



WORKSHOPS

HELPING COMMUNITIES ACHIEVE THEIR GOALS

Approach

Horizons Community Development Associates uses a participatory, adult education approach to all our workshops, and we respect the different learning styles of participants. We believe that participants should leave our workshops with hands-on tools and resources to help you apply the workshop concepts in your own work. We are strong advocates of creating a fun learning experience for all our workshop participants, and incorporate physical activity and healthy nutrition breaks into all of our activities.

Logistics

Contact us to arrange a location to suit your needs. Workshop location and logistics can be arranged through *Horizons* or through your organization.

Workshop Length

Unless otherwise stated, our workshops can vary in length from a half-day session to a four-day workshop series. *Horizons* will tailor the length of our workshops to meet the needs of your organization and the skill levels of participants. Contact us to discuss your options.

Cost

Costs for the development and/or delivery of *Horizons'* workshops are based on our per diem consulting fees. We will work with your organization to outline a flexible, cost-efficient workshop budget that meets the needs of your organization. Total costs for our workshops will be based on the amount of time required to develop and deliver the workshop.

Please contact *Horizons Community Development Associates* to discuss options for your organization.



Workshops

Capacity Building and Community Development

- Community Capacity Building 2
- Measuring Community Capacity Resource Kit Facilitator Training 4
- Fostering Resiliency 7
- Community Development 9

Community Health Planning

- Community Health Planning 13
- Using Research Information in Planning for Community Health 15
- Data, Evidence, and Community Input 17

Research and Evaluation

- Introduction to Evaluation 21
- Introduction to Survey Research 23
- Introduction to Focus Group Research 25

Your Choice: Develop a Workshop to Meet Your Needs

- Learning Retreats 28
- Mix and Match 28

**CAPACITY BUILDING &
COMMUNITY DEVELOPMENT**

Community Capacity Building

Introduction

In recent years, people who work in communities have been talking about using a community capacity building approach in their work. However, there has been no common understanding about what building community capacity means, and until now, there has been no way to assess whether the work done actually builds capacity in communities. In this interactive workshop, *Horizons* provides an introduction to the concepts of community capacity and community capacity building, outlines the components of community capacity building, reviews our *Blueprint for Building Community Capacity*, and introduces the *Measuring Community Capacity Resource Kit*. We will also provide an overview of asset-based community development, and talk about re-orienting services from a deficiency model to a capacity model. Together we will consider capacity building from a population health approach, including an overview of population health and a focus on intersectoral collaboration and the broad factors that impact on people's health. We will also explore the roles of professionals/service providers and community members in capacity building, and discuss what this type of approach means for participants in your work in and with communities.

A separate one-day workshop is also available to train facilitators to use the *Measuring Community Capacity Resource Kit*.

Who Will Benefit From This Workshop

This workshop will be beneficial to anyone with an interest in using a community capacity building approach in their work, from service providers to community volunteers to policy makers. The workshop can be tailored to your group's particular interests, experiences, and perspectives. We will draw on the knowledge and skills of workshop participants to help deepen our collective understanding about community capacity building.

Outcomes of the Workshop

As a workshop participant, you will take away:

- A deeper understanding of the meaning of community capacity;
- A deeper understanding of what building community capacity means;
- An overview of recent literature on community capacity; and
- An understanding of the *Measuring Community Capacity Resource Kit*.

Tools/Resources Used in Workshop

- *Annotated Resource List on Community Capacity and Community Capacity Building*
- *Blueprint for Building Community Capacity*
- *Measuring Community Capacity Resource Kit*

Length of Workshop

The length of this workshop can vary from three hours to two days in length.

Measuring Community Capacity Resource Kit Facilitator Training

Introduction

In recent years, people who work in communities have been talking about using a community capacity building approach in their work. However, there has been no common understanding of what building community capacity means, and until now, there has been no way to assess whether the work done actually builds capacity in communities. For the past few years, *Horizons* has been working in collaboration with community groups in Southwestern Nova Scotia to develop and pilot-test a user-friendly group survey process for community groups to define their own capacity and assess whether (and how) it is increasing over time. The heart of the *Measuring Community Capacity Resource Kit* is a community-centred facilitated group-survey for collecting information about the various ways groups build, develop and sustain their capacity to address community health issues. The Kit contains the supports necessary for facilitators to use the survey with your groups, and the supports to work with the information once it is gathered. This workshop orients facilitators to using the Kit and prepares you to implement the survey process with your groups.

