



HORIZON ACHIEVEMENT CENTRE
STRATEGIC PLAN
2022-2026



COMMITTEE MEMBERS

John Coleman	Board of Directors
Carol Pendergast	Executive Director
Amanda Burt	Coordinator - Financial
Cheryl Donovan	Coordinator – Life Enhancement
Lisa Reiley	Coordinator – Food Services
David Chauder	Direct Care – Vocational
Tracy Pertus	Direct Care – Life Enhancement
Maggie Mombourquette	Direct Care – Employment Services
Michelle Piovesan	Employment Development Centre

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VISION

Horizon Achievement Centre strives to build a community where all people are treated with equality, dignity and respect for their expressed choices, and who have equal opportunities to participate in society.

MISSION

To provide a variety of support services for individuals with varying abilities so that they can discover, develop, and demonstrate full potential in their pursuit of a quality life within an inclusive community.

CORE VALUES

1. Advocacy
We will continue to support and empower participants.
2. Inclusiveness
We will continue to be a fully inclusive organization that supports the rights of all individuals.
3. Respect
We respect all individuals, ideas and opinions. We will treat participants, co-workers, and all other stakeholders with respect.
4. Integrity
Every employee in our organization aspires to be fully transparent, reliable and supportive in our endeavor to provide the best quality of service.
5. Professionalism
Our team will always conduct all work in a professional manner. The participants, Board of Directors, and employees are empowered to maintain a professional work environment by investing in training and development and broadening the scope of our expertise to support our mission.

DIRECTIONS

1. Create a human resource plan that identifies current and future needs inclusive of training, new skill development, leadership and succession planning.
2. Expand, enhance and diversify social enterprises to create more diverse job skills that meet labour market needs and enhance financial stability.
3. Provide the means, method and opportunities for staff and participants to voice their concerns, share their opinions and to play an active role in decision making practices and policies of the organization.
4. Work collectively as a team to advance our mandate in supporting participants.
5. Develop communication strategies that increase opportunities for collaboration and networking between staff, volunteers and community partners.
6. Successful transition to the New Horizon Achievement Centre building.

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Strengths:

- State of the art facility
- Innovation
- Brand image and visibility
- Fiscally responsible
- Strong leadership
- Support network
- Diversity of services
- Loyalty and support from community and businesses
- Teamwork
- Charity Status

Weaknesses:

- Limited resources
- Limited training and professional development
- Adaptation to change
- Limited human resource function
- Limited space in current building

Opportunities:

- Potential for performance based organizational culture
- Less dependency on funding by growing Social Enterprises
- Diverse and inclusive work force
- Advocacy for individuals with intellectual disabilities
- New social enterprises
- Strengthening of brand image through new Corporate/Community partnerships
- Stronger connection with community

Threats:

- Stigma attached to the purpose of the organization
- Disruption from outside forces such as health crisis, geopolitical and local economic environments
- Increased competition for community funds
- Increased competition from other similar organizations
- High dependency on government funding model and donor fatigue





ACTION PLAN 2022-26

DIRECTION #1:

Create a human resource plan that identifies current and future needs inclusive of training, new skill development, leadership and succession planning.

DIRECTIONS/ACTIONS	TIMEFRAME
Year 1:	
Hire a qualified Human Resources person or create a Human Resource Committee to facilitate this direction.	2022
Create a volunteer strategy.	2022
Conduct a job analysis of all management positions.	2022
Year 2:	
Conduct a job analysis on all non-management positions.	2023
Prepare Job Descriptions for new positions matched by skill level.	2022-2023
Identify upcoming retirements and develop succession plan.	2022-2023
Conduct an employee skills inventory to identify any gaps and identify learning and development opportunities to bridge those gaps.	Starting in 2022; every 3 years
Create an inventory of files of previous students who have worked or completed placements at the Centre in the past, in the event work becomes available due to resignation, medical leave or other reasons.	2023
Prepare an implementation plan for cross-training for front line staff.	2023
Year 3:	
Develop partnership with NSCC to hold two employee in-services per year based on topics identified in an employee survey.	2023-2024
Year 5:	
Prepare for generational, cultural and industry shift which will include a strategy for diversity and inclusion initiative.	2025-2026

DIRECTION #2:

Expand, enhance and diversify social enterprises to create more diverse job skills that meet labour market needs and enhance financial stability.

