



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 20+ 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:

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

Education/Training:

- Masters in Business Administration (MBA), Université de Moncton, NB (2001)
- Diploma, Community Economic Development (CED), St. Mary's University, Halifax NS (2000)
- Certificate in Survey Methods and Questionnaire Design, Statistics Canada (1993)
- French Immersion four weeks, Université de Moncton, Shippegan, NB (1982)
- French Immersion six weeks, University of Western Ontario, Trois Pistoles, PQ (1976)
- Masters of Social Work program (completed one year), Waterloo Lutheran University, ON (1972)
- Bachelor of Arts: Sociology, University of Waterloo, Waterloo, ON (1970)

Appointments, voluntary commitments:

- Partners for Youth, Board of Directors member (2010 – present)
- Employment Insurance Board of Referees (2006 – present)
- Canadian Federation of Business & Professional Women's Clubs, President (2008-2010); 1st 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
- Member, Canadian Research Institute for the Advancement of Women

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

Business & Economic Development projects:

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 – Atlantic Canada Opportunities Agency, 2003-08

Was on the Consultant Advisory Services list for the Women in Business Initiative of the Atlantic Canada Opportunities Agency, to provide financial management coaching and mentoring to women entrepreneurs on both a formal and informal basis.

CLIENT – Atlantic Canada Opportunities Agency, 2005

Researched and wrote a document on women entrepreneurs involved in exporting, “*Sell to the World: Women entrepreneurs in Atlantic Canada go global!*” (“*Vendre dans le monde entire : les femmes entrepreneurs du Canada atlantique à la conquête des marchés internationaux!*”). The objective of the project was to demonstrate the benefits to women business owners of getting involved in the export market. Also wrote an “advocacy tool” on women entrepreneurs, to show the achievements of women in starting businesses and to provide funders/advocates with information.

CLIENT – Atlantic Canada Opportunities Agency, 2004

Researched and wrote “*Women Entrepreneurs/Femmes Entrepreneures*” for the summer/fall issue of *ACOA at work in your community*. This edition focused on women entrepreneurs, “a group that is on the rise, both in numbers and impact on the economy.”

CLIENT – Atlantic Canada Opportunities Agency, 2003

Surveyed 500 women business owners in Atlantic Canada, to establish baseline data for ACOA’s newly-launched Women in Business Initiative. The report also included secondary research on women entrepreneurs. Separate provincial reports were done for PEI-ACOA, NB-ACOA and NS-ACOA. (Available at www.acoa-apeca.gc.ca/English/publications/ResearchStudies/Pages/home.aspx)

CLIENT – Support for Single Parents Inc., 2003

Part of a team that worked on a project to help low-income women in the Greater Moncton area develop Sustainable Livelihoods. Phase I of the project was funded by the Canadian Women’s Foundation. Phase II was funded by the Community Economic Development Technical Assistance Program (CEDTAP) at Carleton University in Ottawa. Phase I involved carrying out focus groups with low-income women. Phase II involved carrying out of a feasibility study for a Women’s Employment and Entrepreneurship Centre.

CLIENT – Business Development Bank of Canada, 2002

Part of a team that carried out a pre-feasibility study on the Regional Cooperative Development Centre’s Community Catalyst Fund, an equity investment fund set up in the mid-1990s to encourage coop development. As a result of this study, the fund was restructured to improve take-up.

CLIENT – NB Women’s Research & Action Committee, 2002

Organized a two-day forum on Community Economic Development (funded by Status of Women Canada, ACOA and the Canadian Agricultural and Rural Committees Initiative) that was attended by over 100 women from all parts of the Atlantic region as well as the Gaspé coast and Ottawa. Facilitated this two-day event, and designed and facilitated a workshop on Idea Generation for Community Enterprises.

CLIENT – Atlantic Canada Opportunities Agency, 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, 2002

Researched, interviewed and wrote a brochure on innovation management skills in Atlantic Canada, “*The Innovation Skills Challenge: Profiles from Atlantic Canada*” (“*Développement des compétences en innovation : Profils du Canada atlantique*”). 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, 2001

Researched, interviewed and wrote a brochure on innovation in Atlantic Canada, “*Innovation through e-commerce: Profiles from Atlantic Canada*” (“*Innover par le commerce électronique : Profils du Canada atlantique*”). Work included research, interviewing and profiling four companies in each of four sectors that are important to Atlantic Canada’s economy (manufacturing, resource-based, services, tourism).

