

TRACEY SANDILANDS

601 - 207 Shaughnessy Boulevard • North York, Toronto • M2J 1J9
1.647.628.3396 • tsandilands@rogers.com

GENERAL MANAGER

Strategic, Operations Management Professional with successes steering business continuous improvements tactics that deliver tangible results in staffing and commercial growth in the service sectors. Brings international business corporate and entrepreneurial experience with advanced training in business management, communications and public relations. Engaging communicator and change agent with persuasive presentation and negotiation skills, adept at building buy-in for new concepts and business directions.

Offers a unique blend of business savvy & communications acumen and understands the economic & technical challenges involved in successfully executing complex ventures in competitive global platforms. Dedicated to the principles of integrity and transparency, fostering trust-based relationships with industry partners, community stakeholders, and staff. Motivational coach and mentor to staff and volunteers, empowers teams with the energy, tools and strategies to deliver exceptional results in tight timeframes.

RECORD OF EXECUTIVE ACCOMPLISHMENTS

EXECUTIVE DIRECTOR

Pride Toronto, Toronto, ON

Recruited to this non-profit organization championing Toronto's annual Pride Week celebrations following a 9 month vacancy to transform a turbulent environment suffering with a \$40K deficit and complete staff turnover into a highly influential and internationally respected event.

2008 – 2011

BUSINESS & OPERATIONS EXECUTIVE LEADERSHIP

- Directed operations, managed business, staffing, marketing development, government & sponsorship relations and policy advocacy.
- Fronted synergistic relationships with corporate sponsors and funding authorities, establishing trust-based partnerships founded on fiscal responsibility and respect.
- Developed two-year strategic direction, architecting a unified vision with the Board of Directors to refresh annual business planning processes.
- Standardized purchasing and procurement with integrated strategic & operational planning processes, defined & measurable objectives and performance metric tools.
- Successfully produced two annual 10-day arts & culture festivals that included the three-day street closure of 20 city blocks in downtown Toronto, drawing attendance in excess of 1.2M.

FINANCIAL MANAGEMENT EXCELLENCE

- **Managed a \$3.5M+ operations budget:** Labour costs, infrastructure including power & facilities, festival security, event marketing, communications and administration, steering fundraising strategies to establish a revenue reserve.
- Successfully secured a line of credit while operating with an organizational fiscal deficit.
- Forecasted income and expenditure and provided monthly financial reports to the Board of Directors.

HUMAN RESOURCES GOVERNANCE

- Transformed the organizational layout, ushering in improved premises, workflow management and HR processes.
- Implemented new recruitment and retention strategies that led to an improved retention rate, taking a hands-on role in coaching and mentoring managerial and director level staff.
- Coached, mentored and developed **2 directors and 3 senior managers, empowering up to 16 permanent and contract staff, 150 year-round volunteers and 1000 festival assistants to achieve economic windfall of \$136M in 2009.**

EXPERTISE AT A GLANCE

Tactical & Strategic Planning
Operations Execution
Cash flow Optimization
Building Alliances & Partnerships
Feasibility & Opportunity Analysis
Program Design & Management
Policy Development & Implementation
Budgeting & Cost Control
Policy & Communication Alignment
Stakeholder Relationship Management
Performance Evaluation & Motivation
Profit & Loss (P&L) Management
Risk Management & Mitigation
Business Process Reengineering
Change Management

BY THE NUMBERS

- ✓ MANAGED A \$3.5M BUDGET
- ✓ REALIZED ECONOMIC IMPACT OF \$136M FOR TORONTO
- ✓ GENERATED \$10M IN PUBLICITY
- ✓ EVENT ATTENDANCE OF 1.2M+
- ✓ SECURED 4TH WORLD PRIDE WITH A BUDGET OF \$10M

RECORD OF ACCOMPLISHMENTS CONTINUED...

EXECUTIVE DIRECTOR, *Pride Toronto, Toronto, ON, Continued...*

MARKETING & COMMUNICATIONS DIRECTION

- Revitalized the brand across online and print publications, refreshing the look and feel of marketing and communications.
- Project-managed Pride Week street festival, parades and peripheral events, etching out a vision encompassing street closures, obstinate liquor laws and grant applications while promoting eclectic performers (e.g. Cyndi Lauper).
- Injected modernized systems and tools into an outmoded website and technology network, knitting interactive media into an online database to improve membership participation and volunteer management.
- **Married social networking sites** (such as twitter, YouTube, MySpace, Flickr, FourSquare, and Facebook) with Pride-friendly communications to **establish a membership database of 10K+ in one year.**
- Pushed boundaries, developing seamless marketing collateral spanning web, print media images and promotional material as well as establishing media relationships from-the-ground-up to secure an increase of \$10M in publicity in 2010.

GOVERNMENT & INDUSTRY ADVOCACY

- Fostered relationships with *InterPride* and International Pride organizations by employing an expansive worldview to balance local demands with international best practices.
- Nominated as a Vice President of *InterPride* global umbrella organization.
- Recognized by stakeholders at provincial, federal and municipal levels for ability to re-establish connections spanning corporate sponsors, community leaders and multiple levels of government.
- Delighted event goers and critics alike and **awarded 2009's Best Festival in Canada Star Award.**
- Championed arts & culture initiatives, driving Pride Toronto to the forefront in national and international media.
- Secured the rights to host the Fourth World Pride in Toronto in 2014 with a budget of \$10M.

