

City Council Acknowledgement

I would like to begin by thanking the City Council for choosing the appointment process to minimize expense for the City of Guelph and creating an inclusive and accessible process to fill the Ward 6 seat vacancy. This approach not only encourages civic engagement but also reduces barriers for new candidates to step forward. I would also like to extend my best wishes to all fellow candidates. Your commitment to our community is commendable, and I believe Guelph will be stronger for it.

Personal Background

Since moving into Guelph, Ward 6 in 2013, my family and I have been proud to call this city home. We chose Guelph because it offered the perfect environment to raise our young family, including a family-friendly environment with parks, city amenities, and a sense of local community. My three daughters have thrived here, participating in diverse programs and initiatives around the city. Our commitment to this community runs deep, and I'm passionate about contributing to its continued growth and well-being.

I am active within the neighborhood by volunteering extensively within the school community and minor sports that my family is associated with. This has allowed me to engage and participate with other citizens within the community and gain a sense of connection.

Over the last 12 years, while living in the Ward, we have seen a significant transformation as it continues to grow and serve the community. As a proud Guelphite, I am running for City Councillor in Ward 6 because I believe in the power of community, collaboration, and responsible leadership. I will work tirelessly not only for the constituents of Ward 6 but for the City of Guelph as a whole.

Occupation / Experience

Professionally, I bring 23 years of experience in Procurement and Supply Chain Management, holding designations as a Member of the Chartered Institute of Procurement and Supply (MCIPS) and a Certified Supply Chain Leader (CSCL). I am currently the Head of Procurement – North America for a large multi-national insurance organization, and have been employed by them for eight years. My career has been rooted in fiscal responsibility, ethical decision-making, and strategic planning.

My objectives while working in Procurement are to minimize overall risk to the organization and ensure fiscal responsibility for contracting goods and services. These activities need to be conducted transparently, provide confidentiality, and drive process efficiency.

Skills that I have developed over my career that will assist me in this role include,

- Budget management and oversight
- Contract negotiation and cost savings opportunities

- Long-term strategic planning and execution
- Project management (construction, hardware, special projects)
- Provide effective and timely communication to all stakeholders
- Critical thinking and analysis for reaching goals
- Upholding transparency and confidentiality in all business practices

Working in Procurement has allowed me to be involved in a wide range of projects and initiatives that have allowed me to have a solid foundation to serve my community. Some examples include,

Contract Management: Mitigate and manage the risk associated with legal agreements with third-party providers/vendors. The achieved outcomes of the contract management include supporting the strategic goals of the stakeholders by achieving the best value and delivering quality products/services. This leads to minimized risk for the organization, guides key stakeholders through the contract lifecycle administration, and holds vendors accountable for poor performance or unethical practices.

Outsourcing: Managing the core principles and processes for the outsourcing of functions and services by determining the relevant applicable processes and strategies for outsourcing. To appropriately safeguard stakeholder and organizational interests, adherence to regulatory requirements must always be managed. These processes have to be observed to adequately assess, mitigate, and control the risks associated with outsourcing activity and ensure business continuity.

Performance Management: Supported strategic goals of achieving the best value for organizational funds while delivering quality services and meeting stakeholder expectations. This is done by facilitating ongoing, regular communication with Vendors to ensure clarity of expectations and quality performance, and holding them accountable for poor performance or unacceptable behaviour. Tracking, analyzing, and managing the performance of a Vendor increases our ability to control costs, mitigate risks, and drive continuous improvement throughout the contract life cycle.

Sustainability: Created organizational policies and governance for the organization's commitment to sustainable procurement practices. These practices are centered around minimizing environmental impacts, promoting social responsibility, and contributing to economic sustainability. By integrating sustainability principles into our internal processes, our goal is to drive positive change across the supply chain and support the global transition to a sustainable future, while driving long-term value for all stakeholders.

Diversity, Equity, and Inclusion: Created organizational policies and governance for the organization's commitment to fostering a culture of diversity, equity, and inclusion (DEI) across our relationships with Vendors and Partners. The organization recognizes that partnering with a diverse network can enhance innovation, strengthen our community, and reflect the organization's commitment to equitable business practices.

My other area of responsibility for the organization is Protection and Resilience, similar to the City of Guelph, the organization I work for has to be available to service our customers 24/7, 365 days a year. Protection and Resilience comprises two main components, Business Continuity planning, and Crisis Management.

Business Continuity: This Business Continuity Plan is a document that I maintain and contains critical business functions and provides policies, processes, tools, and procedures to ensure the continuation of business-critical functions during various types of disruptions. The purpose of this Business Continuity Plan (BCP) is to centralize the business recovery plans following a decision to activate the business continuity plan for critical business processes following the unavailability of one or more resources.

