



# CHIEF DEVELOPMENT OFFICER

## EXECUTIVE BRIEF



**TRANS CANADA TRAIL**  
**SENTIER TRANSCANADIEN** TM/MC





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### FOR MORE INFORMATION

KCI Search + Talent has been retained to conduct this search on behalf of Trans Canada Trail. For more information about this opportunity, please contact Sylvie Battisti, Senior Vice President, KCI Search + Talent by email at [TCT@kctalent.com](mailto:TCT@kctalent.com)

Interested candidates should send their resume and a letter of interest to the email address listed above by **August 30, 2024**. **Please note that candidate submissions will be reviewed as they arrive, so early inquiry and submission is encouraged.** All inquiries and applications will be held in strict confidence.

The hiring salary range for this position is **\$175,000 to \$190,000** based on experience. Trans Canada Trail offers a competitive benefits package including contributions to a group RRSP, health, dental, long-term disability and life insurance, employee assistance program (EAP), and flexible work location and hours, generous vacation, holidays and sick leave.

Trans Canada Trail is a proud equal opportunity employer and we are committed to creating a respectful, inclusive and barrier-free workplace that allows everyone to reach their full potential. A diverse workforce is key to our success, and we understand that different experiences, expertise and diversity of thought creates better opportunities to understand the world we share.

Accommodations are available on request for candidates taking part in all stages of the selection process. If you require any accommodations, please notify the KCI Search Consultant.







# TRANS CANADA TRAIL SENTIER TRANSCANADIEN TM/MC CHIEF DEVELOPMENT OFFICER

## THE OPPORTUNITY

Our Chief Development Officer (CDO) at Trans Canada Trail is responsible for leading, strategizing, and implementing initiatives to enhance philanthropic engagement. Reporting to the CEO, the CDO plays a critical role in expanding Trans Canada Trail's philanthropy portfolio, driving financial support for its mission, and fostering a culture of philanthropy within the organization, including both Trans Canada Trail and the Trans Canada Trail Foundation. The CDO is a member of the Senior Management Team and leads a growing staff team of currently six direct reports in the areas of Annual Giving, Major Gifts, Corporate Partnerships/Sponsorships and Planned Giving.



This is an exciting time to join and lead the Trans Canada Trail Philanthropy team as we embrace the ambitious goals outlined in our [new strategic plan \(2024-2029\)](#) and leverage our next major comprehensive fundraising campaign led by the Foundation, to support our key funding priorities and initiatives.

This represents an opportunity for the new Chief Development Officer to make their mark in leading our comprehensive campaign (tentative goal of \$75m over the next six to seven years) and a growing team of highly passionate professionals who have been working to extensively plan and prepare the ground for the execution of Trans Canada Trail's most successful comprehensive campaign in its history. The final touches are being put on the Case for Support and the volunteer cabinet is in recruitment phase so that our new CDO will have the opportunity to shape and fine tune our plans and quickly move forward with the full engagement and support of the Trans Canada Trail Foundation Board, Trans Canada Trail Board and our executive management team.

The successful candidate's fundraising experience will include a successful track record in securing major gifts and extensive knowledge about all aspects of the donor cycle and across all giving vehicles (annual gifts, major gifts, planned gifts, corporate partnerships and foundation grants). The new incumbent will build strong relationships and partnerships with internal and external stakeholders and will be skilled at communicating with diverse individuals and groups across the country. As an action-oriented, results-driven professional, the CDO will lead and inspire a staff team remotely to excel in their fundraising roles as they work to build support for this unique national legacy that is the Trail.

The CDO will be a skillful storyteller and have an inspirational citizenship mindset. They will be excited about our mission, a leader in the field and be able to apply their creativity, entrepreneurial spirit and strong understanding of the charitable sector to help donors, communities and partners across the country make charitable contributions and understand the true impact of their gifts to Trans Canada Trail for all Canadians' health, mental and social well-being.



Together on the Trail, we experience the restorative power of nature, we gain perspective from one another, and we affirm what it means to be a part of the Canadian community. The Trail is for everyone and our new CDO will join us as we continue to strengthen our commitment to ensuring that the Trail is a place where everyone, regardless of age, ability or background, feels welcome and can enjoy the experiences it offers.

Trans Canada Trail offers a competitive compensation and benefits package for this role, including extended health benefits and RRSP contributions. Contingent on demonstrated experience, qualifications, and competencies, the hiring salary for this role is in the range of \$175,000 to \$190,000.

This role can be carried out remotely from any location in Canada close to a major airport. The CDO must be able available to work in the EST time zone where the Senior Management Team members are located and the CDO will be ready to travel an estimated 5 days per month based on business needs.

