



### Please note:

All embedded links in this document are identified by **red text** and underlined.

## In this issue...

WELCOME	1
REFLECTION	1
THE HORIZONS TEAM	2
STAFF PROFILE - Ellie Valle	2
HIGHLIGHTS OF RECENT INITIATIVES	3
RECENTLY COMPLETED CONTRACTS	4
IACD DEFINES CD GLOBALLY	6
CURRENT CONTRACTS	7
HAPPENINGS	8
SPRING INTO ACTION	9
HORIZONS HOLIDAY HOURS	9

## Welcome

We are pleased to share this issue of our newsletter. We invite you to settle in with a warm drink by the cozy fire, and see what we've been up to since June. We hope you enjoy!

*Lari Jean Vicki*

## Reflection

Optimism is the faith that leads to achievement.  
Nothing can be done without hope and confidence.

- Helen Keller

In the months since our last newsletter, our global community has faced many challenges – from the natural disasters of forest fires and flooding, and hate crimes that make us question the morality of the world, to demonstrations in efforts to protect natural resources and education, to elections that have left people in disbelief and scared for their safety and human rights. We have been inundated with negativity by the media to the point that we may feel we need to disconnect from everything; that our efforts are hopeless.

We need, now more than ever, to focus on the positive stories and efforts that show the innate goodness of human beings, and that

seemingly small things can make a big difference. The outpouring of aid for those affected by those natural disasters, the appointment of **Dr. Wanda Thomas Bernard** and **Dan Christmas** to the Senate by **Prime Minister Justin Trudeau**, the support for **Brad Firth** (*Caribou Legs*) as he ran a cross-country marathon to raise awareness about missing and murdered Indigenous women and domestic violence, the small kindnesses that we each do for others in our personal lives. These are the stories and events that restore our faith and help us move forward with openness and possibility.

*Vicki*



## The Horizons Team

### Executive Team

Cari Patterson  
Jean Robinson-Dexter  
Vicki Crowell

### Circle of Associates

Angela Day  
Barbara Kaiser  
Bob Kanygin  
Clare LeBlanc Northcott  
Joanne Hussey  
Joanne Linzey  
John Colton  
Nicole Priddle

### Research Assistants

Berta Klooster  
Marie-Claire MacPhee  
Michelle Wolf  
Penni Burrell  
Sandra Bornemann  
Shauna Glidden  
Susanna Steinitz  
Trudy Watts

### Administrative Assistants

Cynthia Keizer  
Erin Wolfe

### Support

Greg Tutty, Graphic Design  
Jeff VanderWal, Information Technology

## Staff Profile – Ellie Valle

**Horizons is pleased to introduce Ellie Valle, the first co-op student in Acadia University's Department of Community Development (and our first co-op student) and new employee of Horizons. Ellie joined our team in September and is working with us full time until April.**



**Name:** Ellie Valle

**Place of birth:** Boston, Massachusetts

**Current residence:** Wolfville, Nova Scotia at Acadia University

**Occupation (besides Horizons, if any):** I am a Resident Assistant at Acadia, and also a Chapel Assistant at Acadia.

**Anything you would like to include about the important people in your life:** My mom is really important to me, and is a guiding light!

**Activities with Horizons:** I am involved in the *Community Learning Project*, which is focused on creating opportunities for wise-practice based community conversations about collectively addressing social justice issues.

**Hobbies/things you do for fun:** I love video games, running and advocacy work!

**An accomplishment you are most proud of:** I am most proud of running a marathon. I thought I would not be able to do it, and despite a messed-up hip, I was able to cross the finish line. It shows that you can really accomplish something when you set your mind to it!

**A goal you have set for the future:** My liberation is bound up with that of others, and I desire to work with people and improve life and liberation for those around me. I'm not sure in what form that may take, maybe occupationally as a minister or politician, or maybe just as a community member.

### A Word From Ellie...

Over the past few months, I have been privileged to work with **Horizons Community Development Associates**. This is very different from my work as a student with Acadia, but it shares a lot of similarities. There is a difference between studying and working in community development, but they both share the same principle of inclusion and an asset-based approach.

