



Parks and Recreation Management Certificate (PRMC) Program

This program is ideal for individuals who currently work in or are seeking employment in municipal administration at the management level.

Parks and Recreation Ontario, in partnership with the Schulich Executive Education Centre, School of Business, York University, is pleased to present the Parks and Recreation Management Certificate (PRMC) Program. This Certificate Program is 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.

The three-day Program introduces participants to key concepts and theories in each of the core areas, supported by research and practical case studies. Individual and small group work will enhance participants' critical thinking and insights for practical application.

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**

Participants receive a certificate on program completion.

The Partnership:



Parks and Recreation Ontario (PRO) is a non-profit association that advances the health, social and environmental benefits of quality recreation and parks through evidence-based practices, resources and collaborative partnerships. PRO has over 5,500 members, including professionals, volunteers, educators, students, interested citizens, elected officials and commercial representatives, who provide services to more than 85% of Ontarians in municipalities across the province. www.prontario.org



Founded in 1968, the Schulich Executive Education Centre (SEEC) is a strategic business unit within the world ranked Schulich School of Business at York University in Toronto. SEEC provides executive and management education to 10,000 +/- year middle and senior managers and executives in the private, public and not-for-profit sectors. Delivering open enrolment and specially customized programs domestically and internationally, SEEC is itself a globally top 40 ranked executive and management education centre. With centres of excellence in a number of areas including both Municipal Leadership and Public Sector Management, SEEC is deeply engaged in helping organizations like PRO achieve its important goals. www.seec.schulich.yorku.ca

May 7-9, 2019

**BMO Institute for Learning
3550 Pharmacy Avenue
Toronto, ON**

Register online

<https://bit.ly/2EW5rxA>

Registration Deadlines:

Early Bird Deadline:
March 5, 2019

Registration Deadline:
April 6, 2019



PROGRAM OUTLINE

Day 1: Communicating With Impact Course Instructor: Dr. Gail Levitt

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. Content highlights include:

- **Style awareness of self and others**
- **Messaging in “Plain Language”**
- **Demonstrating empathy to build relationships**
- **Gaining buy-in and commitment using “AICA”**
- **Crafting written messages with impact**
- **Presenting ideas that engage and influence others**

Participants will complete an on-line communications style assessment and on-line survey prior to the session that the facilitator will use to tailor the learning to their needs.

Day 2: Municipal Strategic Management Course Instructor: John R. Allen

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's goals and plans approaches to meet the needs of Citizens. Municipal 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. Content highlights include:

- **Leading a strategic management process**
- **Situation analysis and research processes**
- **Planning interdependencies and strategy alignment**
- **Action planning and risk management**
- **Performance indicators and monitoring performance**
- **Application of learnings through developing a strategy for participants' own organizations**

Day 3: Political Acuity and Organizational Savvy Course Instructor: Dr. Peter P. Constantinou

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.

This course will introduce participants to the skills and abilities needed to understand and cultivate political acuity in the municipal context. Participants will focus on building skills to better work with formal and informal systems, practices, relationships and cultures to enable them to identify impacts, influence decisions and achieve organizational objectives. Participants will develop skills to better predict the way new events and emerging issues will affect their organization, the public and stakeholders. Techniques will be shared to help meet the needs and expectations of elected officials and their political staff, as well as build skills for problem solving when there is a 'disconnect' between short and long term objectives. Content highlights include:

- **Key players and processes in systems of government**
- **Formal and information decision-making processes**
- **The role of influence in getting things done**
- **Networking and the creation of strategic networks and alliances**
- **Case studies in applied political acuity: stakeholder relations**
- **Speaking truth to power and strategic/effective communications techniques**
- **Dealing with office politics and optics**
- **Strategies and techniques for raising political acuity**

COURSE INSTRUCTORS

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.

Gail's work experience with all levels of government enables her to demonstrate best practices for change management and resiliency that are relevant for business and technical professionals challenged to lead change. Her facilitative expertise also extends to adult learning styles and multi-generational learning principles, and over eighty tools, including: DiSC; Myers-Briggs Type Indicator (MBTI); Personality Dimensions; Hermann Brain and more. Gail is an instructor with the Schulich Executive Education Centre, as well at Sauder Executive Education, and has facilitated courses for Canada Post, Transport Canada, BC Ministry of Labour, St. Michael's Hospital, and the International Bank of China, to name a few.