## ABOUT THE TRANS CANADA TRAIL

The Trans Canada Trail (the Trail) is the longest recreational trail in the world, spanning over 28,000 kilometres on land and water. Linking three oceans – the Atlantic, Pacific and Arctic – the Trail connects 15,000 rural, urban and Indigenous communities across every province and territory. It is a ribbon that connects Canada’s diverse landscapes, seasons, people and experiences, and fosters unity, collaboration and connectedness.



Both Trans Canada Trail (the Organization) and Trans Canada Trail Foundation are registered charities and steward this national trail in collaboration with local Trail partners. With funding from the Government of Canada through Parks Canada, and investments from all levels of government and generous donors, Trans Canada Trail is the largest investor in trail infrastructure projects in Canada, supporting improvements, growth and enhancements for generations to come.

Trans Canada Trail is the organization that advocates for, stewards and champions Canada’s nationwide trail system, providing leadership and guidance, funding and resources, outreach and engagement.

### Vision

Everyone embracing the outdoors, connecting with one another and experiencing the restorative power of nature along Canada’s trails.

### Mission

Through collaboration and partnerships, we lead, develop and steward an accessible nationwide system of connected urban and rural trails.



## Strategic Priorities

To achieve our mission, we're engaging in work across four priority categories:

1. **Connecting communities across Canada:** We bring people of diverse backgrounds together to connect with the natural beauty of the land, and to provide a platform for Indigenous reconciliation.
2. **Developing a lasting trail for future generations:** We protect and enhance the quality and resilience of the Trans Canada Trail so that it becomes increasingly green and accessible.
3. **Fostering a thriving Canadian trail sector:** We support trail organizations nationwide in their efforts to secure resources and people to manage, preserve and extend the Trans Canada Trail.
4. **Facilitating great outdoor experiences:** We work with partners to animate and activate the Trans Canada Trail while educating all on the benefits of trail use.



## Our Impact

- Improved public health through the promotion of physical activity and exercise.
- Enhanced mental well-being by fostering happier and more resilient individuals.
- Stronger sense of community by encouraging social interaction and sense of belonging among residents.
- Indigenous community reconciliation through education, stories, history, ecology and culture.
- Economic prosperity by stimulating tourism and boosting local businesses.
- Inclusive recreation by providing access to people of all abilities, ensuring outdoor activities are available to a diverse range of individuals.
- Environmental stewardship from conservation efforts, wildlife habitat preservation, alternative transportation options, and increased environmental awareness.

*As of July 2024, Trans Canada Trail has received full accreditation under Imagine Canada's Standards Program. The Standards Program awards accreditation to charities and non-profits that demonstrate excellence in five areas of operations: board governance, financial accountability, fundraising, staff management, and volunteer involvement.*

## ADDITIONAL INFORMATION

[Trans Canada Trail](#)  
[About TCT](#)  
[Management Team](#)

[Board of Directors](#)  
[2022/23 Annual Report](#)  
[2023 Financial Statement](#)



## BOARD OF DIRECTORS

### Trans Canada Trail

Michael Lindsay, Chair  
Iaian Archibald  
Ian Cullwick  
Frédéric Gonzalo  
Kirby Galevin  
Judith Kasiama  
Cheryl Kim  
Robert Kuling

George Lafond  
Margaux McDonald  
Edmond Nankam  
Jane Pearse  
Jane Pepino  
Tony Pringle  
Palash Sanyal  
Sarah Young

### Trans Canada Trail Foundation

Jane Pepino, Chair  
Kirby Gavelin  
Michelle Gordon  
Sean Languedoc  
Michael Lindsay

Ron Marcolin  
Leigh Peters  
Bob Richardson  
Kerry Adams

## KEY DUTIES AND RESPONSIBILITIES

### Strategic Leadership & Revenue Growth

- Develop and execute annual and multi-year strategies, plans, and budgets for the philanthropy program which includes Annual Giving, Corporate Partnerships/ Sponsorships, Planned Giving and a Comprehensive Campaign (in the planning stage).
- Engage the CEO, members of both Boards, and campaign volunteers in prospect identification and solicitation.
- Manage a portfolio of major donors, building and sustaining strong relationships to secure significant contributions.
- Monitor and report on performance against plans and budgets.
- In coordination with the CFO, ensure compliance with ethical, fiscal, and legal standards in all fundraising activities.

### Team Leadership & Development

- Ensure appropriate staffing and resources for the philanthropy function.
- Provide leadership, support, coaching, and mentoring to the philanthropy team.
- Conduct annual performance evaluations for all philanthropy staff.
- Set and achieve annual objectives aligned with the organization's strategic plan and budget requirements.
- Support and maintain Trans Canada Trail's Imagine Canada accreditation.