SENIOR MANAGER - EDITORIAL

2005 – 2008

Property 24, RSA

Hired to industry-leading online property news publication with international readership, to develop the strategic direction of the editorial division, shepherding change management initiatives to drive drastic increases in revenues and readership.

- **Catapulted website traffic from 50K to 300K** unique monthly visitors, driving improvements spanning content, designs and strategic direction.
- **Managed an annual budget of \$500K** with forecasting and monthly reporting to ensure expenditures aligned with projections.
- Improved editorial policy, expanding web portal to include lifestyle and homeowner sections, increasing readership and advertising revenue.
- **Built a 4-person staff writing team, as well as 8 freelance contributors and 15 guest** columnists, to improve and retain expertise.
- Managed article syndication with News24, drawing on sister organizational readership to increase market reach.

BY THE NUMBERS

- ✓ INCREASED TRAFFIC TO 300K UNIQUE MONTHLY VISITORS
- ✓ GARNERED \$250K IN NEW ADVERTISING SALES
EXPANDED DAILY PUBLISHED MATERIAL BY 1000 PERCENT
- ✓ SOURCED & ON-BOARDED 15 GUEST EXPERTS

CEO

1989 – 1991

ProClean Commercial and Industrial Cleaning Services, Johannesburg, RSA

Founded this business, strengthened by personal industry experience, spearheaded critical business intelligence for business-start-up management, successfully implementing **operational planning, HR and management strategies** that drove business growth in a highly competitive and evolving industry.

- Led, hired, developed and managed an **internationally diverse team of 2000 staff** in managing contract cleaning operations, to champion top-notch service for 30+ commercial and industrial contracts.
- Planned and prioritized staff resources to ensure that stringent timelines were met in an industry where late delivery can represent thousands of dollars in penalties, educating staff on best practices and updated government regulations.
- Directed equipment leasing and supplier negotiations strengthening bottom line while facilitating an increase in operational capacity and labour cost reduction.

RECORD OF ACCOMPLISHMENTS CONTINUED...

ProClean Commercial and Industrial Cleaning Services, Johannesburg, RSA

- **Tracked and analyzed financial and operational metrics** on a weekly, quarterly and annual basis, upholding profit and loss compilation and preparation of information to ensure compliance with budget plans and service requirements.
- Transformed industry standard practices, trailblazing scheduling processes for contract cleaning services to optimize contract timelines and reduce costs while efficiently tracking and administering payroll by utilizing automated tools.
- Analyzed current market position, competition and market landscape to draw immediate and actionable conclusions for future direction, directing targeted marketing, sales and customer relationship management programs.

MARKETING, COMMUNICATIONS, MEDIA & EVENTS MANAGEMENT**MEDIA AND EVENTS MANAGER****2004 – 2005**

The Triangle Project

Joined this non-profit organization supporting the LGBT community in a newly created position to build up public image and internal infrastructure through brand & marketing creation and event management.

- Revitalized web materials and marketing collateral, improving image and corporate brand through the development of educational materials, photographic campaigns, and clothing and promotional materials.
- Spearheaded event budgeting and creation for industry recognized, innovative pageants including the "Sex and Culture Festival", drawing interest and awareness of LGBT community.
- Tapped into new markets, developing insightful collateral that expanded the reach of niche services.

MARKETING & COMMUNICATIONS SPECIALIST, *Green Planet Marketing and Communications*, **2002 – 2004**

MARKETING & COMMUNICATIONS MANAGER, *Metropolitan Life Insurance*, **1991 – 2002**

COMMUNITY LEADERSHIP

Board Director, *Church Wellesley Village Business Improvement Association*, 2009 - 2010

Chairperson/Administrator, *Joburg Gay Pride Festival*, 2006 – 2008

Board Director, *Cape Town Gay Pride Festival*, 2002 - 2005

New Homes Assessments, *Domestic Animal Rescue Group*, 1990 – 2005

Editor of National Magazine, *Junior Chamber of Commerce (Jaycees)*, 1983 – 1989

Chairperson/ Secretary, *Victory Toy Dog Breed Club*, 1996 – 2003

EDUCATION & QUALIFICATIONS

PROFESSIONAL CERTIFICATE IN BUSINESS MANAGEMENT, *York University, Toronto*, (Current)

BACHELORS OF ARTS, COMMUNICATIONS AND ENGLISH, *University of South Africa*, 2008

COMPETENT LEADER PROGRAMME (MINI MBA), *Kagiso Business Leadership School*, 1999

PUBLIC RELATIONS DIPLOMA, *Damelin Management School*, 1981

PROFESSIONAL MEMBERSHIPS

Advisory Board Member, Pride Alliance Long Island (PALI), NY • Member, Major International Festivals & Events of Ontario (MIFEN)
Member, Toronto City Summit Alliance (TCSA) Working Group on Arts & Culture • Member - Women's Executive Network, Toronto (WXN);
Member - Economics Club of Canada

NOMINATIONS

Nominated, *Canada's Top 100 Most Powerful Women*, 2010