

Grow your career.
Level up for the future.

Parks and Recreation Management Certificate (PRMC)

Fall 2024



PARKS AND RECREATION ONTARIO



Welcome from Parks and Recreation Ontario

Dear Participant:

On behalf of the Schulich ExecEd and Parks and Recreation Ontario (PRO), we would like to personally welcome you to the Parks and Recreation Management Certificate (PRMC) Program.

PRMC was developed through intensive collaboration between senior leaders in the parks and recreation sector and Schulich ExecEd instructors. The course content and learning outcomes are a product of this synergy, combining thought-provoking material from high calibre instructors with subject matter that meets the specific needs of professionals in the sector. The three modules; *Communicating with Impact*, *Strategic Management*, and *Political Acuity and Organizational Savvy*, are essential learning for those seeking to move into middle and senior management positions in municipalities. Attending this program gives you a leg up in advancing your career within the municipal parks, recreation, and community development sectors.

The Schulich School of Business is consistently ranked among the world's top schools for extended learning for management and leadership, operations and finance. Focused on a variety of learning modalities, their in-class instruction has garnered them accolades world-wide. Of the 11 major global rankings Schulich is ranked #1 in Canada in 10 of them and #2 in one other. Globally Schulich is always in the top 60 and in 8 rankings in the top 25.

Additionally, Schulich ExecEd ranks consistently among the top Executive Educator providers in the world, with the Financial Times of London 2019 placing it #2 in Canada and #41 in the world in terms of Open and Custom Executive Education.

Together, Parks and Recreation Ontario and the Schulich ExecEd have developed a learning experience that provides the right mix of academic rigour with real-world business experience. It is focused, practical, and immediately applicable to your work environment. Our accomplished instructors are innovators and thought leaders that are not only academics, but also experienced practitioners. They have been where you are and know the specific blend of skill and talent required to advance.

This program will help you gain a host of new skills, engage with your community and colleagues in a deeper way, and learn skills that will help you grow your career and help make your team successful. We wish you the very best in pursuing your professional development goals and thank you for choosing to participate in this program.

Regards,
Kim Gavine
CEO, Parks and Recreation Ontario



Welcome from Schulich ExecEd

Dear Participant:

On behalf of Executive Education at the Schulich School of Business, I would like to personally welcome you to this program. Schulich ExecEd has become an important partner to public and private organizations looking to experience the latest professional learning and development. Every year, thousands of leaders from more than 100 organizations take part in Schulich ExecEd programs, across an unparalleled range of leadership and management topics.

Our programs are wonderfully diverse with participants attending from government, NGO and private sector companies from sectors such as government, mining, to professional sports, and from multi-national to start-up businesses. This diversity brings different viewpoints and experiences to the classroom, informing learning experience that shapes the leading businesses in our society.

Priding itself on a unique mix of academic rigour and “real-world” expertise, professional development at Schulich ExecEd is about learning that is focused, practical and immediately applicable to the task at hand. Our accomplished faculty is drawn from both experienced practitioners and leading academics, each an acknowledged leader and innovator in their field. Over the course of your studies, I know you will gain a host of new insights that will contribute to your organization’s success and also help you progress in your career. I wish you success in pursuing your educational goals.

Sincerely,
Rami Mayer, International MBA
Executive Director, Schulich ExecEd

Our Program

Parks & Recreation Management Certificate

This 3-day online management course is a custom Schulich ExecEd Certificate Program designed for municipal managers seeking to enhance their skills or advance their careers. It focuses on three core principles for successful leadership in public sector administration: **Communication, Political Acuity and Strategic Planning.**

Participants will leave the program with a greater understanding of how to:

- Be productive and effective leaders by applying newly acquired skills
- Communicate effectively with a wide range of municipal stakeholders, from customers to staff and elected officials
- Conduct service delivery and strategic planning at the program, department and agency level
- Navigate the political landscape locally and municipally to enhance actions and outcomes



3 days. 3 modules.



Delivered online.



