

COMPANY PROFILE

Horizons Community Development Associates Inc. is a client and community centred consulting company focused on helping communities achieve their goals. **Horizons** specializes in evaluation and research, facilitation, resource and tool development, and research-based planning for community wellness.

Based in Nova Scotia and serving Atlantic Canada, our team of consultants and a support team of 20 research assistants and administrative staff offer value-added service to a broad range of clients, including the health sector, government agencies, not-for-profit organizations and businesses. We have a strong reputation as a solid team that produces excellent quality work. The **Horizons** staff have complementary skills and an excellent understanding of each other's strengths and abilities; we know how to maximize our collective contributions to any project we take on.

Company owners Cari Patterson and Jean Robinson-Dexter formed **Horizons** in October 2002 by assembling a talented team that share the goal of producing high quality work, while enjoying the experience of working together. With an annual income of over \$300,000, **Horizons** derives its revenues from clients in provincial government departments and agencies, First Nations communities, the health and not for profit sectors.

Horizons Community Development Associates Inc. has a combined fifty years of experience in a broad range of skill areas:

- Applied research;
- Evaluation services;
- Educational and planning tool/resource development;
- Facilitation;
- Organizational management;
- Project coordination;
- Strategic planning;
- Program planning and development;
- Workshop development and delivery;
- Event planning and coordination;
- Advocacy; and
- Administrative/clerical support.

The **Horizons** team has developed internationally recognized resources in measuring community capacity, and is a recognized leader in health promotion and population health initiatives. We utilize these approaches to build on the strengths of our clients and work towards creative solutions for helping communities achieve their goals.

OUR PROJECTS – 2008 - 2010

Horizons' list of clients grows each year, and we are pleased to continue to work with organizations that use our services on a regular basis. Projects and clients in 2008 - 2010 include:

Acadia First Nation – Strategic Economic Development Strategy (2007-2009)

Horizons worked with the Economic Development Department of Acadia First Nation to develop its first economic development strategy. Our work includes the development of community profiles and asset maps and skills inventory of community members; developing a vision and goals, and a comprehensive 5-year work plan. We also developed skills within the First Nation community by training and working with community members to carry out the skills inventory.

Acadia First Nation – Wildcat Cultural Tourism Feasibility Study and Development Plan (2009 – present)

We are completing a project with the community of Wildcat, part of Acadia First Nation, to develop a cultural tourism development plan (originally conceived as an eco-tourism plan). Our work included a comprehensive feasibility study, including an update of the skills inventory for the community, a market analysis, development of the 'community story', a literature review of best practices in Aboriginal eco-tourism, and recommendations for moving forward. We also hired a community member to carry out the updating of the personal skills inventory. The development plan includes a programming plan, interpretation plan and sacred spaces protection plan.

Atlantic Collaborative on Injury Prevention – Literature Review & Recommendations (2010)

Horizons is working with the Atlantic Collaborative on Injury Prevention (ACIP) to carry out a review of the relationship between the social determinants of health and injury. Our work has included a literature review, a scan of best practice policies and programming that reduce injuries by addressing the social determinants, identifying determinants that have the greatest impact and developing recommendations for further data collection. The resulting document will be used by government and non-government injury prevention practitioners, advocates and policy makers.

Atlantic Council for International Cooperation – Policy Forum and Workshop (2008)

We worked with the Atlantic Council for International Cooperation (ACIC) to develop and deliver a customized workshop on influencing policy. The interactive, participant-centred workshop took place in Moncton, New Brunswick, and was open to all ACIC members in Atlantic Canada.

Canadian Nurses Association - Key Stakeholder Consultations (2010)

Horizons worked with the CNA to gather input from its external stakeholders to inform its strategic planning process. Specifically, we carried out telephone key informant interviews with provincial/territorial health agencies' representatives and implemented a bilingual web-survey

with a broad range of stakeholders. We coded and analyzed the data gathered and developed a synthesis report of the results to be used in their planning meetings.

Canadian Mental Health Association - NS Division - Communities Addressing Suicide Together (CAST) Tool Kit for Community Coalitions (2008)

Horizons worked with CMHA - NS Division to develop a user-friendly toolkit of resources, best practices and planning tools designed to assist communities in developing coalitions to address suicide. Our role included reviewing draft content; fleshing out particular chapters; rewriting the information; providing advice re: organizing the content; working with our designer to determine layout, graphics, and the overall look of the toolkit; and coordinating a clear language review of the toolkit. The toolkit includes research-based information about addressing suicide, as well as information about coalition building and partnering to address suicide. It includes chapters on working with specific population groups, including Aboriginal peoples.

Central Region Wellness Coalition - Planting a Seed: Building Community Capacity from the Roots Up (2008)

We designed and facilitated a day-long workshop on community development and community capacity building for health sector participants in the Central Region of Newfoundland and Labrador in December 2008. The workshop, held in Gander, NL was very interactive, and was tailored to build on people's own knowledge and experiences in their work, and provided a number of practical exercises to assist them in enhancing their community development and community capacity building practice.