Measuring Community Capacity Resource Kit

The Resource Kit has six sections, with supports and tools for each section:

- Deciding to Use the Survey
- Preparing to Use the Survey
- Using the Survey
- Analyzing the Group's Responses
- Moving Forward – Using the Information
- Feedback

Measuring Community Capacity is a user-friendly tool for communities to assess their capacity over time. It is not an evaluation, a judgment, or a report card critiquing how community groups work - rather it is a tool to assist groups in self-reflection. It is completely up to each group to decide whether and how to use the tool, as well as whether and how to use the information that is gathered in the group's responses.

The survey asks group members for their perceptions about a variety of components of community capacity, including:

- Basic background information about individual group members and their community;
- Basic information about the group, agency, or organization;
- Group processes, such as selection of group members, making decisions, leadership, planning and program implementation, methods of gathering input and support, and evaluation;
- The group's relationship with the community;
- Whether and how the group monitors the impact of its work;
- Whether and how the group uses community strengths and public policies to support its efforts;
- Personal knowledge and skill levels of group members in relation to planning and implementing programs and/or projects and evaluating the effectiveness and outcomes of community-related initiatives;
- Individual group members' skills and experiences that contribute to the group's work;
- Process(es) and practices the group uses when addressing child and youth health issues;
- Type of leadership found within the group and its level of effectiveness in addressing community health issues;
- Connections the group has made and the support it has received from other groups, agencies and/or organizations within their community; and
- The types of connections the group has made and the types of supports it has received from other groups, agencies and/or organizations outside the community.

Who Will Benefit From This Workshop

This workshop will be beneficial to a wide range of groups interested in using the *Measuring Community Capacity Resource Kit* – from community-based organizations to Community Health Boards, cross-sectoral policy and planning groups to community volunteers. This workshop could be for you if your group is interested in:

- Having meaningful and useful discussions with each other about the way you work together;
- Having an opportunity to reflect on your bigger picture and think about whether there are any adjustments you would like to make to build on the way you work; and
- Contributing to data about the capacity of communities. This data can be compiled into an average or range for all groups that use the survey, which will give funders, decision makers, and policy makers a picture of exactly how to support community groups in building their knowledge, skills, and capacity.

Outcomes of the Workshop

At the end of the workshop you will have:

- A deeper understanding of the meaning of community capacity;
- A deeper understanding of what building community capacity means;
- An understanding of how to use the *Measuring Community Capacity Resource Kit*;
- Supports for facilitation; and
- A copy of the *Measuring Community Capacity Resource Kit*.

Tools/Resources Used in Workshop

- *Annotated Resource List on Community Capacity and Community Capacity Building*
- *Blueprint for Building Community Capacity*
- *Measuring Community Capacity Resource Kit*

Length of Workshop

This is a full day workshop.

Fostering Resiliency in Children and Youth

Introduction

Weebles wobble but they don't fall down.

This analogy is useful for thinking about resiliency, a phrase used to describe the factors that allow children and youth to do well in spite of hardship or stress and to bounce back from disappointment or loss. In this interactive workshop, *Horizons* provides an introduction to the concept of resiliency, discusses research highlights about what makes children resilient, and explores the role of the community and service providers in promoting resiliency. We discuss moving from risk to resilience as service providers, and what it means to make a shift in our work. We will review resources and tools available, provide an introduction to the resiliency measure developed by the Sharing Strengths Society, and share research findings from a pilot study using the measure. In the last section of the workshop, we will work with participants to develop an Action Plan – strategizing individually and as a group about how to positively affect the resiliency of children and youth in our communities and organizations.

Who Will Benefit From This Workshop

Because the range of factors that promote resiliency in children and youth is so wide, this workshop will be beneficial to a variety of participants. The workshop will be of interest to community members, service providers, and policy makers who are interested in building resiliency-promoting factors in individuals, families, schools, and communities. The workshop can be tailored to your group's particular interests, experiences, and perspectives. We will draw on the knowledge and skills of workshop participants to help deepen our collective understanding about promoting resiliency in children and youth.

Outcomes of the Workshop

As a workshop participant, you will take away:

- An understanding of what resiliency means;
- A deeper understanding about the factors in individuals, families, schools, and communities that promote resiliency;
- An overview of recent literature on resiliency;
- An introduction to the *Sharing Strengths Resiliency Measure*;
- An overview of recent research on measuring resiliency; and
- A personalized action plan for promoting resiliency in children and youth.