I have attended a few events and done some facilitation work, and enjoyed every minute of it. I have gotten to see **Horizons** reach into the community, and I have also seen some of the behind the scenes work of community development. This isn't something you learn in class – only in the field – and a lot of it is relationship based.

**Horizons** has a well-thought out process; very organized with research and planning, and critical reflection is folded into every nook and cranny. This allows **Horizons** to continue to improve, change, and be a successful, modern business. Community development is a nebulous field, and Horizons is able to work through it with incredible skill and a time-tested process, and I am humbled to be a part of that.

*Ellie*

# Highlights of Recent Initiatives

## Truth and Reconciliation Event



*Cari and Ellie, with Acadia Community Development faculty and student organizers, and special guests Robyn Crowe from Kwilmu'kw Maw-klusuaqn (Mi'kmaq Rights Initiative), Glooscap First Nation's Chief Sidney Peters, Membertou First Nation's Senior Advisor (and newly appointed member of the Canadian Senate) Dan Christmas, AFN Regional Chief Morley Googoo, and Glooscap First Nation's Elder Lorraine Whitman.*

On November 16th, we were part of a wonderful, loving event focused on exploring non-Indigenous roles in advancing truth and reconciliation. We partnered with Glooscap First Nation and the Department of Community Development at Acadia to organize the event, which was co-hosted by Glooscap First Nation's Chief **Sid Peters** and Acadia President **Ray Ivany**.

We worked closely with **Anne Stieger** (the students' group facilitation instructor) and a fantastic group of students who led the process: **Garvin Cius, Janie Langlois-Brassard, Kathryn Lawrence, Michela Pirruccio, Rachel Simoni, and Ellie Valle**. Participants included local mayors, business leaders, faith leaders, community leaders, Mi'kmaq partners, and students. AFN **Regional Chief Morley Googoo** spoke about the significance of truth and reconciliation.

Using a world café format, participants discussed what reconciliation means to them personally, what a reconciled future looks like, and how to advance reconciliation within their spheres of influence. They identified the importance of acknowledging our shared humanity, accepting

our shared history, and collectively addressing change. Many people talked about the need for a societal shift in perception about reconciliation.

Participants said that a reconciled future would include a truthful understanding of our shared history; as well as respect for culture, language, sacred symbols, and traditions. In terms of advancing reconciliation in their spheres, participants focused on personal and collective formal and informal learning and teaching about Indigenous history, culture, and truth and reconciliation.

As always, we were humbled by the generosity of the *L'nu*, the People, for extending the hand of friendship and believing in the possibilities that could come from this event.

We have compiled an initial [annotated list of truth and reconciliation resources](#), a [Facebook page](#), and a list serv for anyone interested in being part of ongoing reconciliation discussions and work.

Please email us at [admin@horizonscda.ca](mailto:admin@horizonscda.ca) if you are interested.

## Rural Economic Development Event



*Participants intent on discussion at the Rural Economic Development event on November 22nd.*

In partnership with Acadia University, we helped to organize a *world café*, again working with Community Development Department students, as part of their group facilitation course. The session, held November 22, was designed to determine the status of rural economic development in Kings County, to learn about what presently exists, and what would be important in moving forward. The session brought together municipal, First Nation and provincial government representatives, business and community leaders, and university representatives.

At the beginning of the evening, we had an opportunity to share our approach to building local, sustainable communities, which we've drawn from the [Business Alliance for Local Living Economies](#) (BALLE), have built into our practice as a business, and have shared in our (Fall, 2012) newsletter. Participants then had an opportunity to hear from **Ryan MacNeil**,

who teaches Entrepreneurship and Community Economic Development in Acadia's Business School, and has worked extensively in the area. Ryan shared what for him were highlights from the *Now or Never* report, as well as three traps he felt the report fell into.

With that backdrop, participants worked through three rounds of questions, reflecting on 1) what time it is for economic development in our region; 2) imagining what a highly successful economy would look like in our region 20 years; and 3) the steps can we take together to create that future.

The able student team of **Janice Cogle, Julia El-Safty, Angela Govier, Mackayla Laing, Devin Muise, Chelsea Sellers, and Matt Simpson** are currently working on the follow-up report. We're looking forward to seeing what areas of action are identified and can be moved forward.