Community Inc - Inclusive Transportation Forum (2008)

In May 2008 we worked with Community Inc to plan and facilitate a one day province-wide forum on inclusive transportation, which took place at Acadia University. The forum was one in a series of provincial gatherings to develop and pilot a model of inclusive transportation for Nova Scotia.

Community Links - Preventing Falls Together Planning Meeting (2008)

We worked with the Coordinator of the Preventing Falls Together program to design and facilitate a 2-day planning meeting of the program staff. Because of *Horizons'* previous work with coordinating the Preventing Falls Together program, we also provided program history and context to the meeting activities and discussions. Following the meeting, we developed a follow-up report of the discussions and decisions made.

Douglas College - Health Promotion Curriculum (2008)

We worked with our sister consulting agency, The Quaich Inc. (www.thequaich.pe.ca) to develop course curriculum and materials for a future Continuing Education Health Promotion and (Primary) Prevention Certificate Program. Collaborating closely with the project team, we developed course curriculum in the following areas:

- Introduction to Health Promotion and Primary Prevention;
- Program Planning and Evaluation;

- Partnership Development;
- Community Mobilization and Social Marketing; and
- Mental Health Promotion.

IWK Health Centre - Provincial Violent Offender Program for Youth in Nova Scotia (2008 – 2010)

We are completing a project with the IWK to design a provincial program for youth who commit serious violent offenses. During the first phase of the project we completed a literature review, conducted a program scan, and interviewed key informants from across the province. Once we synthesized and analyzed the data, we worked with the inter-departmental project Steering Committee to develop a provincial model for working with these youth. We are currently completing an interactive document that summarizes the best practices, current status in Nova Scotia, and lists relevant best practice programs for each intervention included in the model.

IWK Health Centre - Substance Abuse Treatment Programming for Incarcerated Youth (2008)

Horizons worked with the IWK Mental Health & Addictions Program to help determine what is needed for addressing substance abuse among youth who are/have been incarcerated. We completed a literature review on best practices, conducted a program scan to determine best and promising practices in other jurisdictions, and interviewed key informants about what they think is needed in Nova Scotia. We synthesized and analyzed the data, and worked with the project Steering Committee to identify recommendations for moving forward. The recommendations are currently being addressed.

Mi'kmaq ▪ Nova Scotia ▪ Canada Tripartite Forum - Health Working Committee - Exploring Health Priorities in First Nation Communities (2008)

Horizons recently worked with a sub-committee of the Tripartite Forum's Health Working Committee to gather information on the health priorities of First Nation communities in Nova Scotia. The project's purposes were to hold community discussions on First Nation health issues with all communities and health partners; identify current health priorities to inform health planning; explore and prioritize current priorities, and compare them with the 2005 health priorities; identify existing strengths and challenges to addressing health priorities, and what is needed to address health priorities; and share what is heard broadly among First Nation communities and health partners to inform their health planning efforts. To complete this work, we used three methods of gathering input: community engagement sessions – held in 11 of 13 First Nation communities in NS; youth web surveys; and health system web. We also worked with communities and partners to identify existing strengths and challenges to addressing health priorities, explore what is needed to address health priorities, conduct qualitative and quantitative data analysis and develop a project report and a presentation partners can use to share the findings broadly among First Nation communities and health partners to inform their health planning efforts.

Newfoundland Labrador Human Resources Labour and Employment Department - Study of Transportation Related Assistance and Delivery Options for Individuals and Families with Low Income (2009)

Horizons worked with the Transportation Study Steering Committee (a sub-committee of the provincial Poverty Reduction Strategy Committee) to conduct a study of transportation related assistance and delivery options for individuals and families with low income, between March and October 2009. The work included providing an overview of provincial government-funded transportation programs and services, as well as other transportation services within the province; identifying transportation needs in the province; identifying barriers to transportation services throughout the province, especially for people living in rural and remote areas, persons with disabilities, people living with low incomes, and seniors; developing case studies that illustrate current transportation programs and barriers to services; reviewing transportation programs and services in other jurisdictions and highlighting innovative models; and making suggestions for models that could be applied or modified to Newfoundland and Labrador for the second phase of the study.

Nova Scotia Advisory Commission on AIDS - Towards Establishing an Effective and Comprehensive Social Inclusion Lens for Nova Scotia Strategy on HIV/AIDS (2008)

We worked with the NS Advisory Commission on AIDS to provide advice and guidance regarding the issues of gender and social inclusion in relation to Nova Scotia's Strategy on HIV/AIDS and its implementation. To complete this work, we reviewed background materials (identified by the Commission) and project events; developed a response to each question provided by the Commission; and compiled the question responses and recommendations into a final report.

Office of the Worker Counsellor (2010)

The NS Workers Compensation Board and the NS Federation of Labour have recently established a pilot Office of the Worker Counsellor to provide a professional advisor for workers in Nova Scotia. We have been contracted to assist the Counsellor with evaluating the program. We have completed the first part of the work - developing a logic model and an evaluation framework. Beginning in the fall, we will be implementing the evaluation. One of the interesting methodologies we're using is story sharing. We'll be training union advocates to facilitate story sharing sessions with workers to collect information about their experiences.