DIRECTIONS/ACTIONS	TIMEFRAME
Year 1:	
Conduct a survey/report on businesses/agencies within social enterprises across Atlantic Canada.	2022
Prepare for the new Café to be opened and operated in new building. Identify staffing plan and train participants who will be working at the Café.	2022
Year 2:	
Explore expansion of current social enterprises.	2022-2023
Rebrand and develop marketing strategy.	2022-2023
Become a more active member of the SENNS.	2023
Year 3:	
Create an industry partnership with CBU and the Shannon School of Business to review business practices.	2023-2024
Research/create on-line business opportunities.	2024
Year 5:	
Explore new social enterprises such as a meeting/convention space and catering service.	2022-2026
Develop more in-house employment programs aimed at specific industries that participants are interested in such as retail, administration and food service.	2022-2026

DIRECTION #3:

Provide the means, method and opportunities for staff and participants to voice their concerns, share their opinions and to play an active role in decision making practices and policies of the organization.

DIRECTIONS/ACTIONS	TIMEFRAME
Year 1:	
Establish "Client Council" to meet every quarter, share information and gather input on improving current services and ideas for new ones.	2022
Hold quarterly meetings with management team to discuss participant engagement and services provided.	2022
Create a participant retirement planning group.	2022
Year 2:	
Provide staff and participants with opportunities to engage with and present at meetings with the Board of Directors and on Staff Committees.	2022-2023
Explore representation of staff and participants on the Board.	2022-2023
Develop online training platform (for various programs) to provide support and training opportunities for participants at the Centre and on the waiting list.	2022-2023
Conduct a yearly evaluation of client engagement and satisfaction including what kinds of programs they would like to see offered and develop programs based on responses.	2023
Year 3:	
Adapt best practices to share information with participants (e.g. newsletter, monthly e-mails, meetings or memos).	2023-2024

DIRECTION #4:

Work collectively as a team to advance our mandate in supporting participants.

DIRECTIONS/ACTIONS	TIMEFRAME
Year 1:	
Host a family and service provider in-service once a year to showcase the departments.	2022
Develop a strategy that will reduce the waiting list by 10% each year.	2022
Year 2:	
Prepare a list of outside community agencies that HAC has current/past relationships with. This list can be used for referring participants once they have finished their 24 weeks at the Employment Development Centre.	2022-2023
Organize the Client Appreciation Day with input from staff, participants and their representatives.	2023
Design and implement a new consultation study with participants, families and caregivers.	2023
Year 3:	
Develop a marketing strategy to increase visibility of the organization's role in supporting individuals with varying abilities.	2024
Year 5:	
Work closely with similar/sister organizations and Directions to share best practices.	2022-2026

DIRECTION #5:

Develop communication strategies that increase opportunities for collaboration and networking between staff, volunteers and community partners.

DIRECTIONS/ACTIONS	TIMEFRAME
Year 1:	
Develop a new promotional brochure for the Centre.	2022
Year 2:	
Update Facebook page/social media sites to support more advocacy rights for individuals with varying abilities.	2023
Year 3:	
Host a yearly community networking event.	2023-2024
Year 4:	
Create promotional videos for services provided to participants.	2024-2025
Year 5:	
Develop contract-based employment opportunities for participants through networking with employers within the local community to create new opportunities.	2022-2026

DIRECTION #6:

Successful transition to the New Horizon Achievement Centre building.

DIRECTIONS/ACTIONS	TIMEFRAME
Year 1:	
Staff tours of new building for familiarity before official move in date.	2021-2022
Provide participants with a tour of new building prior to official move in date.	2021-2022
Discuss ideas for a successful transition to the new building with other organizations or businesses who have already achieved this when moving to a new space.	2021-2022
Prepare move-in plan for new building with input and engagement from each department.	2021-2022
Prepare IT plan so staff can have continuous access for minimal service disruption during the move.	2021-2022