corporate fundraising for federal trade summits including APEC '97, The OECD Conference on E-Commerce '98 and the 3rd Summit of the America’s in 2000.
- Effective project management skills to ensure that deadlines and expectations were met, client relationships were developed, appropriate staff were deployed, and that project deliverables were high quality and produced within budget.
- Diverse event management experience to implement strategic corporate and gov’t events
- Strong writing skills to develop proposals, presentations, final reports, and marketing materials.
- Solid strategic thinking to negotiate sales, develop campaign strategies, conduct research, and analyze findings.

Additional Work Experience

- **Corel Corporation**, International Marketing Manager: January '96-January '97 (1 yr)
- **Earncliffe Strategy Group**, Communications Consultant: 1994-1996 (2 yrs)
- **The House of Commons, Al Johnson MP**, Legislative Assistant: 1989-1993 (4 yrs)

Community and Professional Board Experience

- Canada’s Smart Cybersecurity Network (SERENE-risc) 2016-2017
- Canada’s Digital Policy Forum, Founding Director, 2014-2017
- Ottawa Youth Services Bureau: Foundation Board Member, 2010-2013, 2014-2017
 - Committees: Governance, ED Search Committee, Moms for Mental health
- Women in Leadership, TD Bank Group: Board Member, 2011-2013
- Government Relations Institute of Canada: Board Member, 2007-2010, 2010-2013
- Canadian Arctic Resource Committee: Board Member, 2010-2012
- United Way: Community Leader Cabinet, 2007-2010
- Forum for Young Canadians: Board Member, 2008-2010
- Equal Voice: National Chair, Chapter Development, 2008-2009

Education

- Bachelor of Arts, Political Science, Carleton University, 1984-1987