Tools/Resources Used in Workshop

- *Annotated Resource List on Resiliency*
- *Fact Sheets on Promoting Resiliency*
- *Sharing Strengths Resiliency Measure*
- *Action Planner for Promoting Resiliency in Children and Youth*

There are two parts to the Sharing Strengths resiliency measure: a questionnaire for youth and a questionnaire for parents/guardians. They are completed separately. They include both open-ended and closed-ended questions that address individual (children/youth/parent) and community (family, school, peer group) level resiliency-enhancing factors. Children and parents respond to a series of questions that address individual and collective group factors that are related to and promote resiliency such as: school performance (for example marks, failing or repeating a grade, academic school stream); self-perceptions about school performance ability (such as perceiving one's self as a good or poor student in school); perceptions of one's self as related to other social activities (such as being perceived as a troublemaker, and how children rate themselves in comparison to their peers); and perceptions about life transitions (such as the usefulness of post-secondary education and its relationship to work/career goals and attainments). As well, there are questions that address individual behavioral practices (such as smoking, alcohol and drug use) and degree of participation in community group activities and physically oriented activities.

Length of Workshop

The length of this workshop can vary from three hours to one day in length.

Community Development

Introduction

Horizons has adapted the Community Development Foundation's definition of community development:

a range of practices dedicated to increasing the strength and effectiveness of community life, improving local conditions, especially for people in marginalized groups, and enabling people to participate in public decision-making and to achieve greater long-term control over their circumstances.

In this interactive workshop, we will explore the following topics:

Models for Working in Communities

We'll discuss different approaches to working in communities (for example, health promotion, population health, asset-based development, needs assessment, community capacity building, logic model/theory of change).

What is Community Development?

We'll begin with a discussion of participants' impressions of what community development means, introduce community development theory, and develop a shared working definition of community development.

Why Use a Community Development Approach?

We'll discuss community development principles and their congruence with the values and principles of participants' organizations, and then discuss what using a community development approach looks like in the everyday work of participants.

Power and Leadership in Community Development

Together we'll identify what kinds of power lie in the community and within an organization working in a community (either from within or from outside the community), and discuss ethical and responsible use of that power. We'll also talk about effective leadership in community development.

The Process of Mobilizing for Community Development

Drawing on participants' experiences we'll map out the process of using a community development approach to working in the community. We'll address questions such as: How does a community decide to tackle a project or work for change? Who is included in the process? What gets discussed? Whose voices are included? How? Who makes decisions?

Monitoring/Evaluation/Reflection of Community Development Work

We'll discuss different methods for monitoring community development work and evaluating the impact (intended and unintended) of the work. We'll also talk about how to ensure that a community's learnings and experiences are used to inform future work.

Community Development Resources

We'll review some resources that are available as supports and information for people doing community development work.

Who Will Benefit From This Workshop

This workshop will be beneficial to community-based groups, service providers, researchers, and government departments and agencies interested in building on the community development approach they already use in their work, or to groups interested in adopting a community development approach in their work.

Outcomes of the Workshop

At the end of the workshop, you will have:

- A deeper collective understanding of a community development approach;
- An in-depth understanding of how your organization can use a community development approach in your work;
- An initial set of community development principles for your organization to customize; and
- Community development resources and tools.

Tools/Resources Used in Workshop

- *Community Development Booklet*
- *Community Development Resource List*

Length of Workshop

This workshop varies in length from one to four full days.

COMMUNITY HEALTH PLANNING

Community Health Planning

Introduction

Most organizations and agencies use some kind of planning process when deciding how to address an issue or develop a program. The purpose of using a planning process is to ensure that organizations take a systematic and comprehensive approach to their work. Using a well-developed planning process can make program development and decision-making more effective and improve outcomes. The components of a planning process include: assessment, action planning, implementation and evaluation. The planning cycle introduced in this workshop describes a process that a community, district, or organization can go through when planning for community health. The planning process can be used by an organization on its own, in partnership with other organizations, or to target particular components of the planning cycle. (Adapted from *A Best Practices Approach to Health Promotion*, 2000). In this interactive workshop, we will explore the following topics:

Assessment of Health Status and Environment

Participants will learn about the skills and resources needed to determine the health status of your community or population, and to identify your community's strengths. We will also discuss the importance of the broad factors (health determinants) that impact on people's health.

