



EXECUTIVE BRIEF

SENIOR DIRECTOR, MARKETING
& COMMUNICATIONS





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FOR MORE INFORMATION

KCI (Ketchum Canada Inc.) has been retained to conduct this search on behalf of True Patriot Love Foundation. For more information about this leadership opportunity, please contact Ellie Rusonik, Associate Vice Present, KCI Search + Talent at TPL@kcitalent.com.

All inquiries and applications will be held in strict confidence.

To apply, please send a resume and letter of interest to the email address above by **February 8, 2021**

True Patriot Love welcomes and encourages applications from all qualified applicants. Accommodations are available on request for candidates taking part in all aspects of the selection process.





Senior Director, Marketing & Communications

THE OPPORTUNITY

True Patriot Love Foundation is Canada's premier national philanthropic organization supporting the military and Veteran community. Established in 2009, the Foundation has provided over \$30M in funding to community projects across all provinces and campaigned to raise awareness and support for those who serve in the Canadian Armed Forces, Veterans, and their families.

True Patriot Love is seeking an innovative, results oriented, and data driven marketing and communications leader to serve as their next Senior Director, Marketing & Communications. Reporting to the Chief Executive, the Senior Director will support the mission and growth of the Foundation through the execution of integrated marketing and communications strategies that leverage the power of our work and enhance our established brand. The Senior Director will work closely with the CEO, Board, senior volunteers, and members of the management team in leading all facets of the organization's marketing and communications activities.

The Senior Director, Marketing & Communications will play a critical role in driving national brand awareness and executing all aspects of our communications activity to bring the mission of True Patriot Love to donors, volunteers, corporate partners, Government officials, event participants, community partners and the Canadian public at large. The Senior Director will oversee all multi-channel communications including a strategy for enhancing our brand and reputation, communicating our mission, highlighting the impact of our work, and building revenue in programs such as annual and monthly giving.

True Patriot Love is a respected and entrepreneurial charity with exciting goals. Following the arrival of its new CEO in 2019 the Foundation has recently embarked on an ambitious three-year strategy. The new Senior Director will have the opportunity to oversee a national communications operation, think and act quickly, create, and innovate, and make a lasting difference for the Foundation and the proud Canadians it serves.

True Patriot Love's national headquarters is in Toronto although the Senior Director will enjoy a flexible work location anywhere in Canada. Travel across Canada for meetings will be required in this role.

ABOUT TRUE PATRIOT LOVE

True Patriot Love is Canada's leading foundation that supports and advocates for members of the Canadian Armed Forces, Veterans and their families, funds community-based programs, and contributes to leading edge academic research. The Foundation also acts as a catalyst for collaboration across stakeholders in the sector and provides thought leadership on all areas within its mission focus.



In 2008, when Canadian soldiers were returning home from Afghanistan, and the impact of war was weighing heavily on them and their families, Canada's Chief of Defence Staff challenged a group of Toronto-based philanthropists to raise money to support them. The following year, the inaugural Tribute Gala brought 2,000 Canadians together, raising \$2 million in one evening. The event proved that Canadians are proud of our military, and are seeking ways, beyond wearing the poppy on Remembrance Day, to express their support. The True Patriot Love organization was born.

We are uniquely positioned to understand the greatest needs of Canadian military members, Veterans and their families and activate the resources required to deliver the most significant impact, because:

- Our national perspective allows us to work towards ensuring that military and Veteran families receive the same level of support no matter where they live, while also allowing us to tailor our funding to the unique needs of the local community.
- Our agility and flexibility allow us to fund promising community programs that are still in the proof-of-concept stage and, once success is proven, raise additional funds to help take them to scale nationally.
- Our strong partnerships with the Department of National Defence and Veterans Affairs Canada provides us with insight into the current state of the military community, allowing us to address these needs.
- Our robust funding application process, which includes a Disbursement Advisory Committee consisting of experts from a variety of sectors, ensures that funding goes towards the programs that offer the most immediate and most significant impact.
- Our partnership with the Canadian Institute for Military and Veteran Health Research allows us to leverage a comprehensive system of national research capabilities, which ensures we fund the best, most innovative and most impactful research initiatives.

AREAS OF SUPPORT:

Stronger Military Families

Caring for military families has always been a priority for us. We recognize the sacrifices our military families, especially spouses and children, make so that their loved ones can continue to protect our country. This is why we have committed more than \$5.5 million in funding to programs that support serving members, Veterans and their families.