South Shore District Health Authority – Community Health Board Week Kick Off (2008)

Horizons worked with the Community Health Board Coordinators in Lunenburg and Queens Counties to plan and implement kick off events in each county to celebrate the beginning of the District Health Authority's first annual Community Health Board Week (September 27 – October 3). We met regularly with the Coordinators and a volunteer planning committee to plan and provide advice on the activities, promotion and logistics of each event.

What's Working in Community Development Conference (2008)

In June 2008, *Horizons*, in partnership with the International Association for Community Development (IACD), co-hosted a three day international community development conference for 300 people from 30 countries around the world. Besides developing the theme and flavour of the event, over the eight months leading up to the conference, we were responsible for all aspects of conference coordination, including program design and production, speaker coordination, registration (pre and on-site), promotion, liaison with conference venue staff, including room coordination, food and beverage service, socials and audio/visual coordination.

OUR EXPERIENCE WITH NOVA SCOTIA PROCUREMENT SERVICES – 2008 - 2010

NS Dept. of Health Aboriginal Health - Aboriginal Health Policy Framework – Evaluation Framework (2009 – 2010)

With funding from the Aboriginal Health Transition Fund, the Nova Scotia Department of Health is in the process of working with First Nations and other Aboriginal communities in Nova Scotia to ensure that the publicly funded health care system in Nova Scotia is providing comprehensive health care to all Aboriginal Peoples living in the province. We have been contracted to evaluate the overall Adaptation Plan (the AHTF funding envelope under which many of the NS programs fall), and two specific projects that fit within the Adaptation Plan: the Aboriginal Health Policy Framework that is being developed, and the Cultural Safety project. Specifically, we are developing evaluation plans, protocols and tools for each component of our work, implementing the evaluation and developing final evaluation reports for our client.

We are using a capacity building approach to this work, and are in the midst of a co-learning process, in which we have paired *Horizons* senior Research Assistants with Aboriginal Research Assistants who want to develop/build their research and evaluation skills. Together we are designing the learning process and completing the evaluation tasks. At the end of the contract we will reflect on the evaluation findings, as well as the learnings throughout the capacity building process, and share them with senior leaders and the AHTF. Our intent is to build capacity among First Nation and Aboriginal individuals and communities to conduct research and evaluation.

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NS Dept. of Health Aboriginal Health – Aboriginal Health Transition Fund Workshop (2010)

As a separate but related contract, we recently worked with an AHTF committee (with representation from the NS Department of Health, Health Canada's First Nation Inuit Health and the Confederacy of Mainland Mi'kmaq) to organize and facilitate a two day workshop in Truro for all AHTF funded projects in Nova Scotia. The workshop's purpose was to share the learnings to date from the projects and celebrate Mi'kmaq culture. We also coordinated the

sound and video production of the celebration; carried out an evaluation of the workshop and developed a follow-up report for the Committee and workshop participants that synthesized the workshop learnings and evaluation results.

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NS Dept. of Health Continuing Care Challenging Behaviours Evaluation (2009 – 2010)

The Department of Health Continuing Care Branch offers a comprehensive program to build capacity of people and systems working with older adults with challenging behaviours based on dementia and/or mental illness. They've contracted us to work collaboratively with stakeholders across the province to develop an evaluation framework for the program. We held two rounds of focus groups in Sydney, New Glasgow, Halifax and Yarmouth to gather input from stakeholders on the design of the evaluation. Then we developed the evaluation framework, the data collection protocols, and a detailed evaluation design report. Our last tasks are to meet with staff to review the protocols and make any necessary revisions, then present the final report to the program's Provincial Advisory Committee.

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NS Dept. of Transportation and Infrastructure Renewal - Cobequid Pass Rest Area Survey (2009)

In the fall 200, we conducted a survey on behalf of the NS Dept. of Transportation and Infrastructure Renewal, Policy and Planning Division, with travelers stopping to use the rest area at the Cobequid Pass Tolls. The purpose of the survey was to determine which services are used at the Toll Rest Area, and how often they are used. We collected the data, analyzed it, and developed a summary report of the results

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NS Dept. of Seniors – Note-taking & Final Report – 2nd International Workshop on Seniors & Emergency Preparedness (2008)

Horizons worked with the NS Dept. of Seniors and staff of the Division of Aging and Seniors, Public Health Agency of Canada to support their March event held in Halifax, by providing

conference note-takers for each of the workshop's plenary and concurrent sessions. We developed a template for note-takers to use, transcribed all notes, identified cross-cutting themes from the sessions and developed a comprehensive conference report. The report included a summary of each session, a description of the themes, and reports from Working Groups' discussions.

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NS Public Service Commission – Performance Management System Evaluation Consultations (2009)

In early 2009, Horizons carried out a series of focus groups (in Bridgewater, Bible Hill and Sydney) to collect feedback from managers and supervisors on what is working and not working with the provincial government's performance management process. Upon completion of the sessions, we prepared and submitted summaries of the group's responses to the PSC.

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For details on these and other projects, please see the **Featured Work** section of our website www.horizonscda.ca/featured.html .

Horizons Community Development Associates Inc. is committed to working with organizations and communities to help them achieve their goals - through creative, flexible and value added service.