Action Planning

Workshop participants will review the components of action planning and learn how to ensure the issues and needs of the community can be addressed through research-based health promotion strategies. We will discuss establishing goals and objectives; determining the most effective approach; developing an action plan for implementation, evaluation and sustainability; identifying needed resources; identifying potential partners, and assigning tasks, responsibilities and timelines.

Implementation

This phase of the workshop will include determining how to put programs and interventions into action, including accomplishing objectives, completing activities, and observing and documenting how the work is unfolding. We will discuss how to adjust and fine-tune activities if expected involvement or results are not achieved.

Evaluation

In this session, we will discuss the value of evaluation and its purposes. We will review different types of evaluation, and discuss the importance of evaluation in creating evidence.

Who Will Benefit From This Workshop

This workshop will be of particular interest to Community Health Boards and health promoting agencies and organizations. This workshop can be tailored for your organization to serve as the beginning point for your own planning processes.

Outcomes of the Workshop

At the end of the workshop, you will have:

- An understanding of the components of a community planning process;
- An understanding of the importance of and challenges of using research information;
- An understanding of how research information can be used in a planning cycle; and
- A set of tools and resources to use in your own planning processes.

Tools/ Resources Used in Workshop

- *A Best Practices Approach to Health Promotion*
- *Planning Cycle*
- *Action Planning Tools*
- *Evaluation Resources*

Length of Workshop

This workshop varies in length from a half-day introduction to the planning cycle model to two full days.

Using Research Information in Planning for Community Health

Introduction

This workshop provides an overview of using research information in planning for community health - from deciding which sources of research information are appropriate at each stage in a planning process to collecting planning information from stakeholders.

Workshop Objectives:

- To build on participants' understanding of community health planning processes;
- To build on participants' ability to understand and use research information in a planning process in a population health, health promotion context;
- To identify and build on supports for research-based planning for community health;
- To provide linkages among groups/sectors within the region; and
- To provide a forum to enhance relationships across sectors.

We define research information as:

Data: *statistics and facts that describe a community and/or the population with whom you are working. There is wide variety in the sources of data and major sources include surveys, administrative data, registries, and the census.*

Evidence: *research on how and why certain programs and interventions worked (or didn't). Evidence includes research articles, systematic reviews, literature reviews, best practices research, and published and unpublished reports.*

Community Input: *information gathered systematically from community members that draws on their experiences and community knowledge. Community input can be gathered in a number of ways including surveys, focus groups, public meetings and interviews.*

Who Will Benefit From This Workshop

Anyone involved with community or program planning processes will benefit from this workshop- from participants with little planning experience to those with more advanced experience. The workshop is designed to break down the barriers to using research information in the planning process and provide participants with options for accessing research information. *Horizons* also offers a more advanced workshop series (*Data, Evidence, and Community Input Workshop*) for participants with more advanced planning experience.

Outcomes of Workshop

Participants in the *Using Research Information in Planning for Community Health Workshop* will leave the session with:

- An overview of a planning cycle;
- An overview of data, evidence, and community input and how they complement each other;
- An understanding of how data, evidence, and community input fit in a planning cycle;
- An overview of methods of obtaining research information; and
- An overview of sources of research information.

Tools/Resources Used in Workshop

A workshop manual will be provided to all participants. Concrete workshop exercises, tools, and resources based on the needs of participants will be provided. For example, you will receive a model for the planning process and an overview of sources of data, evidence, and community input.

Length of Workshop

The length of this workshop is one full day.

Data, Evidence, and Community Input

Introduction

Horizons' **Data, Evidence, and Community Input Workshop** provides an overview of the uses of data, evidence, and community input in community or program planning processes- from deciding which sources of research information are appropriate at each stage in the planning process, to collecting planning information from stakeholders.

We define the types of research information as:

Data: *statistics and facts that describe a community and/or the population with whom you are working. There is wide variety in the sources of data and major types include surveys, administrative data, registries, and the census.*

Evidence: *research on how and why certain programs and interventions worked (or didn't). Evidence includes research articles, systematic reviews, literature reviews, best practices research, and published and unpublished reports.*

Community Input: *information gathered systematically from community members that draws on their experiences and community knowledge. Community input can be gathered in a number of ways including surveys, focus groups, public meetings and interviews.*

Who Will Benefit From This Workshop

Anyone involved with community or program planning processes will benefit from this workshop- from participants with little planning experience to those with more advanced experience. The workshop is designed to break down the barriers to using research information in the planning process and provide participants with options for accessing research information. Advanced workshops can be designed to meet the needs of participants with more advanced planning experience.

