

TRACEY SANDILANDS

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

TARGET - PROGRAM MANAGEMENT

Self-motivated and results-oriented Program Manager with extensive experience in directing complex, end-to-end program delivery through executive and managerial positions in service sector and community leadership settings. Brings a wealth of experience in steering team-based and volunteer organizations. Adept at recruiting and cultivating a strong volunteer base, and generating enthusiasm for new programs.

Consummate change agent with a gifted entrepreneurial acumen, and a talent for negotiation and strategic leadership to secure resources necessary to get the job done. Powerful communicator with dynamic, motivational leadership style backed by demonstrated capabilities in situational analysis. Fosters trust-based rapport with project stakeholders representing diverse backgrounds, outlooks and interests. 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 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

PROJECT, EVENT & PROGRAM MANAGEMENT

- 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).
- Developed and managed 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 visitors.
- Delighted event goers and critics alike and awarded 2009's Best Festival in Canada Star Award.
- Coached and mentored 2 directors and 3 senior managers, empowering up to 16 permanent and contract staff, 150 year-round volunteers and 1000 festival assistants to lead programs that achieved economic windfall of \$136M in 2009.

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.

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.

EXPERTISE AT A GLANCE

Project Management Principles
Program Leadership
Building Alliances & Partnerships
Operations Improvements
Program Design & Management
Policy Development & Implementation
Budgeting & Cost Control
Policy & Communication Alignment
Stakeholder Relationship Management
Performance Evaluation & Motivation
Profit & Loss (P&L) Management
Service Management
Business Process Reengineering
Change Management
Government Relations

BY THE NUMBERS

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

RECORD OF ACCOMPLISHMENTS CONTINUED...

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

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.

MARKETING & COMMUNICATIONS DIRECTION

- Revitalized the brand across online and print publications, refreshing the look and feel of marketing and communications.
- 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.
- 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

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.
- Expanded capacity to build a four-person staff writing team, as well as eight 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

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.

RECORD OF ACCOMPLISHMENTS CONTINUED...

ADDITIONAL EXPERIENCE

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)
BACHELOR OF ARTS DEGREE, 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