



EXECUTIVE BRIEF

Chief Operating Officer





TABLE OF CONTENTS

The Opportunity.....	3
About True Patriot Love.....	4
Board of Directors	7
Additional Background & Resources	7
Key Duties & Responsibilities	7
Qualifications & Competencies.....	9
Leadership Biographies.....	10
Organizational Chart	12

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, Vice President, 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 *April 21, 2022*

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.

The salary range for this position is \$120,000 - \$130,000.

Proof of vaccination may be required for activities the Chief Operating Officer will be expected to attend such as events, meetings, and travel.

True Patriot Love's national headquarters is in Toronto. As a flexible work environment, a combination of in-office and remote work is anticipated. Travel across Canada for meetings will be required in this role.





Chief Operating Officer

THE OPPORTUNITY

True Patriot Love is Canada's Foundation for the Military Community. We support military members, Veterans, and their families in every stage of their journey. The Foundation raises awareness around the challenges related to military service and provides funding nationally to local community programs that support their well-being, enable rehabilitation and recovery from injury, assist the children and spouses of those who serve, and promote re-integration back into communities following service.

Established in 2009, True Patriot Love has distributed over \$35 million to fund nearly 1000 programs that support mental health, physical rehabilitation, transition to life after service and the unique needs of children and families. The Foundation also actively helps to ensure the needs of those who serve remain in the minds of the public through high profile expeditions and events. As a result of the Foundation's incredible work, more than 37,000 military and Veteran families have been helped.



As the Foundation continues to grow and strengthen its impact across the nation, the organization is seeking a strategically oriented and collaborative leader to serve as its next Chief Operating Officer (COO). The Chief Operating Officer will oversee Finance, Human Resources and Talent Management, Business Planning, and Administration (i.e., IT, risk management, property) while providing leadership to the strategic and operational planning across the organization.

The Chief Operating Officer will provide oversight for the financial health and management of the Foundation including budgeting, financial reporting, grant and donation reports to partners and funders, with internal and external support. With strong financial acumen and experience working with senior volunteers, the COO will work closely with the highly engaged and experienced Finance and Audit committee; providing insights, support, and strategic guidance; as well as participating in all Foundation board meetings.

Having recently undergone an organizational HR review, the COO will take a leadership role in implementing the resulting recommendations such as developing and revising HR policies and staff handbook and refining the recruitment process and practices.

Reporting to the CEO and as a key contributor to the senior leadership team, the Chief Operating Officer will be responsible for the operationalization of the Foundation's vision and goals by driving cross-functional business planning that transforms strategy into impactful plans, advancing True Patriot Love's mission.

ABOUT TRUE PATRIOT LOVE

The 100,000 Canadians who serve in our Armed Forces have a diverse range of experiences and expertise, but they share a common commitment to protecting and defending our country, both at home and abroad.

It's a commitment that extends to 20 countries across the globe and that tangibly affects the daily lives of millions of Canadians. As we combat the definitive challenges of our time – the COVID-19 pandemic, a rise in extreme weather and flooding, and an increasingly competitive and fractured geopolitical environment – servicemembers are playing a vital role in preserving our safety and prosperity.



When these brave individuals are abroad, they are sustained and inspired by support from home. However, it is often the support they receive when they return home that is even more critical. Many of our soldiers are returning to a society that is ill-equipped to support them – a society that will never truly understand the stress of service and the atrocities of a war zone, nor the long-lasting impact on them and their families.

Currently there are over 639,900 Veterans and families in Canada. Every year, about 5,000 military personnel leave the service and join them.

Currently there are over 639,900 Veterans and families in Canada. Every year, about 5,000 military personnel leave the service and join them.

- 63,000 regular force military families are posted in Canada, with more than half under the age of 35 and half with children.
- 2,500 military personnel are medically released each year, with approximately 700 spouses and 900 children also impacted.
- 60% of medically released military personnel have permanent physical limitations.
- Children from military family's experience double the rate of mental health issues compared to children from civilian families.

Areas of Focus

1 To Push for Stronger Military Families	2 To Strengthen Veterans Connection with Community	3 To Foster Wellbeing Among Veterans and Military Members	4 To Promote Rehabilitation and Recovery
---	---	--	---

Impact

They've had our backs - now it's time we had theirs. Whether they are facing healthcare challenges, their families need support, or they are seeking to transition to civilian life, it's our responsibility to make sure their needs are met. By accepting that responsibility and giving generously, Canadians can find their own ways to serve. We are a stronger, more inclusive country when Canadians give back to those who have given everything.