Outcomes of Workshop

The **Data, Evidence, and Community Input Workshop** will provide you with a concrete understanding of the use of data, evidence, and community input in the planning process. You will be provided with tools and resources to help you gather and use these sources of planning information within your own community or program. In particular, you will learn answers to the following planning questions:

- What is data?
- What is evidence?
- What is community input?
- How do data, evidence, and community input fit into a planning process?
- What are the methods of gathering data, evidence, and community input?
- What sources of data, evidence, and community input already exist (e.g., databases, websites, libraries)?
- What questions should I consider when reviewing data, evidence, and community input?
- What are the common problems with the use of data, evidence, and community input?
- How do data, evidence, and community input complement one another?

Tools/Resources Used in Workshop

A workshop manual will be provided to all participants. Concrete workshop exercises, tools, and resources, based on the needs of participants will be provided. Examples include: a model for the planning process; checklists for ensuring that appropriate sources of research information are used at each stage of the process; and resource lists for accessing existing sources of research planning information.

Length of Workshop

This is a three-day workshop series.

RESEARCH & EVALUATION

Introduction to Evaluation

Introduction

"To maintain safety, drivers regularly evaluate the operation of their cars. Each part of the car is inspected to allow it to operate at some acceptable level of performance and checks are made of the tire pressure, engine, and transmission fluids".

The same process is true for program evaluation. Most organizations are interested in determining whether their programs are operating efficiently and having an impact on their clients.

*Horizons' **Introduction to Evaluation Workshop*** provides an overview of the evaluation process- from deciding if evaluation is appropriate for your program to conducting the evaluation and using the results. This workshop can be tailored to meet the knowledge and skill levels of participants, from a basic introduction to the concepts to more advanced workshop content.

Who Will Benefit From This Workshop

Anyone involved with the program evaluation process will benefit from this workshop- from participants with little evaluation experience to those with more advanced experience. The workshop is designed to break down the barriers to evaluation and help participants become comfortable with the evaluation process. "Consumers" of evaluation, for example those who contract their evaluation projects to consultants, will find this workshop of particular interest, as they will be provided with a basic overview of the processes involved in contracting and managing an evaluation process.

Outcomes of Workshop

Participants in the ***Introduction to Evaluation Workshop*** will leave the session with a concrete understanding of the evaluation process, methods, and outcomes. You will be provided with tools and resources to help you apply evaluation concepts within your own organization or program. In particular, you will learn flexible options for dealing with the following program evaluation issues:

- What is program evaluation?
- What is community-based research?
- What is the purpose of research/evaluation?
- Why should I do evaluation?
- What is a request for proposals?
- What is a proposal?
- What are terms of reference?
- What are the types of program evaluation?
- What is the difference between summative (outcome) and formative (process) evaluation?
- What are program missions, goals, and objectives?
- How do I identify evaluation questions and indicators?
- What are the types of evaluation design (e.g., qualitative, quantitative)?
- What is a program logic model?
- How do I develop an evaluation framework and plan?
- What types of instruments (methods) can I use (e.g., literature reviews, surveys, key informant interviews, focus groups, case studies)?
- How do I choose between these different instruments?
- What are the ethical considerations in program evaluation?
- How do evaluation committees work?
- How do I manage an evaluation study?
- How do I analyze the data and write a report of the results?
- How do I ensure my evaluation findings are used?
- What do I do with negative evaluation findings?

Tools/Resources Used in Workshop

A workshop manual will be provided to all participants. Concrete workshop exercises, tools, and resources based on the needs of participants will be provided. Examples include: templates for requests for proposals, terms of reference, and proposals; checklists for choosing between evaluation instruments; and worksheets for developing logic models and evaluation frameworks.

Length of Workshop

The length of this workshop can vary from three hours to a full day.

Introduction to Survey Research

Introduction

Horizons' Introduction to Survey Research Workshop provides an overview of the survey research process- from deciding whether surveys are appropriate for your evaluation needs, to designing and administering the survey. This workshop can be tailored to meet the knowledge and skill levels of participants, from a basic introduction to the survey process to more advanced workshop content.

