



## BEYOND THE HORIZON

**FUNDING PROPOSAL**

Business Plan • 2018





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This project, through a coordinated approach to service delivery, will build a stronger community that will foster a culture of acceptance, inclusion and belonging by:

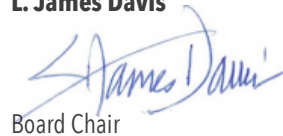
- Promoting economic growth through new and increased social enterprises
- Improving social well being through job creation and community partnerships
- Connecting more young people from underrepresented groups with employment
- Contributing to the environmental health of our community through increased recreational opportunities
- Creating a valuable and much needed piece of community infrastructure encouraging other business developments and economic growth.

The total project cost is 12.75 million dollars. After a successful partnership with ACOA, site specific comprehensive engineering reports, architectural designs and risk assessments have all been completed. The 5.5 acre parcel of land in Harbourside Industrial Park has been donated by the Province of Nova Scotia with the intention of constructing this new state of the art facility. We have also garnered high levels of local support through family and stakeholder engagement, implementing online campaign assets, and the creation of a community lead building committee.

The board, staff, clients and families of Horizon Achievement Centre appreciate your efforts to advance this project on our behalf and remain committed to working with you as we continue to move Beyond the Horizon.

Respectfully Submitted:

**L. James Davis**



Board Chair

**Carol Pendergast**



Executive Director





# EXECUTIVE SUMMARY

Horizon Achievement Centre is Cape Breton's largest provider of vocational training and employment development services for adults living with intellectual disabilities and a prominent supplier of quality products and services to our community. We have created an organization that supports and promotes the independence, choice and inclusion of individuals living with disabilities by working cooperatively and in partnership with families, service providers and our community.

The journey to independence, choice and inclusion began in 1984. For over 30 years, Horizon has provided a broad range of programs and services that reflect the diverse needs of clients through career development, employment services, on the job training and community based leisure and social opportunities.

Horizon is also well known for its professional business standards, high quality products and outstanding service to our community. From fresh baked goods and catered meals, to mail processing and contract work, our social enterprises provide occupational training and employment as a means to foster job skills, independence, integration and self worth.

Today, the organization has reached its capacity. We are currently faced with several congestion issues, accessibility barriers and operational obstacles limiting opportunities for economic growth, community development and social well being.

We are extremely excited about advancing this project and are committed to ensuring that we reach this goal in a way that honors the values and principles of the Horizon Achievement Centre, its board of directors, staff, clients and community we serve.

L. James Davis; Board Chair

Carol Pendergast, Executive Director



# PROJECT OVERVIEW

Horizon Achievement Centre intends to build a new 30,000 square foot multi-faceted facility within the CBRM. This project, estimated at \$12.75 million, will serve as a prominent piece of community infrastructure within Harbourside Industrial Park that will positively reflect on the inclusion of adults living with intellectual disabilities.

With its many social enterprises, such as printing, catering, and mail services, it is expected that Horizon will become the prominent supplier of daily amenities and business needs to park tenants, having a significant impact on both the clients we serve and the community as a whole. This new facility will allow us to expand our many programs, services and social enterprises while also allowing us to accommodate additional clients from an extensive waiting list.

## ECONOMIC, COMMUNITY & ENVIRONMENTAL BENEFITS:

- New and increased social enterprises will provide increased employment opportunities for people with disabilities, thereby reducing dependency on publicly funded income support programs.
- New business ventures will create spin off jobs from our suppliers and service providers.
- Increased products and enhanced services to consumers will provide more employment opportunities for graduates of CBU, NSCC, Island Career Academy, CBBC Career College and other local institutions.
- This facility will provide tenants of Harbourside Commercial Park and area residents with access to meeting space and amenities, a pool of qualified employees for contract work as well as meeting and convention space that will compliment both the recreational component of the new park and the CBRM as a whole.
- Our new facility will utilize the latest in green / environmentally friendly technology.
- Through the provision of parks, open spaces and protected natural environments, increased recreational activities for clients will also contribute to the health of our community.
- Investing in the environment through parks and the provision of open spaces in residential areas, leads to an increase in neighbourhood property values through accessibility to environmentally friendly green spaces and recreational infrastructure located throughout Open Hearth Park.
- An expanded facility will enable the organization to accommodate the many individuals either waiting for placements or for additional services.

# BACKGROUND

Horizon Achievement Centre (HAC) began providing services to persons with disabilities in 1984 under the name Sydney Kinsmen Resource Centre. The program was largely social and custodial in nature. In the latter part of the 80's and into the early 90's the concept of using "real work" to prepare an individual for employment flourished and continues to the present day. HAC continues to operate under a business-like model.

## SOCIAL ENTERPRISES

HAC employs 53 full-time, part-time and contract staff and provides work placements for numerous students and grant workers throughout the year. As such, we are Cape Breton's largest provider of vocational training and employment development services for adults living with intellectual disabilities.