CLIENT – Atlantic Canada Opportunities Agency, 2000

Research and wrote “*E-Business in Atlantic Canada: The Knowledge Economy in Action*” (“*Le cybercommerce au Canada atlantique : l’économie du savoir en évolution*”), which profiled 24 businesses in Atlantic Canada that were using e-commerce to increase communication and interaction among people – their employees, their suppliers, their partners and their customers.

CLIENT – Business Development Bank of Canada, 2000

Wrote a business plan for a Moncton-based optical laboratory, so that the owner could seek assistance from ACOA to launch an aggressive marketing campaign throughout the Atlantic region and Eastern seaboard.

CLIENT – Development Isle Madame Association (DIMA), 2000

With PRAXIS Research & Consulting Inc. of Halifax, helped to prepare a second five-year economic development plan for the island of Isle Madame in Cape Breton, NS. Work involved conducting focus groups and interviews in French and contributing to the final report.

CLIENT - L'Association Régionale de la Côte Ouest (ARCO), 2000

With Landal Inc. of Moncton, prepared an economic development strategy for three francophone communities located on the Port-au-Port Peninsula in Western Newfoundland. Work included conducting community groups and interviews in both English and French, analyzing data and report writing. Funding for the project was provided by the Atlantic Canada Opportunities Agency.

CLIENT - Women in Resource-based Economic Development, 2000

Contracted by this sub-committee of the Bay-St-George, Newfoundland Women's Centre to conduct workshops in French and English on gender analysis in economic development.

CLIENT – Atlantic Canada Opportunities Agency, 1999

Research and wrote "*Live from Atlantic Canada...The Information Highway*" ("*Le Canada atlantique en direct... Via l'Inforoute*"), which profiled communities accessing the Internet under the Connecting Canadians program.

CLIENT - Regional Cooperative Development Centre, Moncton, 1997

With GTA Consultants Inc., wrote a strategic plan for this regional organization involved in coop development and service provision.

CLIENT – Miramichi Watershed Management Committee, 1995

With GTA consultants Inc., wrote a business and strategic plan to facilitate the group assuming management responsibilities for the recreational fishery on the Miramichi River in NB.

CLIENT - Department of Fisheries and Oceans, 1995

Wrote a business plan for the Pointe-du-Chêne Harbour Authority, a non-profit group located near Shediac, NB that was in process of taking over harbour facilities from the federal Department of Fisheries & Oceans. Work included identification of revenue sources to make the operation financially viable.

CLIENT – Department of Fisheries and Oceans, 1995

With GTA Consultants Inc. and in partnership with the Maritime Fishermen's Union, designed and implemented a recreational lobster fishery pilot project. This project involved three vessels, and was a first for eastern NB. Work included organizing a media campaign to promote the project.

CLIENT – Department of Fisheries and Oceans, 1991-95

Between 1990 and 1995, carried out a series of eight management options studies for Small Craft Harbours Branch of DFO in what was then the Gulf Region. In each study, there were one or more SCH-owned harbours in a particular geographic area including one or more that needed extensive repair and maintenance. The objective was to carry out a socio-economic study in each instance, and make recommendations for management options. Each study included on-site visits to interview fishers, processors and key community leaders.

CLIENT – Mills Seafood, Bouctouche, NB, 1994

With GTA Consultants, worked on a feasibility study on clam and quahog farming in NB. This was R&D work since no one in North America had been involved in soft-shell clam farming up until this time. Research included traveling to Cape Cod, Massachusetts to visit quahog farms. Also did financial viability analysis for the project.

CLIENT – Department of Fisheries and Oceans, 1993

With GTA Consultants Inc., was senior researcher for a feasibility study on development of the marine charter boat industry in NB. This project included organizing a one-day seminar for potential tour boat operators.

CLIENT – Canadian Mackerel development Council, 1992

Coordinator of a project funded through Industry, Science and Trade Canada to develop the mackerel fishery in N.B. Work included organizing a trip to three European countries for members of the Canadian Mackerel Development Council.