Program At A Glance



This customized certificate program explores key concepts and theories in each of the core content areas, supported by research and practical case studies. There will be an assessment component at the start of the program, and short pre-work leading up to each session. In-class group work and assignments are built in to enhance participants' critical thinking and insights for practical application. The program will culminate with a graduation on the last day, November 15, 2024.



Program Architecture



Module 1

Communicating with Impact

Effective leadership requires a certain mindset and polished skills to engage diverse audiences at all levels. In this course, leaders will learn and apply proven concepts and methods for how to craft and present compelling messages that appeal to different styles of municipal decision-makers, peers, and staff. Participants will gain new insights about their style strengths and practice how to adapt their oral and written messages in ways that gain the awareness, interest, commitment, and action of others. Individual and team activities will challenge participants to demonstrate their learning in real-life scenarios and give and receive constructive feedback for improvement.

Module 2

Municipal Strategic Management

Strategic management is a planning process that enables an organization to set priorities and match its resources and capabilities to the needs of the environment to achieve a competitive edge, more efficiencies and better achieve the objectives of the organization. It helps align a city council or agency's goals and plans approaches to meet the needs of citizens, customers or members. Municipal, non-profit or private leaders are often the drivers of strategic management processes, which can be done at any level within an organization. Planning, requires solid research and information, conscious engagement of those who should contribute to and benefit from the plan, and measurement to assess performance.

Module 3

Political Acuity and Organizational Savvy

Political acuity is among the hardest concepts to teach or employ. Traditional thinking suggests one either has it, or doesn't. New research and the real-life experiences of the course leader combine to provide a candid and insightful conversation about what it means to be politically astute. Case-based discussions will be used to explore new approaches to thinking and analysis that will remove the mysteries of what it means to think "politically" and enhance the quality of analysis, advice and actions.

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Program Faculty



Dr. Gail Levitt

Dr. Gail Levitt, President of Levitt Communications Inc. since 1992, is a versatile facilitator specializing in influential leadership to achieve transformation through strategic thinking and innovation. Known for her highly adaptive style, Gail has the ability to engage diverse participants from multiple generations to explore, identify, and reach consensus on organizational and team processes for enhanced productivity, motivation, and adaptation.



Dr. JP Gedeon

JP Gedeon is a nationally recognized, published expert in leadership, leadership psychology, corporate transformation and cultural change. Over the past 20 years, he has held executive level positions in the private, public, academic and association sectors, having developed many of the mainline education and credentialing programs available in the sector today. JP is a highly regarded trainer and consultant, with a wealth of municipal experience.



Dr. Peter Constantinou

Peter is one of Canada's leading practitioner-academics in the area of public policy and administration. He has worked as a senior civil servant, chief of staff to a cabinet minister, lobbyist and international consultant. As a professor in the School of Public Policy and Administration, his research focuses on political acuity, stakeholder engagement, public management and government relations.

Schulich ExecEd has assembled a team of leading leadership and management faculty who inspire participants to develop into top leaders in their organization.

Our leading leadership and management faculty have trained over thousands of leaders across the globe in profit, public and non-profit sectors. More than 200 organizations send their leaders to Schulich ExecEd every year to develop their management, leadership and business acumen.

The Person Who Contributed the Most to Your Learning Experience

The Person Who Contributed the Most to Your Learning Experience is a classmate who will make a 3 minute speech on graduation day (Thursday, November 15 at 3:45pm) talking about the PRMC program and the learning journey.

PRMC participants can nominate and select the class rep based on the person who represents the Class of 2024 in areas like:

- Being collaborative
- Showing leadership
- Demonstrating effective communication, listening, problem-solving skills





Schulich ExecEd Schulich School of Business At York University

500-222 Bay Street. Toronto, Ontario M5K 1K2

1 800.667.9380

execedinfo@schulich.yorku.ca

seec.schulich.yorku.ca

Rosa Na, Program Manager: rosana13@Schulich.yorku.ca

Sharon Wong, Program Coordinator: sharonwf@Schulich.yorku.ca



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