Our business ventures include banquet and catering services, a registered mail house with Canada Post, promotional button manufacturing, packaging and assembly, printing services, baking and a la carte catering. Examples of products and services provided include supplying baked goods to the Atlantic Cruise Ship Line, as well as processing tax and water bills for several municipalities.

## ECONOMIC IMPACT

Horizon's budget has grown from \$225,000 in 1986 to \$2.5 million in 2017. Gross revenue from our various social enterprises exceeded \$935,000 in the last fiscal year making us a major purchaser and supplier of local products and services in our area. With a payroll in excess of \$1.4 million dollars our employees are also major contributors to the local economy.

## COMMUNITY PARTNERSHIP

Horizon works closely with local high schools to support the transition from school to work by providing on-site assessment services and work place experiences. Horizon also partners with Cape Breton University, NSCC- Marconi and Strait Area Campus, Island Career Academy and Cape Breton Business College to provide practicum placements for the Human Services, CRW and Community Studies program.

I am learning how to cook. I make my own money. I find I am more confident in myself than I was five years ago, before I even started working here and school. I absolutely love it.

*- Catlin Cox, Horizon Achievement Centre Client*



## MISSION STATEMENT AND VALUES

The Horizon Achievement Centre promotes and enhances the independence, choice, integration, and full community inclusion of adults with mental/intellectual disabilities or those facing multiple barriers to employment through individualized training, instruction and employment opportunities. The core values that govern this organization and form the foundation for all that we do are based on the following:

**Respect:** We recognize and believe that all individuals shall be treated with respect and dignity. This includes clients, co-workers, customers and any other people we partner with in the course of our workday. We do this by recognizing individual uniqueness, encouraging full participation in program delivery and by ensuring a cooperative partnership among all members of our team built on mutual trust, respect and dignity.

**Quality Service and Product:** At Horizon we believe in providing the best quality service and products to our customers. In our search for excellence we are committed to the continuous evaluation of the service we provide and the products we produce.

**Fiscal Responsibility and Accountability:** Horizon prides itself on strong fiscal management. The financial policies of the organization include monitoring cash flows and comparing actual operating results to Board approved annual budget with all variances investigated. Financial statements are presented and discussed at each monthly board meeting. The Society has always maintained adequate cash and fund balance reserves to meet short and long term needs, obligations and liabilities. At Horizon we also believe in being held accountable for the service we provide and as such use an effective and efficient information system to provide timely, accurate and reliable fiscal, human resource and client information to appropriate staff and board for planning, decision making, resource allocation and budget control.

**Community:** We acknowledge that we can only achieve our mandate by working cooperatively and in partnership with our community. This includes families, caregivers, education, residential, employment services, businesses, government etc. It is through mutual respect and understanding we will ensure that effective and appropriate services are provided.



# CLIENT AND SERVICE OVERVIEW

## CLIENTS

HAC primarily serves adults with intellectual disabilities who reside within the CBRM. We currently provide service to 143 clients with over 100 individuals on a waiting list for either placement or additional services.

Clients live in private homes, small options, group homes and residential centres. Their primary mode of transportation is by bus, taxis, families or walking. While the majority of individuals served live in Sydney, many others travel to the program from Glace Bay, New Waterford, Westmount, Scotch Lake and even as far away as Big Pond.

Clients range from ages 18 to 70 and have a variety of diagnoses such as Downs Syndrome, Mental Illness and Autism. Many also have physical disabilities. The level and/or type of support and service that is required is based on a person's goals and aspirations in life. Reaching these goals is based on an individual service plan and the identification of skills, strengths and needs. For many it is learning essential skills that will help them to find a job someday, for others it may be preparing for retirement and for some it could be learning to communicate using technology to accommodate being non verbal. Each person is unique with varying learning styles that determine the timeline for successful outcomes.

## SERVICES

All programs offered are based on the following principles:

- Individuals have greater choice in the range of services available to them.
- Training and employment are provided in partnership with the community and use an integrated service model.
- Generic services that are available to persons who are non-disabled are accessible to those with disabilities.
- The rights of individual choice and dignity of risk are reflected in all service planning.
- Service planning is individualized and reflects the unique needs of each individual.

## COMMUNITY EMPLOYMENT

Community Employment is a career oriented division of the Horizon Achievement Centre whose mandate is to facilitate employment opportunities for adults with intellectual disabilities through counseling, training and practical work experience. Examples of training and work placement opportunities include: Federal and Provincial Government Food Kiosks, Sobeys, Winners, Home Depot and Kent Building Supplies.

## SOCIAL ENTERPRISES

Social Enterprises and Vocational Services are centre-based business operations whose mandates are to provide practical training, work experiences and employment promoting individual choice and career aspirations. Program components include baking, catering, maintenance, mail services, printing and bindery, promotional buttons and assembly.