Dr. Peter P. Constantinou

Dr. Peter P. Constantinou is one of Canada's leading practitioner-academics and a Professor in the School of Public Policy and Administration and the Schulich School of Business at York University, as well as part-time appointments at five other universities in Canada and Europe. He has been both a civil servant and a political advisor. He has spent a decade in the Ontario Public Service as a senior policy advisor at the Ontario Ministry of the Environment, and as Chief of Staff to the Ontario Minister of Education and Training. For almost 20 years, Dr. Constantinou has been active in teaching and research in the area of public policy and administration.

Peter's academic research is in the area of government relations and political acuity. His work with clients in Canada and abroad focuses on assisting senior public sector officials in developing their political acuity and strategic skills for better career development and more effective operations and sound delivery of projects and programs. Most recently he worked with the Chinese government to develop a model ethical code of conduct for public sector employees and diplomats, with the National School of Public Administration in Brazil to provide training on the use of case studies in training public administrators, as well as the Prime Minister's Office of Vietnam in anti-corruption strategies and change management approaches.



John R. Allen

John is the Program Director of two Centres of Excellence within the Schulich School of Business, Public Management and Municipal Leadership, and instructs several courses. As a consultant and trainer for more than 30 years, John assists public sector organizations with strategic and business planning, performance measurement and program evaluation. He is a former Ontario public servant, having worked for Management Board Secretariat, the Ministry of Municipal Affairs, and the Ontario Housing Corporation.

John has brought his significant experience to assist organizations, such as Citizenship and Immigration Canada, government ministries in Ontario, New Brunswick, Nunavut and Yukon, and a myriad of Canadian municipal governments, with their planning and performance measurement processes. A scholar and trainer, John has written a variety of articles on results-based management in government in a number of journals, and often speaks at conferences on this topic.



Registration Fees

Parks and Recreation Management Certificate (PRMC) Program
May 7-9, 2019

Program Location: BMO Institute for Learning, 3550 Pharmacy Avenue, Toronto, ON

PROGRAM REGISTRATION includes lunch, breaks, all course materials and a framed PRO/SEEC Certificate

MEMBER*		NON-MEMBER	
EARLY (DEADLINE MARCH 5, 2019)	REGULAR (DEADLINE APRIL 6, 2019)	EARLY (DEADLINE MARCH 5, 2019)	REGULAR (DEADLINE APRIL 6, 2019)
\$1975 + HST = \$2231.75	\$2175 + HST = \$2457.75	\$2400 + HST = \$2712.00	\$2600 + HST = \$2938.00

OPTIONAL ACCOMMODATION REGISTRATION

includes buffet dinner and full hot and cold buffet breakfast from arrival night to departure morning inclusive

Mon, May 6 - Thu, May 9	\$630 + HST = \$711.90
Tue, May 7 - Thu, May 9	\$420 + HST = \$474.60

OPTIONAL MEALS for non-overnight attendees

Breakfast	\$17 + HST = \$19.21
Dinner	\$37 + HST = \$41.81

*Current membership is required to register at the PRO or CRPA P/T Partner Member rates. PRO membership forms can be downloaded from www.prontario.org and submitted with membership payment and the Program registration.

Please note that any photos or videos taken during PRO-sanctioned events may be used by PRO for promotional purposes (brochures, publications and web-based media). Participants are reminded of this condition of registration and we appreciate your consent of use. By registering, you acknowledge that PRO's Code of Ethics is in effect at this event.

Cancellations received in writing at least 30 days in advance of the Program will receive a refund less a 20% administration fee. Cancellations received less than 30 days prior to the Program will be subject to a \$500 administrative fee. Participants must attend all program days and fulfill all program requirements in order to receive a certificate. Participants, choosing to be invoiced, must have their registration paid in full before the start of the Program. No admission is permitted unless payment is received in full. For paid and unpaid invoices, where written cancellation is received less than 30 days prior to the Program, the \$500 administration fee will be billed.



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