# Highlights (Cont'd.)

## Best Practice Research

(by Ellie Valle)

As part of my work with **Horizons**, I am creating a series of best practice cards about creating social change and engaging in education, two intertwined topics, as education is a precursor to change. Many of the best practices surrounding creating change align with the Community Development Society's [Principles of Good Practice](#).

The best practices around creating change focus on inclusion, ownership of change processes, strategic partnerships, championing change, drawing on the legal system for support, creating effective roles, creating community spaces, understanding oppression, and understanding how to be a successful ally to people marginalized groups.

Best practices around education are more experiential. They include building leaders, sharing information, drawing on key capabilities to address needs, focusing on learners, fighting pessimism, being personalized, integrating with media, mixing learning types, and telling stories. If all of these practices are widely implemented, there will be a lot more systemic change, healthy communities, and educated and driven citizens.



# Recently Completed Contracts



## 2016 Atlantic First Nations Annual Health Conference

• Atlantic Policy Congress of First Nations Chiefs (APC) • (Jean, Vicki, Cari, Ellie)



In late August of 2016, **Horizons** was contracted by the [Atlantic Policy Congress of First Nations Chiefs](#) to coordinate all aspects and logistics for the annual First Nations Health Conference. The theme for this year's conference was *Innovations in Health: Celebrating Our Success*. The conference took place from November 1 - 3, 2016 in Dartmouth, Nova Scotia. We were responsible for the promotion of the conference; confirming and liaising with speakers and exhibitors; liaising with the venue; developing the conference program and registration materials; supervising on-site conference activities; conducting an evaluation of the conference; and preparing a post-conference report summarizing conference planning activities and providing recommendations/considerations for future conferences.

As part of the conference, the *Honouring Our People Awards* were presented at an Awards dinner held on November 1st. We developed the Awards program with the agenda and biographies of award winners, the script for the emcee, and organized the entertainment ([Mi'kmaq Legends](#)) for the Awards dinner.

Although we had a tighter timeline than usual to plan the conference (approximately two months), the conference was very well received. As part of our work, we provided updated formats for registration, awards nominations, and for the first time forms for exhibitors, using fillable PDF forms for gathering necessary information. We also created a more detailed on-site program for conference participants.

## Communities in Transition: Learning from the Past to Inform the Future

• Recreation Nova Scotia • (Jean, Cari)



Physical activity and recreation are impacted by trends in Nova Scotia municipalities. These trends include declining population, economic growth, and financial issues. Because of these concerns, communities have considered or are considering the sharing of services, restructuring their delivery of programs and services, and/or in some cases, amalgamating with other municipal units.

In August and September, we worked with [Recreation Nova Scotia](#) to conduct a series of interviews with representatives of municipal units that had gone through a major transition or status change in the past five years. The final report presents the findings of these discussions and recommendations for the Communities in Transition Committee to consider for providing supports for municipal units going through transition.

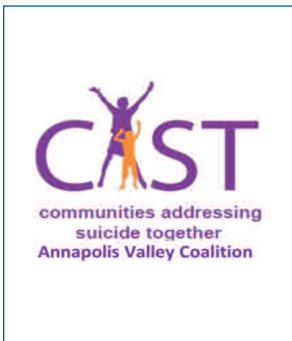
This contract provided Jean, as a former recreation practitioner, an opportunity to reconnect with old friends and colleagues and share this important discussion.



# Recently Completed Contracts (Cont'd.)

## ■ Caring Communities and Suicide Prevention Conference Caring Communities Workshop

- Communities Addressing Suicide Together (CAST), Annapolis Valley • (Cari, Marie-Claire)



In September, **Cari** facilitated a participatory workshop at the [CAST Annapolis Valley](#) annual conference, which was held outside at the Berwick United Church Camp. The objective of the workshop was to explore what community development research and stories can tell us about building caring communities that nurture and embrace all citizens, and how that helps prevent suicide. To begin, participants discussed their understandings of caring communities. Then Cari shared some research-based wise practices for building caring communities, and the group identified local initiatives that do this kind of work. Finally, everyone identified actions they can take to help build caring communities. *At right, a word collage of characteristics of caring communities, identified by workshop participants.*



## ■ Facilitation of a Strategic Planning Session

- Acadia University, Department of History and Classics • (Cari)



In August, **Cari** facilitated a day-long planning session with faculty and staff from the History and Classics Department of Acadia University. It took place at the Blomidon Inn in Wolfville, and the group enjoyed lunch on the garden deck on a beautiful late summer day. The interactive session focused on the Department's vision for moving forward over the next five years, and identified steps toward achieving the vision.