### Board & Volunteer Engagement

- Facilitate active participation by both Boards and campaign volunteers in major gift prospect identification, stewardship, and solicitation.
- Partner with members of both Boards to support donor conversations and meetings.
- Establish procedures for effective recruitment, training, onboarding, and evaluation of TCT Foundation Board members and volunteers.
- Establish procedures for effective recruitment and philanthropic development training for TCT Board members.

### **Administrative Responsibilities**

- Develop and implement policies and processes for fundraising activities.
- Provide administrative support to the Trans Canada Trail Foundation Board, including agenda and material preparation for meetings.
- Implement onboarding processes for new Foundation Board members.
- Support the CFO in the annual audit of the Trans Canada Trail Foundation.
- Ensure Memorandum of Understanding (defining the relationship between TCT and TCT Foundation) is respected and followed.

### **Financial & Risk Management**

- Develop and monitor the annual budget in collaboration with senior management and in consultation with the Trans Canada Trail Foundation Board.
- Ensure consistent reporting to the Boards and leadership.
- Monitor vendor agreements and manage associated risks.

### **Data Management & Evaluation**

- Implement tools, systems, and protocols for effective donor management, prospect research, gift processing, and stewardship.
- Establish and maintain accountability for fundraising metrics and benchmarks.
- Present statistical analyses to the CEO, senior management, and the Boards.

## **QUALIFICATIONS AND COMPETENCIES**

### **Experience and Education**

- Minimum of 10 years of significant fundraising experience at a senior management or executive level. National scope experience will be considered an asset.
- Proven track record of driving fundraising growth and revenue, particularly in soliciting and stewarding major donors at the six and seven figure gift level or more.
- Experience with traditional and innovative fundraising methods for individuals, corporations and foundations.
- Team leadership and team building experience with proven success in motivating and empowering staff to excel in their roles; developing, coaching and retaining talent as well as fostering a positive work environment.
- Significant management and leadership experience with senior executives, volunteers, and Board members.
- Superior English verbal and written communication skills, with strong public speaking abilities. Abilities in French will be considered an asset.
- CFRE designation is an asset.

### **Knowledge, Skills, and Abilities**

- Visionary with an innovative spirit.
- Personable and energetic.
- Results oriented with the ability to thrive in a fast-paced, entrepreneurial environment.
- Strong leadership skills with a strategic focus.
- Exceptional interpersonal and relationship-building skills.
- Extensive knowledge of fundraising and nonprofit sector trends and best practices.

## BIOGRAPHIES

### Mathieu Roy, CEO



Mathieu brings more than 20 years of experience and a strategic, innovative mindset to his role as Chief Executive Officer with Trans Canada Trail.

Mathieu is a professional engineer with the Order of Engineers of Quebec. He co-founded and led his own environmental consulting firm and brings a wide range of both leadership and hands-on experience to the organization.

Mathieu joined Trans Canada Trail in 2017 as Vice-President, Chief Trail Experience Officer. In this role, he led trail operation and development, as well as strategic alliances with a variety of stakeholders. Mathieu helped execute Trans Canada Trail's \$30-million funding relationship with Parks Canada and worked to deliver on the objectives of a \$55-million agreement with the federal government.

Mathieu lives close to the La Montagnarde section of the Trans Canada Trail, which he explores on his bike in summer and on skis in winter.

### Jane Pepino, Chair of the Trans Canada Trail Foundation Board



Jane Pepino is a Senior partner with the firm of Aird & Berlis and is the founder and member of the firm's Municipal and Land Use Planning Group. She is one of Canada's leading lawyers in the areas of property development and real estate.

In her volunteer work, Ms. Pepino has been widely recognized for her contributions to healthcare, governance, policy and equity in the broader community. Ms. Pepino was the founding Chair of the Province of Ontario Women's Health Council, has served twice as the Chair of Women's College Hospital in Toronto, and has sat on the boards of Sunnybrook & Women's College Health Sciences Centre and the Princess Margaret Hospital Foundation. She has also served as Chair of LIFT Philanthropy Partners, and on the Canadian Advisory Council on the Status of Women, Toronto's Metro Action Committee on Violence Against Women and Children, the Toronto Mayor's Committee on Employment Equity, Metropolitan Toronto Police Commission, and Ontario Human Rights Commission.