Grants & Programs

We are a catalyst for collaboration and impact. True Patriot Love provides the opportunity for Canadian registered charities to apply for funding of programs that are aligned with the foundation's mandate.

- True Patriot Love Local Community Fund
 - **NEW: True Patriot Love Military Creative Arts Initiative**
- True Patriot Love Veteran Network – coming Spring 2022
- The Captain Nichola Goddard Fund
- Bell True Patriot Love Fund

In the News: Invictus Games 2025 Shortlist

As Canada's Foundation for the military community and following the successful 2017 Toronto Games, True Patriot Love is delighted to have been shortlisted for an innovative winter hybrid 2025 Games proposal for Vancouver and Whistler. We look forward to working with [The Invictus Games Foundation](#) to hopefully bring the Invictus community of ill and injured Veterans and the families who support them to experience a truly memorable Games in Canada's great winter environment.



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 Dinner

The True Patriot Love Annual Tribute Dinner is our signature fundraising event and Canada's largest celebration in support of military members, Veterans and their families. The event brings together influential business and community leaders, distinguished military representatives and



dignitaries to pay tribute to the military and Veteran community and honour the sacrifices they have made for our nation. In 2020 and 2021 it was held in both a virtual format, allowing Canadians across the country to tune in, a small in-person gathering at the Royal Canadian Military Institute in downtown Toronto, plus other small gatherings/watch parties across Canada. The format for the 2022 event is currently in development. The event has raised over \$22M over the past decade for those in need.

BOARD OF DIRECTORS

Shaun Francis, Chair
Bryn Weadon, Chair of the DAC
Tom McGuire, Treasurer
Geneviève Bonin, Board Member
Philip Grosch, Board Member
Rick Byers, Board Member

Robert Ghiz, Board Member
Matthew Kelleher, Board Member
Mike Durland, Board Member
Louis Vachon, Board Member
France Hébert, Board Member
Monica Valsangkar-Smyth, Board Member

ADDITIONAL BACKGROUND & RESOURCES

- [True Patriot Love](#)
- [Board of Directors](#)
- [Our Team](#)
- [2020-2021 Impact Report](#)
- [2020 Audited Financial Statements](#)
- [Events, Expeditions and Partnerships](#)
- [News & Press](#)



KEY DUTIES AND RESPONSIBILITIES

Executive Leadership – 20%

- As a key member of the organization's leadership team, oversees the day-to-day operations of the Foundation and is responsible for translating mission and strategy into operational plans, execution, and performance management.
- Accountable for finance, horizontal business planning, talent management strategies, IT systems, and risk management.
- Design and implement best-in-class internal controls and procedures to safeguard the assets of True Patriot Love and ensure the integrity of financial data and reporting.
- Responsible to educate all levels of the organization on financial, budget, policy, processes, guidelines, controls and ensure adherence, to enhance operational excellence.
- Monitor and report on achievement of annual plan and budget, including Board of Director reports.
- Represent Foundation at external meetings, events, and committees as required.
- Be prepared to act on behalf of the CEO as required.

Financial Oversight – 30%

- Oversee the financial health of the Foundation, including budgeting, forecasting, and reporting – working closely with the Finance and Audit Committee and supported by a team of two and professional audit partner.
- Identify, develop, and implement policies and practices to ensure compliance with industry regulations and legal requirements.
- As part of the annual planning cycle, work with the CEO and leadership team on the preparation of annual goals, budgets and plans.

- Monitor and report on the organization's current and long-term financial position to ensure its financial viability and sustainability.
- Conduct financial analysis and provide efficient, accurate, and timely financial reporting to the CEO, the Board and the wider organization.
- In collaboration with the Board Finance and Audit Committee and other external advisors as may be required, establish and implement policies to ensure that complete, accurate, and efficient accounting processes, practices, and records are administered and maintained.
- Assist the Development and Program teams in the preparation of, tracking and reporting back of funding submissions.

Human Resources, Talent, and Team Management – 25%

- Enhance and implement HR strategies that ensure best in class HR practices for: talent attraction, performance management, culture, engagement, recognition, retention, compensation, and professional development.
- Implement organizational Human Resources review recommendations including looking at the recruitment process, policy review and development, and creation of HR manual
- Work with the CEO and leadership team to ensure the organization is effectively staffed to achieve objectives, including succession planning.
- Promote a culture of high performance and continuous improvement that values learning and a commitment to quality.
- Manage the Finance team and ensure team members have clear objectives and deliverables, are motivated and work effectively as part of the overall leadership team.
- Model good management practices with all staff in leadership positions.
- Promote proactive strategies to ensure equity, diversity, and inclusion in the Foundation's staffing.
- Implement effective health and safety procedures, monitoring, and reporting mechanisms in order to promote and ensure the safety and well-being of staff.