Well-Being

We have made a commitment to holistically support the well-being of our serving members and Veterans through national and community grants, research, and advocacy. Through this approach, we are well positioned to focus issues such as mental and physical health, Veteran transition and employment, and cultural and social factors impacting wellness.

Recovery and Rehabilitation

Since 2009, we have committed more than \$3.9 million to initiatives that enhance the physical health and rehabilitation of severely injured military members and their families. A key component in the foundation's new strategy is the role of interventions such as adaptive sports and creative arts in building resilience and supporting the recovery and rehabilitation of transitioning Veterans.



Connecting with Communities

It is often hard for members of the military to reconnect back into the civilian community once they leave service. This can impact their health, well-being, family, and employment prospects. Through funding programs to promote civic volunteering, mentoring supports and peer to peer outreach amongst other interventions we can help Veterans regain their sense of community and purpose.

OUR IMPACT:

Since 2009, we have committed over \$30 million to fund innovative research and support 925 community-based programs across the country. By addressing the unique challenges resulting from military service including the special needs of spouses and children, mental health and well-being, physical rehabilitation, and transitioning to civilian life, True Patriot Love has helped change the lives of more than 33,000 military members, Veterans, and families.

- 13 research projects funded at Canadian universities in partnership with CIMVHR.
- 66 Veterans and soldiers, along with 84 Canadian business leaders, have participated in life-changing expeditions across the globe.
- 166 mental health programs for military and Veteran families have been funded across Canada.
- 552 military members and Veterans have graduated from 29 business boot camps, helping to launch over 396 new businesses in Canada.
- 792 Veterans recovering from trauma participated in adaptive ski programs to build self-confidence and resilience.
- 1800+ Hours of coaching for children with mental health or behavioural concerns.
- 2,177 children of military families participated in summer camp activities through True Patriot Love's funding.
- 3200 Military members, Veterans and their families supported in 2019.

Expeditions

Since 2012, True Patriot Love has produced a series of ambitious expeditions around the world engaging Canadian Armed Forces members, Veterans, and civilians, which raise funds and create both awareness and long-term relationships.

Past expeditions have collectively raised over \$9 million for the military community and have directly impacted 66 ill and injured military personnel and Veterans. Funds raised have allowed for enhanced job training and recruitment, provided 144 Veterans with rapid job placement, helped to fund more than 9,800 hours of peer-to-peer mental health counselling, and allowed for a \$500,000 investment to create a virtual reality therapy program for Veterans living with PTSD which has been implemented across the country.



True Patriot Love Annual Tribute Gala



On November 10, 2020, the 12th Annual True Patriot Love Tribute Gala presented by Bell, was virtual for the first time ever and was streamed live to Canadians across the country. The event continued the tradition of honouring Canadian military members, Veterans and their families and raised close to \$900,000 towards True Patriot Love's mission.

The Gala featured remarks from leaders and dignitaries, personal stories of the foundation's impact, a conversation with military personnel from across Canada and abroad, a powerful segment about a ground-breaking new expedition for servicemembers and frontline healthcare workers, and a special performance by The Singing Soldiers. The event also included our signature silent auction with 50 helmet pieces that have been transformed into works of art by Canadian artists and military members.



ADDITIONAL BACKGROUND & RESOURCES

- [True Patriot Love](#)
- [Board of Directors](#)
- [2020 True Patriot Love Tribute Gala Broadcast](#)
- [2018 Annual Report](#)
- [2019 Audited Financial Statements](#)

THE IDEAL CANDIDATE

As an experienced marketing and communications professional, the Senior Director, Marketing & Communications will be passionate about sharing the success stories of our work with military members, Veterans, and their families, and relentless in pursuit of creating highly professional and effective campaigns that reflect the True Patriot Love mission and brand.

An accomplished marketing and communication generalist, the ideal candidate will bring a wide range of experiences and expertise in successfully developing and executing integrated strategies, CRM initiatives, public relations, and digital marketing campaigns, enhancing cause-related programs, crafting compelling communication material, selecting, and managing partner agencies, and developing strategic relationships with national and regional media sources and journalists.

The successful candidate will oscillate fluently between strategic leader and hands-on doer, working effectively across the organization in delivering projects, liaising with senior volunteers, and supporters, and managing a growing team.

The Senior Director will have a track record deploying lean resources creatively and strategically to achieve big aspirations. With strength in utilizing data to drive decisions, the new incumbent will bring an analytic lens and will stay current with trends and best practices in all areas of marketing, communications, and brand development.