Activities that I maintain and complete yearly include,

- Completing an annual Risk Identification Analysis (RIA) for the organization
- Coordinating the completion of the Business Impact Assessments (BIA) by all key stakeholders
- Completing all annual testing exercises
- Update processes and procedures when necessary, including training and communication on the updates
- Manage training requirements for all stakeholders
- Sharing best practices with other office locations and entities

Crisis Management: The Crisis Management Handbook is a set of documents and procedures that I maintain to support the recovery of the organization after an incident. The Crisis Management Handbook is designed to provide an immediate response to, and subsequent recovery from, an unplanned business interruption.

This Handbook provides the response activities to be undertaken in the event of:

- Non-availability of facilities (Natural disaster, fire)
- Non-availability of personnel (Inclement Weather, Pandemic, Onsite Violence)
- Non-availability of IT (Cyber Attack, Ransomware)
- Non-availability of third-party providers

This Handbook addresses the overall framework of the Program, including the objectives, assumptions, plans, teams, and strategies necessary to resume critical business processes rapidly and effectively following an event. Simulations and tests are scheduled annually to effectively assess the effectiveness of the plan and documentation contained within it to ensure the safety of all employees and the organizational resources.

This background will aid in the current vacancy role by understanding how to assess risk, prioritize critical functions, and implement practical, proactive measures to minimize service disruptions. I can advocate for policies that build community resilience, support local businesses through crisis, while ensuring the resilience and stability of essential municipal services.

In one of my previous roles, I was involved in the implementation of the organization's ISO 14001 environmental management system (EMS). The standard aims to help organizations minimize their environmental footprint and enhance their overall environmental performance.

Management Representative: Helped identify environmental aspects and associated legal requirements and collaborated on setting goals and objectives for reduction activities. I presented findings and updates to the Senior Leadership during the annual management review.

During this experience, I gained valuable experience in the areas of

- Prioritized employee communication and feedback process
- Monitored key performance indicators and any associated recovery plan
- Assessed open corrective actions and remediation
- Facilitated and liaised with external auditors

This experience will help me provide the tools necessary to align with the City of Guelph's goals to manage natural resources, increase waste diversion rates, and reduce greenhouse gas emissions. We can build upon the city's reputation for environmental stewardship and also demonstrate leadership in creating a more sustainable and resilient future.

Over my career in Procurement and Supply Chain, there are three transferrable principles that I have used in my career that I would utilize in this role of Councillor for Ward 6. They include,

Spend Management: Using practical and purpose-driven insights to balance the competing priorities of cost and function. A guiding principle that I use is "**If this were my own money, would I make the same decision?**". Delivering value for City taxpayers and acting in the public interest to ensure stakeholders and constituents benefit in both short and long-term outcomes. This facilitation will also strengthen trust and collaboration in this transparent process.

Kaizen: The principle of progressing the drive for continuous improvement in all areas of the organization. The premise is creating small incremental changes to drive significant improvements. This is done by understanding the needs of the stakeholders and constituents to ensure best value is being achieved, promoting efficient processes, empowering City employees with resources and active two-way communication for the sharing of ideas, and being transparent with all stakeholders and constituents to promote collaboration and trust.

Gemba Walk: This is a simple, yet effective tool to help make well-informed, strategic decisions for a particular problem. It is the action of going to an area where there is an issue so that it can be seen with your own eyes. This will allow you to observe and understand the issue in a holistic manner to find solutions and improvements.

If Elected, I Will Champion

If elected, I will prioritize open communication and inclusive decision-making through collaboration within the community. Acting as a collective voice for constituents of Ward 6 and providing feedback on how and why decisions were made at City Hall. As a Councillor, I will bring disciplined financial stewardship and ensure that every investment aligns with community priorities and delivers lasting value to all stakeholders within the city.

I will advocate for;

- Efficient use of taxpayer dollars through strategic decision-making and accountability
- Smart infrastructure investments that support long-term growth
- Continuous improvement in city services, with a focus on responsiveness and innovation
- Transparent and collaborative governance that puts residents first
- Environmental leadership is grounded in measurable outcomes
- Inclusive community building that reflects the diverse voices of Ward 6
- Open forums where constituents can voice their concerns and ideas

I believe Guelph's future should be built on accountability, innovation, and shared purpose. I am committed to being a strong, informed, and accessible voice for our community—someone who listens, learns, and leads with integrity.

With your support, I will work tirelessly to ensure Guelph continues to thrive economically, socially, and environmentally. Let's build a better future, together.