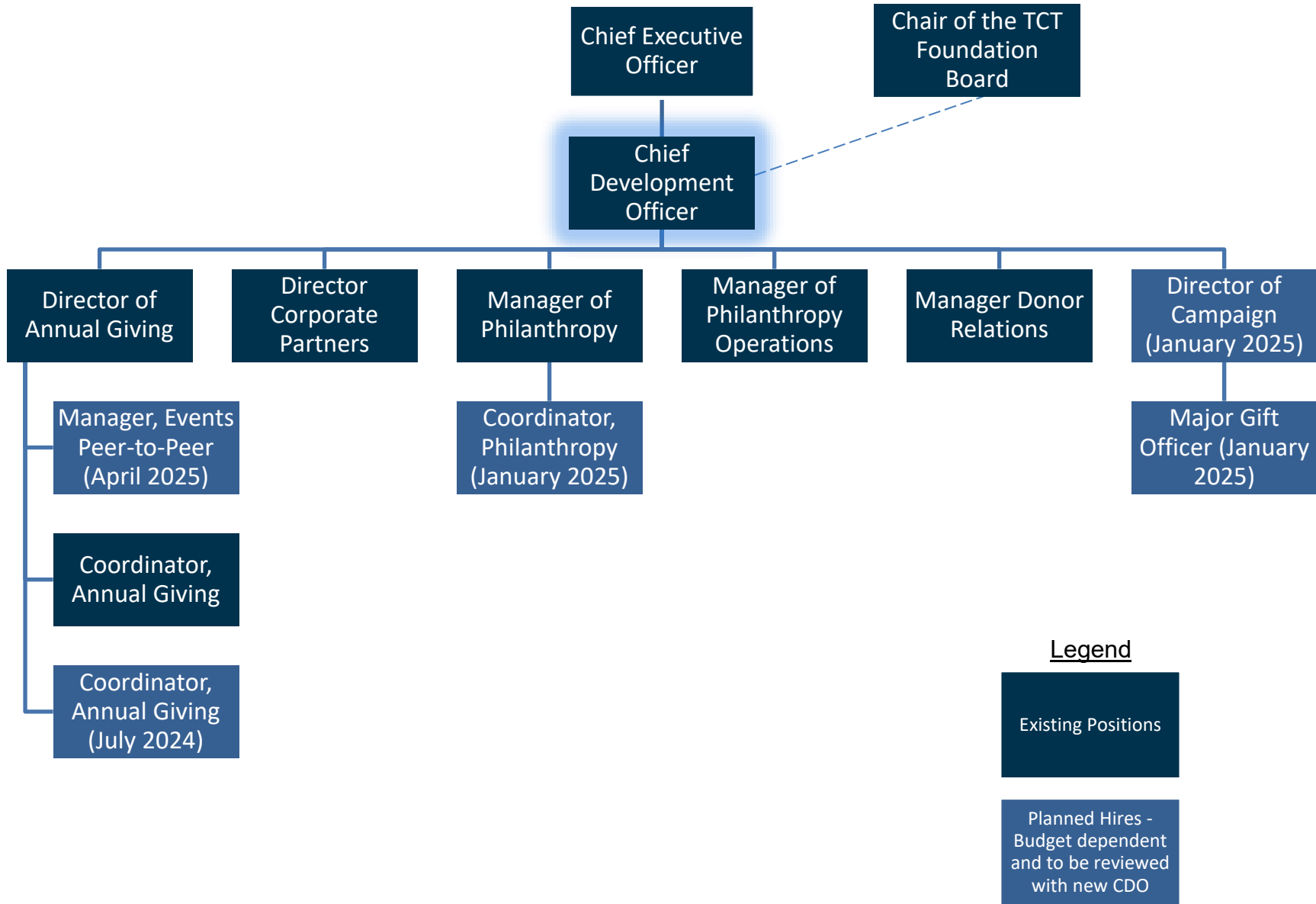
Ms. Pepino's extensive community engagement also includes involvement with the Architectural Conservancy of Ontario, the Board of Toronto Lands Corporation, and the Victoria University Property Committee. She served on the Governing Council for the University of Toronto, including as Vice-Chair, and sits on the Bhutan-Canada foundation.

Ms. Pepino attended Victoria College at the University of Toronto, earned an LLB from Osgoode Hall and an LLM from the University of Texas. She also received a Certificate in Mediation from the University of Windsor and a Certificate in Negotiation from the Harvard Business School. Ms. Pepino is a recipient of the Order of Canada and received an Honorary Doctor of Laws from the Law Society of Upper Canada.

Jane joined the Trans Canada Trail Foundation Board and the Trans Canada Trail Board in 2021.



# TRANS CANADA TRAIL - ORGANIZATION CHART



### Legend

Existing Positions

Planned Hires -  
Budget dependent  
and to be reviewed  
with new CDO