



# Research & Development / Recherche & développement

## **SUE CALHOUN**

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### **Objective:**

- To provide quality professional services that assist clients in solving problems and achieving their objectives.

### **Career profile:**

- Spent 10 years as a journalist, writing extensively for newspapers, magazines, radio and television. Won Top Award given by the Atlantic Journalist Awards in 1991; also won Honourable Mention for Outstanding Investigation Reporting in Canada, The Canadian Association of Journalists, 1990.
- Spent another decade as a researcher and consultant in the fisheries, which included research and writing, survey and questionnaire design, interviews and focus groups, feasibility and market studies, administration on international projects (Guyana, Sao Tomé et Príncipe).
- Since 1997, have owned and operated my own company, Calhoun Research & Development/Recherche & développement, which specializes in program evaluation, labour market analysis including surveys, business and community economic development, and research and writing.
- Author of two books and co-author of a third.
- During past 30+ years, have provided the research, analysis and writing for approximately 150 studies and reports that have enabled clients to make key strategic decisions.

### **Detailed work experience:**

- Owner/operator, Calhoun Research & Development/Recherche & développement, Moncton, NB (1997-present)
- Associate/consultant, GTA Consultants Inc., Shédiac, NB (1987-1996). During 1993-96, was also Office/Financial Manager, responsible for overseeing three offices in two provinces, and managing several international projects.
- Freelance journalist and writer, based in Shédiac, NB (1983-1987). Clients included Atlantic Insight, Globe and Mail, Canadian Geographic, Macleans, CBC radio and television.
- Researcher, CBC-TV program Harris-Lorimer (later called Inquiry), Halifax, NS (1981-1983)
- Between 1976 and 1981, wrote for newspapers in Ontario, Newfoundland and Nova Scotia.

### **Areas of Company Specialization:**

- Program evaluation
- Labour market analysis
- Surveys
- Statistical analysis
- Business and community economic development for women
- Community Economic Development (CED)
- Solid and thorough research
- Plain language writing
- Group facilitation including focus groups

**Education/Training:**

- Masters in Business Administration (MBA), Université de Moncton, NB
- Diploma, Community Economic Development (CED), St. Mary's University, Halifax NS
- Certificate in Survey Methods and Questionnaire Design, Statistics Canada
- French Immersion four weeks, Université de Moncton, Shippegan, NB
- French Immersion six weeks, University of Western Ontario, Trois Pistoles, PQ
- Masters of Social Work program (completed one year), Waterloo Lutheran University, ON
- Bachelor of Arts: Sociology, University of Waterloo, Waterloo, ON

**Appointments, voluntary commitments:**

- Served on the Advisory Committee (Letter of Intent stage) of the Social Sciences and Humanities Research Council (SSHRC) in May 2013.
- Employment Insurance Board of Referees (2006 – 2013)
- Canadian Federation of Business & Professional Women's Clubs, President (2008-2010); 1<sup>st</sup> Vice-President (2006-08); NB Provincial President (2004-06); BPW Moncton President (2002-04)
- Atlantic Innovation Fund Advisory Committee (2002-04)
- National Advisory Committee on Rural Issues (2002-05)
- New Brunswick Judicial Council (1996-1999)
- Shédiac Daycare Co-operative/Garderie coopérative de Shédiac inc., founding President (1992-96, 1997-98)
- Dialogue New Brunswick (1990-93)
- Atlantic Board of Directors of OXFAM-Canada (1979-1989)
- Member, Canadian Evaluation Society
- Member, The Writers' Union of Canada [www.writersunion.ca/c/calhoun.htm](http://www.writersunion.ca/c/calhoun.htm)
- Member, Canadian Research Institute for the Advancement of Women
- Member, Atlantic Provinces Economic Council (APEC)
- Member, Greater Moncton Chamber of Commerce

**Awards, nominations:**

- 2009, YWCA Women of Distinction award, Women in Public and Community Service
- 2009, Phenomenal Woman Award (one of six nominated). NB Association of Community Business Development Corporations, sponsored by the Business Development Bank of Canada
- 1995, Volunteer of the year. Acadian Cooperative Movement
- Atlantic Journalism Award: Top award for Best magazine/feature writing, 1991
- Canadian Association of Journalists: Honourable Mention – Magazines, 1990

**Other facts:**

- Languages: English, French
- Computer skills include Microsoft Office (Word, Excel, PowerPoint), Internet research

### **Examples of research, analysis & writing projects:**

**CLIENT** – Greater Moncton Homelessness Steering Committee, 2007 – present

Since the fall of 2007, have carried out a contract with the Greater Moncton Homelessness Steering Committee to raise awareness about the issue in Greater Moncton. Has included designing and writing a website (<http://www.monctonhomelessness.org>), producing quarterly newsletters and researching and writing seven annual Report Cards on Homelessness in Greater Moncton as well as media releases etc. Check the website for more information.

**CLIENT** – YWCA of Greater Moncton, 2013

Updated a needs assessment on Safe Housing for Women in Greater Moncton. Work included interviewing women who were homeless and/or precariously housed, to identify their needs, as well as a literature reviewing looking at the potential impact of Housing First on women as well as best practices in housing women who are homeless.