The ideal candidate will be passionate, smart, positive, and work equally well within a team and with autonomy. The new incumbent will thrive in our fast-paced, dynamic, high impact, and collaborative environment and will care deeply about our mission.

KEY ACCOUNTABILITIES

Strategy & Planning

- Build out and integrate existing strategies for growing and enhancing True Patriot Love's mission and brand.
- Use marketing, communications, and donor relations activities to increase awareness of True Patriot Love's work with supporters, partners, stakeholders, and the Canadian public at large in ways that will help increase engagement and fundraising.
- Deliver a strong email marketing and social media plan to leverage True Patriot Love's brand assets.
- Continually assess cross-industry best practices, new business models and techniques to enhance impact and efficiency of True Patriot Love's integrated marketing strategy.

Marketing & Brand Messaging

- Develop compelling integrated marketing campaigns leveraging email marketing, digital tactics, social media, direct response, etc. that increase brand awareness, engagement, and revenue.
- Work with True Patriot Love staff and key stakeholders in developing and rolling out brand messaging that further establishes the role of the organization in the sector and that illuminates the many success stories of True Patriot Love and its community partners to donors, partners, and the general public.
- Integrate brand messaging across all platforms, particularly those designed to engage and attract donors and supporters.



- Build True Patriot Love's digital and social channels, ensuring all touch points have a consistent look and feel.

Strategic Communications & PR

- Evolve and implement True Patriot Love's multi-faced PR campaigns to raise the profile of True Patriot Love's thought leadership and funding for the military community amongst several target groups, including corporate Canada, donors, and the Canadian public.
- Leverage the impact of True Patriot Love's work, including the experiences and perspectives of our beneficiaries, reaching a wide range of audiences from government, the Canadian Armed Forces, serving members, Veterans and their families, corporate Canada, and everyday Canadians through a mass communications strategy.
- Prepare speaking notes & related communications for the Board Chair, Board members & CEO.
- Create and execute marketing strategies for True Patriot Love programs, including expeditions and events and mission focused initiatives such as peer to peer outreach, and creative arts and adaptive sports.
- Execute an earned media plan that leverages key media partnerships and identifies the financial benefits to True Patriot Love.
- Provide internal support on all collateral materials including newsletters, impact reports, video messaging, proposals, RFP's, annual reports, case for support, sponsorship decks and corporate brochures.
- Prepare and update a proactive PR plan that develops key opportunities and relationships and identifies and mitigates potential risks.

Data, Analytics, & Direct Response

- Create and run an integrated, data driven, Direct Response program that will connect to and engage existing donors, upsell donations among existing donors, and help attract new ones.
- Develop and diversify direct response strategies to acquire new donors, re-engage lapsed donors, and retain existing donors and support their movement through the donor pipeline.
- Lead the creation and application insights to inform and enhance the donor experience across the various channels.
- Establish and monitor success metrics for the integrated marketing and communications strategy.
- Regularly analyze channel and campaign strategies, and measure the effectiveness of all marketing media utilized, adjusting strategies and tactical implementation as needed.

Fund Development

- Develop methods to strengthen True Patriot Love's donor base, enhance donor giving and retention and cultivate new donors through incentives and other tools.
- Lead the direct response marketing program alongside a donor-centric stewardship program, delivering ongoing communications materials that demonstrate impact and accountability.
- Develop benefit statements to enhance donor participation and engagement.
- Work closely with True Patriot Love development activities (e.g., major gifts, corporate partnerships, events, and expeditions) to ensure they have tools and materials to help them achieve their fundraising objectives.

External Relations

- Cultivate relationships with key media and journalists and handle all external press and media inquiries, coordinating with the CEO and other relevant parties as required.



- Manage key relationships with all outsourced and pro-bono communication and marketing companies, inspiring them to support.
- Develop clearly articulated success criteria for agency's working with True Patriot Love.
- Develop and manage external volunteer supporters including True Patriot Love's newly established Marketing Committee.

Leadership, Management & Support

- Manage the internal marketing and communications team, setting and delivering effective goals and performance objectives.
- As a senior staff member in the organization, work with the CEO and management team to set annual targets and plans, monitoring and reporting on these both internally and to the Board.
- Help True Patriot Love executives meet their respective objectives through the targeted support of marketing and communication advice and activities.
- Support, mentor, and motivate marketing and communications staff.