## ■ Review and Update of Eskasoni Community Health Centre Policies and Job Descriptions

- Eskasoni Community Health Centre • (Cari, Jean, Trudy)



This fall we delivered updated policies, procedures and job descriptions for the [Eskasoni Health Centre](#), aligned with the current community health plan. We collected input from staff at a day-long policy session in March in Eskasoni, and incorporated their work into the documents. We also revamped the human resource/personnel policies for the Health Centre.

In the summer the Health Centre staff reviewed the updates and provided another round of feedback (using shared Dropbox folders, which was quite effective), which we incorporated.

## ■ Peer Leadership Project

- Fountain of Health Initiative • (Jean)



We completed our work with the [Fountain of Health Initiative](#) (FoH), a seniors' mental health promotion effort made up of a network of interested seniors, health care providers, health promoters, academics, researchers, and non-profit organizations who serve seniors. We coordinated their *New Horizons* funded *Peer Leadership Project*, recruiting and training seniors to deliver a series of six modules based on the FoH's areas of evidence about what promotes mental health. The peer leaders piloted a series of six sessions between November and July. We conducted an analysis of surveys completed by the session participants, and completed our report on the project in early September.

(Cont'd.)

# Recently Completed Contracts. (Cont'd.)



## Peer Leadership Project • Fountain of Health Initiative • (Jean)



In the summer we also completed our work with the Fountain of Health Initiative's (FoH) *Family Physician Engagement Project*. The objective of this pilot project was to provide useful clinical health promotion materials to family physicians, to assist them with lifestyle counseling and conversations with their older patients about attitudes towards aging and mental health. Ten family doctors and two nurse practitioners piloted the physician guide and counselled a number of patients. We completed the evaluation activities and prepared the final report for the project in July. FOH's updated approach to working with family physicians, as well as resources for doctors and the public, are available on their website.

## Organizational Assessment • Grand View Manor • (Cari, Jean, Sandra, Susanna)



Grand View Manor (GVM) is a not-for-profit long term care facility in Berwick, Nova Scotia. It provides 142 beds and 30 assisted living units, and services to people in 40 units of Enriched Housing. GVM contracted us to conduct an organizational review, which focused on leadership, organizational culture, change management, and on identifying strategic directions for moving forward in support of the organization's vision and mission. We worked closely with a staff-based Advisory Committee using a reflective learning approach, and collected data through surveys and focus groups with staff. Our final report included recommendations for continual improvement.

## Socially and Emotionally Aware Kids (SEAK) Project Management • Canadian Mental Health Association Nova Scotia Division (CMHA NS) • (Cari, Jean)



We completed our contract with the CMHA NS Division to manage SEAK, the Atlantic interprovincial social and emotional learning initiative funded by the Public Health Agency of Canada's *Innovative Strategy Division*.

We were responsible for the overall planning and management of the initiative, providing support for achieving deliverables, and supporting the inter-provincial scaling up of social and emotional learning in Atlantic Canadian schools and communities.

## IACD Board Approves Historic Global Definition of Community Development

The International Association for Community Development Board has approved a new global definition of community development, and is calling upon all national community development associations and societies, the UN, governmental, non-governmental and private sector funders and employers, professional training institutions and national community development training standards bodies, to adopt it.

### IACD members are asked to publicize and promote the new definition:

*Community development is a practice-based profession and an academic discipline that promotes participative democracy, sustainable development, rights, economic opportunity, equality and social justice, through the organization, education and empowerment of people within their communities, whether these be of locality, identity or interest, in urban and rural settings.*



## Current Contracts



### ■ Supporting Primary Care Transformation • Doctors Nova Scotia • (Cari, Jean, RAs)



We're just starting a contract with [Doctors Nova Scotia](#) to develop a *Family Physician Tool Kit*. It will serve as a guideline for family physicians interested in moving to collaborative models of care. It will identify 'micro' considerations such as governance agreements, payment models, and IT requirements, as well as 'macro' considerations such as culture, empowerment, leadership and effective communication, both within the team and between physicians and the Nova Scotia Health Authority. The tool kit will serve as a guideline to help inform physicians exploring practice change about relevant questions and considerations.