**CLIENT** – Homelessness Knowledge Development, Homelessness Partnering Strategy, HRDSC 2010-11

Carried out a research project on Good Practices in Rooming Houses. Rooming houses are often the only path out of homelessness for many people. Research included an environment scan of good practices in other jurisdictions nationally and internationally as well as interviews with rooming house landlords, tenant, and organizations that offer programs to people living in rooming houses.

**CLIENT** – Girl Guides of Canada-Guides du Canada

With C. Lang Consulting of Toronto ON, carried out a program audit for the GGC in 2009, and a gap analysis research project in 2010 to identify research on girls in Canada as well as research needs.

**CLIENT** – Atlantic Canada Opportunities Agency, 2009

Carried out a research project entitled “*Commercialization Training – Environmental Scan.*” The purpose was to further assist Atlantic Small and Medium-sized Enterprises (SME’s) in meeting the challenges faced with commercializing new technologies as it relates to the commercialization continuum. The scan identified training that was offered in the Atlantic region, elsewhere in Canada and in selected countries around the world.

**CLIENT** – YWCA of Greater Moncton, 2008

Carried out a needs assessment on Safe Housing for Women in Greater Moncton. Work included interviewing women staying in the city’s two emergency shelters, to identify their needs, as well as interviews with service agencies/organizations in the metro area that provide assistance to homeless or at risk women.

**CLIENT** – Canadian Women’s Foundation, 2005

Researched and wrote *Girls in Canada 2005* for the Canadian Women’s Foundation, to provide documentation that would allow the CWF to establish an Investment Fund for Girls. Made a presentation on this research at the 2006 Annual Meeting of the Community Foundations of Canada, in Saskatoon. As a result of this project, the CWF established a Girls’ Investment Fund with approximately \$1 million contribution from the private sector.

**CLIENT** – Department of Fisheries and Oceans, 2005

Wrote a “user-friendly” synopsis of a 700-page scientific document that could be used in stakeholder consultations. Document was called “The Gulf of St. Lawrence: A Unique Ecosystem,” and was produced as part of the Gulf of St. Lawrence Integrated Management Plan (GOSLIM).

**CLIENT** – New Brunswick Community-Based Organization of AIDS Groups, 2004-05.

Worked with this non-profit organization to provide training on influencing public policy, and help the group write a policy statement on a harm reduction strategy for injection-drug users. The document was used to garner public support for the establishment of methadone maintenance treatment clinics and needle exchange programs in the province.

**CLIENT** – Women’s Network PEI, 2003

Involved in an Atlantic-wide study funded by Status of Women Canada to look at the maternity/parental benefits available under the Employment Insurance Act, and how to make these benefits more equitable for

all women. Work included carrying out focus groups throughout the province of New Brunswick, in both English and French, as well as interviews with equality-seeking groups.

**CLIENT** - NB Department of Training and Employment Development, 2003

Carried out a research project called “Workplace Training and Development: Interventions for Small and Medium Enterprises [SMEs] and Workers at Risk.” The objectives of the project were to collect, review and inventory existing research and evaluation pertaining to workplace training and development issues and challenges faced by SMEs and workers at risk, and workplace training and development interventions for SMEs and workers at risk in other Canadian jurisdictions.

**CLIENT** – Atlantic Canada Opportunities Agency (ACOA), 2002

Carried out an environmental scan on training/skills development issues in order to help ACOA review and revise its business skills development strategy.

**CLIENT** – Atlantic Canada Opportunities Agency (ACOA), 2002

Involved in research, interviewing and writing for a brochure on innovation management skills in Atlantic Canada (“The Innovation Skills Challenge: Profiles from Atlantic Canada). Work included research on innovation, interviewing and profiling nine innovative companies, and preparation of a Q-and-A with an innovation expert.

**CLIENT** – Atlantic Canada Opportunities Agency, 2000

Researched and wrote a series of “success stories” on Atlantic Canadian craft and giftware companies showcasing their products at the Atlantic Trade Winds Agency, located in the Bedford Gift Center just outside Boston, Massachusetts. The Agency provides an opportunity for Atlantic Canadian companies to showcase up to 16 product lines to New England retailers and potential sales representatives in the 1,000 square foot showroom.

**CLIENT** – Women’s Research Collective, Fredericton, 1998 and 1999

Worked on two projects to raise awareness about gender-based analysis among women’s groups in New Brunswick. In 1998, work included carrying out focus groups in francophone New Brunswick and organizing a one-day educational seminar. In 1999, work included organizing an educational workshop on gender-based analysis, with a speaker from the federal Department of Justice.

**CLIENT** – Canadian Institute for Research on Regional Development, 1997-2002. For five years, was part of a team that prepared an annual publication of economic profiles of regions within the Maritimes region, based on Statistics Canada definitions. Role included responsibility for two chapters in what was usually a 150-page book: the economic development framework and the role of the public sector in the economy. Participated in profiles on PEI, northeastern NB, southwestern NS, southwestern NB and Halifax/Annapolis economic regions. The book was usually launched on a university campus within the given region.

**CLIENT** – NB Advisory Council on the Status of Women, 2001

Co-wrote a book called “Growing up female in New Brunswick: 1970 to 2000.” This book examines changes in the lives of girls and women in the province during three decades. The work included an extensive review of secondary research, analysis and compilation of this information into an easy-to-read format.

In addition, have had Standing Offers for English writing services with the Department of Fisheries and Oceans, the Atlantic Canada Opportunities Agency (ACOA) and the Department of Indian Affairs and Northern Development, and have written and published two other books.