

Dear Mayor Hamlin and Members of Council,

I am writing to express my interest in the vacant Councillor position for the Town of Collingwood. As an entrepreneur with **international business experience across Canada, Europe, Africa, and Asia**, I bring a fresh, action-driven perspective to municipal governance. My background in **business development, community initiatives, and municipal processes** has prepared me to contribute meaningfully to Collingwood's growth while ensuring we preserve the integrity of our town's history and identity.

Leadership & Municipal Experience

I have worked closely with the **Town of Collingwood's planning department on a residential building project** to help address our **local housing crisis**. Through my experience attending **Committee of Adjustment meetings**, I have developed a strong understanding of the **municipal approval process, zoning regulations, and the challenges facing developers and homeowners**. In addition, I have launched and managed multiple businesses, overseeing **staff, operations, budgeting, and strategic planning**, all of which translate directly to the fiscal responsibility and leadership required for this role.

Entrepreneurial & Community-Focused Approach

My ability to **get things done** stems from my entrepreneurial background. I have successfully navigated **city guidelines, worked with developers, and managed press releases** while launching venues. I also built a **yoga business focused on community well-being, where I developed autism programs and worked with addiction recovery clinics**—demonstrating my commitment to inclusivity and public health. Currently, I am expanding a **landscaping company** into Collingwood with a focus on **sustainability, native Ontario plant integration, and drainage solutions that reduce stress on town infrastructure**. We also **volunteer with the Collingwood Horticultural Society**, supporting green space initiatives such as the Arboretum.

A Natural Fit for Council & Commitment to the Residents' Choice

Collingwood residents **elected Brandon Houston, in part, because of his entrepreneurial spirit and strong community connections**. I share that same **business-minded, community-driven approach** and would be committed to continuing the efforts that matter most to residents—including responsible development, economic growth, and local business support. I recognize the importance of the **Collingwood Terminals redevelopment** and am prepared to take on those discussions with a **balanced approach that honours heritage while embracing the town's future**.

Public Engagement & Representation

I have always been **deeply engaged in community initiatives**, contributing to **Collingwood's tourism office roundtable discussions, attending town hall meetings, raising money for**

the local homeless community, and volunteering with the Rotary Club. My leadership style is based on listening first, asking the right questions, and ensuring that decisions reflect the needs of residents.

A Fresh Perspective for Collingwood's Future

While **only 35% of Collingwood's population is over 65**, our **median age is 50—significantly higher than the Ontario average of 41**. This indicates a shifting demographic with evolving needs, particularly for housing, workforce development, and long-term economic sustainability. As one of the younger applicants for this position, I bring a **fresh perspective that represents the working-age population, business owners, and those investing in Collingwood's future growth**. My **high energy, international experience, and solution-oriented mindset** allow me to approach challenges **with innovation and efficiency rather than bureaucracy**.

Collingwood is a town of **rich history and great potential**, and I would be honoured to help shape its future as a member of Council. I appreciate your time and consideration and look forward to the opportunity to contribute to the continued success of our community.

Sincerely,

Heather Kemp

[Redacted Signature]

[Redacted Contact Information]