### ■ Facilitation of Assembly of Nova Scotia Mi'kmaq Chiefs Land Strategy Meeting

- Kwilmu'kw Maw-klusuaqn Negotiation Office (also known as the Mi'kmaq Rights Initiative) • (Cari, Jean, John)

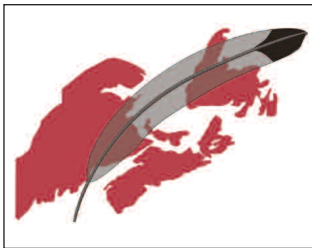


[Kwilmu'kw Maw-klusuaqn](#) (KMKNO) means 'we are seeking consensus'. KMKNO is the group that represents the negotiations on behalf of the Mi'kmaq of Nova Scotia with the Province of Nova Scotia and the Government of Canada. The Initiative was developed by the Mi'kmaq, for the Mi'kmaq. Through these negotiations, they hope to implement their rights from the Treaties signed by our ancestors in the 1700s.

KMKNO contracted us to facilitate a two-day meeting of the Assembly of Nova Scotia Mi'kmaq Chiefs to discuss their land strategy. The meeting took place December 1-2, and we are currently preparing a summary report of the discussions.

### ■ Evaluation of Nursing Policies' Usefulness and Uptake in Atlantic First Nations Communities

- Atlantic Policy Congress of First Nations Chiefs (APC) • (Cari, Jean, RAs)



In 2004, community health nursing practice policies were developed in each Atlantic province, and one province's policies have been updated annually since then. The policies address professional responsibility and accountability, nursing practice, health protection, health promotion, administration, and human resources.

We are just beginning a contract work with the [Atlantic Policy Congress of First Nations Chiefs](#) to conduct an evaluation about the usefulness and uptake of the policies. The findings will inform future policy development and evaluation, as well as novel approaches for knowledge translation. We will also explore whether the policies were developed using established systematic literature reviews and evidence appraisal tools, and using Indigenous knowledge.

### ■ Change the Odds - Nova Scotia Youth Gambling Prevention Project Evaluation

- Nova Scotia Health Authority, Mental Health and Addictions • (Cari, Jean)



We are continuing our contract with the [Change the Odds](#) provincial team to evaluate the second phase of its youth gambling harm prevention work. Our recent focus has been on performance measurement.

Beginning early in the new year, we will be implementing the evaluation in earnest: conducting focus groups, key informant interviews, and surveys with stakeholders. Once all data have been collected and analyzed, we will create an evaluation report for the project team and the Nova Scotia Health Authority. The project has an active social media presence on [Facebook](#) and [Twitter](#), if you are interested in learning more about the impacts of gambling.

# Happenings



## 211 Nova Scotia Regional Meeting



**When you don't know where to turn.™**

211 is a free, confidential, province-wide information and referral service that helps people find over 4,000 services and programs offered by local community groups, non-profits, and government departments. In October, Vicki participated in a 211 information session in Kentville. The purpose of the session was to inform the public about 211 – what it offers, how to access information, and also to gain insights about community assets and services in the area and where there may be gaps in information. Session leaders also outlined data collection opportunities, specifically the tracking of evidence on unmet needs, as this information can be used to influence policy in organizations. The session was informative and very well attended by a variety of organizations and support groups.

## 6th Global Forum on Health Promotion



6<sup>th</sup> Global Forum on HEALTH PROMOTION  
6<sup>e</sup> Forum mondial sur la PROMOTION DE LA SANTÉ

Jean made her way to Charlottetown, PEI in October to attend the 6th Global Forum on Health Promotion. Themed *Health Promotion – At the Very Heart of Sustainability*, the event celebrated the 30th anniversary of the [Ottawa Charter for Health Promotion](#), and the 20th anniversary of the [Circle of Health](#), a health promotion framework developed in PEI. It was an opportunity to learn from and connect with international health promotion leaders, and brought together policy makers, government



*Nova Scotia contingent at Health Promotion Forum.*

leaders, NGOs, researchers, educators, community health leaders and experts across all sectors working to promote health, equity and sustainability.

