

Carmen MacKenzie

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PROVEN COLLABORATION SUCCESS AS COORDINATOR OF RECREATION INITIATIVES WITH PROFESSIONAL SERVICE ORGANIZATIONS AND COMMUNITY PROGRAMS

RELEVANT EXPERIENCE

PROCESS FACILITATOR

MPOWER BUSINESS GUIDES - GUELPH, ON 1998-2009

Mpower Business Guides is a boutique management consultancy that provides comprehensive human capital solutions for mid-market enterprises in healthcare, technology, retail, and tourism sectors.

Situation: Design a comprehensive facilitation framework and deliver facilitation sessions to help client organizations open inter-departmental intercommunications and create more productive workplaces.

Obstacle: Diminutive development budget.

Action: Researched best-of-breed facilitation practices along with tapping my *recreation* expertise and experience with experiential team building activities with corporate executives and management teams.

Result: Built a generic facilitation planning framework consisting of:

- *Facilitator and Recorder role descriptions, group memory visual recording techniques, generic group initiatives, various thinking/problem solving frameworks, and debriefing methods.*
- *Detailed administration and preparation systems to organize 1 to 3 day session. For example: client pre-facilitation questionnaire, resource checklists, travel arrangements booking forms, electronic client profile database, contract forms, confirmation letters and facilitation debrief reports using MS Office.*

"Carmen mapped out and delivered three facilitation sessions - Team Building, Change Ambassadors, and Project Decompression for our ERP project team. The sessions were well organized and provided a seamless flow of energy amongst the group. This allowed our project team to gain the necessary clarity and confidence quickly. This, combined with practical change management knowledge, helped achieve our goals.

Carmen demonstrated a warm and trustworthy presence in the sessions. Her easy going, yet direct and honest approach provided an open atmosphere for the team members to talk freely with the confidence of being heard. She brought fun, humour, compassion, and a sense of earnestness throughout the entire time we worked with her. Carmen we enjoyed your authentic approach and thanks for your contribution to a successful implementation."

Deb Powis – CFM Keanall

Director of Corporate Development & ERP Project Manager

OPERATIONS COORDINATOR

THE ADVENTURE BEGINS OUTDOOR PURSUIT SPECIALISTS - GUELPH, ON 1993-1998

The Adventure Begins specialized in adult outdoor pursuit skills training and experiential team building activities for private and public educational institutions, corporations, and non-profit organizations.

Situation: Restructure the operational workflow for twelve outdoor pursuit training [rockclimbing, canoeing, and backcountry skill] courses, along with co-delivering them with 2 full-time and 15 part-time professional outdoor pursuit guides.

Obstacle: Completing restructuring in six months, obtain seasonal staff buy-in and continue to maintain my active outdoor guiding accountabilities.

Action: Multi-step process that included; company-wide launch, brainstorming sessions, evaluation, and re-development process.

Result:

- **Company-wide Launch:** Organized staff to discuss the initiative to restructure the production workflow for all the outdoor pursuit courses and positioned the timeline and shared accountability challenges. The group instantly engaged and started to brainstorm how they would approach the challenge so everyone could contribute to the project.
- **Brainstorming Sessions:** Together we designed a comprehensive chart and questions which guided staff members at the completion of each course to use during debrief to evaluate the course.

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- **Evaluation Process:** The team leader was responsible for facilitating the debrief session after the courses were finished with other staff members. These insights and recommendations were recorded on e-templates and stored in the designated project file. Weekly, I would review the evaluation reports along with adding my notes and asked questions for clarity as needed. To increase the re-development adoption speed, mid-course enhancements were made in real-time and rolled out.
- **Re-Development Process:** During the off season, I reviewed all the course feedback information and juxtaposed these with the current operational work-flow to make the recommended changes, complete with implementation schedule and development budget.

Reasons I choose to return to the Adventure Begins – Carol Domitric, Customer

- 1) **FUN** – I found your approach to be low stress and friendly. Your staff was also friendly, energetic, helpful, and patient. This created a good atmosphere in which participants could work together and have lots of fun while learning.
- 2) **CHALLENGE** – I found each course challenging and felt I was progressing with each new experience. At the same time, they helped me develop skills necessary to pursue these activities on my own with the knowledge to do it safely.
- 3) **COURSE CONTENT** - Your programs make outdoor activities more accessible. I felt your staff was very knowledgeable and skillful in the areas of instruction. I learned valuable skills that I will use now and into the future. Your programs are varied and provide opportunities to build on past experiences which provide the option to try something new or the incentive to return for more.
- 4) **NO WORRIES** – You are always well prepared and help participants to be prepared. For instance, I appreciated the lending of extra equipment and your forethought in arranging for carpooling for the whitewater canoeing course and the Killarney canoe trip. This eliminated any worries such as having to purchase gear on the spur of the moment without experience.