Who Will Benefit From This Workshop

Anyone involved with the survey research process will benefit from this workshop- from participants with little survey experience to those with more advanced experience. The workshop is designed to help participants become comfortable with the survey process and provide you with tips for developing and administering a survey.

Outcomes of Workshop

Participants in *Introduction to Survey Research Workshop* will leave the session with a concrete understanding of the survey research process, methods, and outcomes. You will be provided with tools and resources to help you apply survey research concepts within your organization or program. In particular, you will learn flexible options for dealing with the following survey issues:

- What are surveys?
- When are surveys appropriate?
- What type of surveys are appropriate?
- How can surveys be developed using a community development process?
- What are the steps in developing and implementing a survey?
- What types of survey questions can be developed?
- What do I have to consider when developing survey questions?
- What "biases" can respondents introduce to the survey?
- How do I prevent these biases before they happen?
- How do I ensure I get the best response rate possible?
- How do I code and analyze the completed surveys?

Tools/Resources Used in Workshop

A workshop manual will be provided to all participants. Concrete workshop exercises, tools, and resources based on the needs of participants will be provided. Examples include:

- checklists for deciding whether mail-out, in-person, or electronic surveys are appropriate;
- examples of open-ended and closed-ended questions;
- tips for wording survey questions to eliminate bias;
- checklists for ensuring you get the best response rate possible; and
- templates for coding survey data.

Length of Workshop

The length of this workshop can vary from three hours to a full day.

Introduction to Focus Group Research

Introduction

Horizons' **Introduction to Focus Group Research Workshop** provides an overview of the focus group process- from deciding whether focus groups are appropriate for your evaluation needs to planning and facilitating the focus group. This workshop can be tailored to meet the knowledge and skill levels of participants, from a basic introduction to the concepts to more advanced workshop content.

Who Will Benefit From This Workshop

Anyone involved with the focus group process will benefit from this workshop- from participants with little focus group experience to those with more advanced experience. The workshop is designed to help participants become comfortable with the focus group process, and provide you with concrete focus group facilitation skills.

Outcomes of Workshop

Participants in the **Introduction to Focus Group Research Workshop** will leave the session with a concrete understanding of the focus group process, methods, and outcomes. You will be provided with tools and resources to help you apply focus group concepts within your organization or program. In particular, workshop participants will learn flexible options for dealing with the following focus group issues:

- What are focus groups?
- When are focus groups appropriate?
- How can focus groups be developed using a community development process?
- What are the steps in planning a focus group?
- How do I ensure I have the "right" participants for the focus group?
- What are the steps in developing focus group questions?
- What facilitation techniques are useful for focus groups?
- What "biases" can participants introduce to the focus group process?
- How do I remedy these biases?
- How do I ensure accurate data are recorded during the focus group session?
- How do I code and analyze the data?

Tools/Resources Used in Workshop

A workshop manual will be provided to all participants. Concrete workshop exercises, tools, and resources based on the needs of participants will be provided. Examples include:

- Templates for planning the logistics of a focus group session;
- Suggestions of appropriate participant screening tools; and
- Examples of warm-up exercises.

Length of Workshop

The length of this workshop can vary from three hours to a full day.

**YOUR CHOICE:
DEVELOP A WORKSHOP
TO SUIT YOUR NEEDS**

Learning Retreats

Is your organization looking for in-depth training and skill development in an environment appropriate for learning and positive exchange? *Horizons Community Development Associates* can help make this happen for you.

Learning Retreats are two to four day residential training experiences that take participants out of your day-to-day work environment and offer a distraction-free opportunity for skill development, team-building, and enhanced planning and learning.

Choose your Retreat agenda from the existing *Horizons* Workshops or talk to us about other topics that suits your needs. We'll take care of the planning and logistics for a Retreat that suits your learning needs and your budget.

Mix and Match

Horizons can customize a workshop just for you!

Choose from the existing *Horizons'* Workshops and we will tailor a workshop to meet your educational needs, logistical requirements, and timelines. We will work with you to develop a unique learning experience based on your specialized interests.



H O R I Z O N S
COMMUNITY DEVELOPMENT ASSOCIATES

Horizons Community Development Associates

P.O. Box 2404

Wolfville, NS

B4P 2S3

Phone: 902-542-0156

Fax: 902-542-4765

Email: admin@horizonscda.ca

www.horizonscda.ca