A unique component of the Forum was the real time creation of the [PEI Health Promotion Declaration – October 2016 Charlottetown Call for Action: Health Promotion for Sustainable Development](#). Each plenary and breakout session drew participants back to the relationship between health promotion and the [Sustainable Development Goals](#), a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

The event provided a great opportunity to network with colleagues and to discuss health promotion locally, nationally and globally.

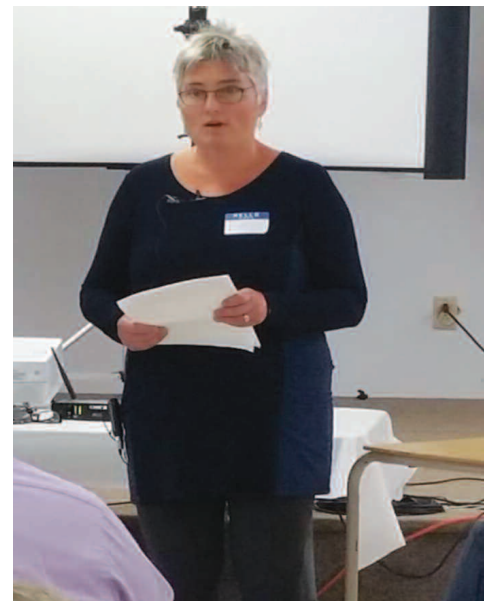
## Windsor Elms Village Wellness Fair



*Ellie with the Horizons display about diversity.*

After working over the past couple of years to help [Windsor Elms Village](#) integrate the principles of inclusion and diversity into its strategic work, we attended the annual Wellness Fair. Vicki and Ellie shared information on diversity and talked with participants about their personal understandings of diversity. They also provided information about the services **Horizons** offers to help organizations become more welcoming and inclusive.

## Community Association of People for REAL Enterprise (CAPRE) Small Business Fair



*Cari storytelling at the CAPRE Small Business Fair*

In October, Cari was one of the keynote speakers at the CAPRE Small Business Fair in Canning, Nova Scotia. She told a story about the adventures of people in a small rural village to illustrate the value and importance of diversity, respect and vibrant communities.

## Wolfville Area Pride Group – Pride Week Celebrations

Horizons sponsored and helped organize the Wolfville Area Pride Group's 2016 Pride Week celebrations. The launch of Pride Week was a ribbon cutting to formally open the rainbow steps to Town Hall in Wolfville.

*Cont'd.*

# Happenings

PART 2

## Pride (cont'd.)



Cari, Acadia VP Academic Heather Hemming, Wolfville Mayor Jeff Cantwell, Kings-Hants MP the Honourable Scott Brison, and Kings South MLA Keith Irving cutting the ribbon to the Town Hall rainbow sidewalk at the kick-off to the Pride Week celebrations.

## Canning Area Foodbank



Cari has recently joined the Canning Area Foodbank Board. She is focusing on facilitating a visioning process; updating policies, procedures, and role descriptions; chairing a working group guiding an evaluation of the foodbank, and supporting workshops and special events.

## Liverpool International Theatre Festival



Jean's work as chairperson of the Liverpool International Theatre Festival continues, since the completion of the successful five day event in May. The Festival's Executive focus is on hiring a new Artistic Director (with the retirement of the long-time AD), fund raising, and keeping the biannual event 'front of mind' in its off year.



Horizons will be closing for our holiday break at noon on December 16th and reopening on January 3rd, 2017.

Happy Holidays from everyone at HORIZONS!

## Spring into Action Challenge 2017



An enthusiastic team from Yellowknife

Watch our [website](#) and [Facebook](#) page for information about the 2017 Spring Into Action challenge. It will take place from **April 10th to May 19th 2017**, and we would like to make it bigger and better than ever! Help spread the word to get everyone participating and active!



## Keep in touch with Horizons

P.O. Box 2404  
Wolfville, Nova Scotia B4P 2S3

902.542.0156

[admin@horizonscda.ca](mailto:admin@horizonscda.ca)

[Facebook](#) and [Twitter](#)

[www.horizonscda.ca](http://www.horizonscda.ca)