RECREATION COORDINATOR

THE ARBORS THERAPY PROGRAM – DIVISION OF COMMUNITY MENTAL HEALTH - GUELPH, ON 1989 – 1993

Arbors Day is a long-term outpatient program that provided community mental health intervention services and healthy active living skills development for 150 adults with acute bi-polar mental illnesses.

Situation: Creating a new recreation program serving 150 adults with acute bi-polar mental illnesses.

Obstacle: Overcome an age barrier between myself and clientele who ranged between 5 and 20 plus years my senior. Fragmented programming structure, along with 150 plus unmotivated adults all working with different levels of functional abilities depending on the severity of their individual mental illness.

Action: Created a vision of a client-driven recreation program that focused on mental wellness and community involvement consisting of the following elements;

- **Leadership:** Naturally shifted to a facilitative approach with the clients to help them uncover how they can contribute to the program.
- **Inventory:** Inventory of all assets, which included: 150 clients, two university coop students, six staff members, one administrative person, \$25K recreation budget and a vehicle rental allowance, facility space, recreation equipment, leisure and craft supplies, and lots of autonomy.
- **Framework:** Created a scaleable participation platform entitled the *Healthy Active Living* program with input from clients. The platform was designed to allow individuals to participate along with contributing to event organization on a continuum depending on the ebbs and flows of their illness.
- **Management:** Managed all the components of the program:
 - Writing five client volunteer planning team role descriptions: Bookkeeper, Wellness Education Planner, Life Skills Planner, Activity Organizer, and Advertisement Promoter.
 - Assisted HAL planning team members in the administration of budgets and basic bookkeeping, scheduling monthly events and volunteers, organizing education themes and booking guest speakers, organizing menu planning and cooking sessions, marketing copy and creating posters to promote events, and various trouble shooting of problems.
 - Facilitated the HAL planning team to *build alliances* and create *collaboration initiatives* with eight local community social service agencies in the planning, organizing, and implementation of recreation events. *This multi-agency initiative eliminated service duplication in the surrounding Guelph and Wellington County area and produced \$10K cost savings within each agency's activity budget. These savings were achieved through sharing human resources, equipment, supplies, transportation and facility rental expenses.*

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- Organized and supervised two annual Master of Social Work Program student cooperative placements with performance reviews.
- Developed, interviewed and supervised two summer job placement students with performance reviews.
- Provided patient [members] progress reports for weekly clinical team meetings.
- Participated in the daily professional multi-disciplinary clinical team meetings.

Result: In three years the membership along with staff and coop students redefined, rebuilt, and managed a model *Healthy Active Living* program servicing the Guelph and area mental health community.

In 1993, the **Guelph Wellington Employment Coordination Committee**, recognized Carmen as; “the supervisor everyone dreams about... going above and beyond the call of duty... being a conscientious worker”

EDUCATION AND RELEVANT PROFESSIONAL DEVELOPMENT

Recreation Leadership Diploma – 1988

Fanshawe College, London, ON

This was leading edge two year interactive and intensive self-directed learning program. The first year was a theory-based and the second year was an outcome-based curriculum along with two work placements. The student would decide on a recreation specialty stream and initiate two work placements which supported that choice. Each student was assigned to a Student Tutorial Group, led by Tutorial Leader who was a Practice Professional in the field. The Tutorial Leader would set learning objectives from the *Recreation Leadership Outcomes Curriculum* for each student in their group. The students were then fully responsible to research, learn, apply, and present how they achieved the learning objectives to the Tutorial Leader and student peers for their final grades.

Ottawa 09 International Animation Festival Workshops

- Writing for Animation Workshop – Ian James Corlett
- Voice Acting Workshop - Stevie Vallance
- Crash Course in 2D Characterization Workshop – Eric Coleman, Walt Disney
- Making of Coraline Presentation – Henry Selick, Director

Film Production

Animation	Pencils to Pixels – Tony White	Current
Storyboarding Techniques	Prepare to Board – Nancy Beiman	2010
Storytelling Techniques	Stealing Fire From the Gods – James Bonnet	2009
Storytelling Techniques	Story – Robert McKee	2009
Final Cut Pro Software	Apple Book Series Training – Self Directed	2009
Grammar of Film: Understanding Movie, the Art and History of Film	Providence College – Online Course	2008
Producer Internship	Meet the Film Buyers @ Toronto International Film Festival	2008
Business of Film 101	Wilfrid Laurier University: Business of Film Institute	2008
Volunteer Assistant Director	Documentary: ‘Raqs Sharqi, It’s No Hootchy Kootchy	2007
Volunteer Assistant Director	Indie Film: ‘A Day in a Life of a Psychopath	2006

Business Management

Principles of Marketing Course	Conestoga College	2007
Principles of Graphic Design Course	Conestoga College	2007
Finance and Managerial Accounting for Non-Financial Managers Course	Fred Pryor Seminars	2003
Process Facilitation Skills Workshop	Inter-Connex Consulting Group	2002
Microsoft Project Management Course	Productivity Point International	1997
Business Management Program	The E-Myth Academy	1995-96
Managing People at Work Course	University of Guelph	1992