QUALIFICATIONS & REQUIRED SKILLS:

- Progressive leadership in marketing and communications roles in a non-profit, revenue-driven organization or experience in social and/or cause marketing. Demonstrated success developing and implementing strategic marketing and communications plans, projects, and initiatives.
- Demonstrated track record of increasing brand awareness and revenue with the creativity to do so with tight budgets.
- Experience developing, executing, and measuring the success of integrated marketing, communication, and PR strategies.
- Excellent written communication skills, with experience writing stewardship communications, online content, and the ability to prepare material in someone else's voice.
- Strong storytelling skills with the ability to bring emotion and meaning to a variety of communication material.
- Demonstrated experience using relational databases and managing digital platforms and campaigns. Experience with WordPress, Google Analytics, Salesforce, Pardot, Raiser and Google AdWords would be strong assets.
- Previous success developing and implementing direct response programs that drive revenue and engagement.
- Proven ability to analyze marketing results, statistically and qualitatively.
- Strong experience in cause marketing and partner relations.
- Results-oriented focus, a driven attitude and an entrepreneurial approach to philanthropy and problem solving.
- Experience working with fundraising to develop and execute marketing programs is an asset.
- Track record of building highly effective relationships with a variety of stakeholders, including media contacts, communication vendors, donors, corporate partners, and internal stakeholders.
- Solid skills as a project manager.
- Flexible, collaborative mindset and creative thinker, comfortable with ambiguity and evolving priorities.
- Ability to communicate in both official languages is considered an asset.
- A strong commitment to the goals of the organization. While experience with the military is not required, a passion to provide the very best care and support to those in the Canadian Armed Forces, Veterans, and their families is essential.



LEADERSHIP BIOGRAPHIES

Nick Booth, MVO CEO, True Patriot Love Foundation



Nick Booth is a seasoned senior executive with extensive experience in the nonprofit industry and a wealth of knowledge in mental health, military, and Veteran issues.

Prior to his role at True Patriot Love Foundation, Nick was founding CEO of The Royal Foundation, The Duke and Duchess of Cambridge and Prince Harry's primary charitable vehicle, which he led from 2010 to 2017. In this role, he was responsible for overseeing the philanthropic activities of Their Royal Highnesses, including initiating both the Invictus Games and the Heads Together mental health program.

Nick has spent over 30 years in the charitable sector, working in senior roles in both the UK and USA, including the National Society for the Prevention of Cruelty to Children and Big Brothers Big Sisters of America. He has acted as senior advisor to Special Olympics International and also on the creation of the UK's new military national rehabilitation centre, is a Director of the Manchester United Foundation, and advisor to the BBC's child mental health campaign A Million And Me. Nick was appointed to The Royal Victorian Order by Her Majesty Queen Elizabeth II in the 2017 New Year Honours.

Shaun Francis, Founder & Chair, True Patriot Love Foundation



Shaun Francis is the Chair and CEO of Medcan, with headquarters in Toronto. Established more than 30 years ago, Medcan is a global leader in assessing their clients' overall well-being and inspiring them to live well for life. Shaun is Chair of the True Patriot Love Foundation, which he founded to benefit Canada's military families. He previously served on the boards of the Invictus Games Canada, which he collaborated with the Royal Foundation to bring to Toronto. In 2013, he was asked by Canada's Minister of Veterans Affairs to Chair the Veteran Transition Advisory Council (VTAC). The Council

was comprised of Canadian business leaders and assisted the Minister in drafting strategic recommendations for the transition of service personnel to the private sector.

The Globe and Mail featured Shaun as one of Canada's Top 40 Under 40 in 2008, when he was selected by a national panel. In 2010, Canada's Chief of Defence Staff, General Walter Natynczyk, awarded Shaun the Canadian Forces Medallion for Distinguished Service, the military's highest recognition for a civilian. In 2011, Shaun was the convocation speaker at the Royal Military College in Kingston, Ontario where he received his Honorary Doctor of Laws from Canada's Minister of National Defence Peter MacKay. In 2012 he was selected by Toronto Life as one of Toronto's top 50 most influential people. In 2013 he was awarded a Queen Elizabeth II Diamond Jubilee Medal by Senator Linda Frum and the Minister of Veterans Affairs Steven Blaney. In 2014 he was awarded the Veterans Affairs Commendation by Minister Julian Fantino for contributing in an exemplary manner to the care and well-being of veterans.

ORGANIZATIONAL CHART