Systems, Reporting, and Administration – 15%

- Oversee the administrative function of the organization including property, information technology, insurance, and equipment for effective operations, supported by the Team Administrator.
- Lead Information Technology strategic and operational planning coordinating the implementation and management of current and future IT systems across the organization; working with team members, consultants and subject experts as necessary.
- In collaboration with the Board Finance and Audit Committee, monitor all legislation relevant to the organization (employment standards, occupation health and safety, privacy, human rights, etc.) to ensure that the organization is compliant.

Business Planning & Project Management – 10%

- Work with the CEO, and leadership team to develop effective oversight and evaluation measures for the Foundation's granting and programs.
- Monitor and analyze performance against approved budgets and milestones and provide regular reports to the CEO, leadership team, and funders as required.
- Maintain an awareness of best practice in the sector and develop procedures and operational systems to ensure the Foundation is at the leading edge of practice in relation to research, granting and program development.

QUALIFICATIONS & COMPETENCIES

- A positive track record at senior management or leadership level in financial management and oversight, human resources, IT systems and other Administration.
- Executive level experience leading or participating in strategic and annual operational planning, with a focus on horizontal integration excellence to drive business plans.
- Human resource management leadership experience ideally coupled with experience developing and leading HR policies and talent management practices.
- Knowledge of Board governance, and experience working with a Board of Directors and senior volunteers, providing support and engaging their expertise.
- Demonstrated proficiency with proposal development and financial reporting, adhering to funding arrangements for, and in cooperation with Government and other complex funders.
- Experience in Information Technology strategic and operational planning. Experience and knowledge in Salesforce and Quickbooks considered an asset.
- An exceptional team player with the ability to lead a diverse team toward shared objectives.
- A strong track record of leading by example, mentoring, and building the skills and competencies of others.
- Proven change-management ability especially related to developing and refining business operations with rigor and discipline.
- Excellent communication and interpersonal skills.
- Solid analytical and problem-solving skills with the ability to prioritize and make decisions.
- Knowledge of the relevant legislative, accounting, human resources, and specific Canada Revenue Agency requirements for not-for-profit organizations is preferred.
- A passion for and commitment to making a positive, meaningful impact on the lives of military members, Veterans, and their families.
- Post-secondary education in a related field or a combination of skills and experience.
- CPA designation is considered highly desirable.
- Experience in a non-profit, charitable environment is considered an asset.

LEADERSHIP BIOGRAPHIES

Nick Booth, MVO CEO, True Patriot Love Foundation



Nick Booth is a seasoned senior executive with extensive experience in the non-profit industry and a wealth of knowledge in youth, 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 worked as a senior advisor to the UK's new military rehabilitation centre and also Special Olympics International. He is Chairman of Big Brothers Big Sisters UK, and a Director of the Manchester United Foundation. 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.

Tom McGuire, Chair, Finance & Audit Committee, True Patriot Love Foundation



Tom McGuire is Executive Vice President and Group Treasurer of Scotiabank, responsible for managing Scotiabank's global treasury and investment operations, including medium-term and capital funding, asset/liability management, liquidity, and public and private investment portfolios.

Tom co-chairs the Group Asset-Liability Management Committee (ALCO) and is chair of Scotiabank's Resolution Planning Steering Committee. Tom is also the Executive Sponsor of the Scotiabank Veteran's Network.

Prior to joining Scotiabank, Tom was Managing Director and the Americas Treasurer for the Barclays Group. In that capacity, Tom was also the Treasurer of Barclays' U.S. intermediate holding company (IHC) wherein he helped implement Treasury requirements under the Dodd-Frank Act and enhanced prudential standards pursuant to Federal Reserve Regulation YY. Tom was responsible for capital and liquidity management for Barclays' operations in the United States, Canada, the Cayman Islands and Mexico.

Before Barclays, Tom held a number of leadership positions within the financial services industry, including Head of Fixed Income Hybrid Capital Origination at Lehman Brothers, and the Financial Institutions Debt Capital Markets Group at Goldman Sachs. Previously, Tom practiced law at the New York law firm Coudert Brothers focusing on securities and international business transactions.

Tom served as an infantry officer in the United States Marine Corps from 1985 to 1994, achieved the rank of major, and served in the US, Europe, Africa and Asia. Tom is a graduate of the U.S. Army Airborne, RANGER and Military Freefall Schools, and the U.S. Navy Scuba Diver Course. Tom holds an A.B., magna cum laude, from Harvard College (1985), and a J.D. from University of Virginia School of Law (1997).

ORGANIZATIONAL CHART