## PRE-EMPLOYMENT

The Pre-Employment Department consists of a variety of small groups or individual training programs. The mandate for each program is to provide quality and effective learning opportunities through consumer directed initiatives. Programs currently offered include basic work skills, communication, teamwork, healthy living, safety, self management and customer service.

## LIFE ENHANCEMENT

The Life Enhancement Services Department provides a broad range of programs and services to those individuals whose disability limits their access to and participation in vocational services and community employment options. Challenges may be experienced in the areas of personal care, communication and medical needs. The focus of programs and services in this department centers on personal learning and social skill development.

# FINANCIAL AND OPERATIONAL OVERVIEW

	2017	2016	2015	2014
<b>COMMUNITY SERVICES</b>				
Government Subsidy	\$1,390,772	\$1,398,173	\$1,343,641	\$1,240,146
Per Diem	\$125,805	\$128,760	\$126,665	\$125,034
	\$1,516,577	\$1,526,933	\$1,470,306	\$1,366,180
<b>SELF GENERATED</b>				
Sales	\$935,914	\$891,454	\$836,334	\$878,305
Grants/Projects	\$632,454	\$629,271	\$654,746	\$625,934
Other	\$7,749	\$9,418	\$11,219	\$13,071
	\$1,576,117	\$1,530,143	\$1,502,299	\$1,517,310
<b>TOTAL REVENUE</b>	<b>\$3,092,694</b>	<b>\$3,057,076</b>	<b>\$2,972,605</b>	<b>\$2,882,490</b>
<b>EXPENDITURES</b>				
Cost of sales	\$739,196	\$701,170	\$666,202	\$706,093
Grants/project expenses	\$632,454	\$629,271	\$654,746	\$625,934
Salaries/Benefits	\$1,471,768	\$1,502,230	\$1,412,715	\$1,335,346
Operational Expenses	\$215,522	\$181,972	\$175,453	\$174,911
<b>TOTAL</b>	<b>\$3,058,940</b>	<b>\$3,014,643</b>	<b>\$2,909,116</b>	<b>\$2,842,284</b>
<b>SURPLUS (DEFICIT)</b>	<b>\$33,754</b>	<b>\$42,433</b>	<b>\$63,489</b>	<b>\$40,206</b>




	2017	2016	2015	2014
<b>STAFFING</b>				
Core Staff	30	30	30	30
Part time/Grant/Project	39	35	30	27
<b>TOTAL</b>	69	65	60	57

<b>CLIENTS</b>				
Number of Clients Served	143	136	130	126
Waitlist*	77	62	58	50

*\*These numbers do not include the many clients awaiting additional services.*







"Inclusive communities embrace diversity; they provide housing, transportation and employment opportunities for a wide range of people... Such communities create opportunities for regional economic growth and stability of business, agriculture and tourism"

*- Two Rivers-Ottawaquechee Regional Commission*



## GOVERNANCE AND MANAGEMENT

Horizon Achievement Centre is a non profit society registered under the Societies Act of Nova Scotia and a Registered Charity under the Canada Income Tax Act. For more than 34 years, Horizon has played a vital role in this community. The Society is governed by a volunteer Board of Directors, possessing skills that contribute to the realization of the Society's mission. The current Board is comprised of representation from families, health, legal, education and business.

## BOARD MEMBERS 2017/2018

<b>L. James Davis</b>	Board Chair
<b>John Coleman</b>	Vice Chair
<b>Robert Anthony</b>	Treasurer
<b>Irene Carroll</b>	Secretary
<b>Wayne Weatherbee</b>	Director
<b>Brian Dwyer</b>	Director
<b>Marcie Schwery Stanley</b>	Director
<b>Darlene Aucoin</b>	Director
<b>Clayton Bartlett</b>	Director
<b>Carl Stapleton</b>	Director
<b>Mike Bartlett</b>	Director
<b>Mike Campbell</b>	Director
<b>Michael Bona</b>	Director
<b>Gary Grant</b>	Director
<b>Lisa MacPhee</b>	Director

# FACILITY

The scope of programs and services offered by the Horizon Achievement Centre has greatly changed over the years necessitating the need for specialized facilities and equipment to support individual needs and participant goals.

A new facility will provide an environment that supports the learning needs of all individuals while also providing a professional and accessible facility for conducting all aspects of the business. The expanded physical environment will allow for increased capacity, much needed program expansion, improved workplace safety, shipping and receiving areas, as well as quiet spaces for personal use.

## ADDITIONAL SPACE REQUIREMENTS

FUNCTIONAL	PROGRAMS	BUSINESS	ADMINISTRATION
Staff Room	Training Rooms (6)	Coffee Shop	File/Storage Area
Storage Area	Meeting Rooms	Expanded Catering Area and Conference Rooms	Board Room
IT area	Health and Wellness Area	Assembly Room	Reception Area
Kitchen/Lunch Area	Skill Labs	Expanded Banquet Services	
Parking	Sensory Room		
Maintenance Room	Recreational Area		
Shipping/Receiving	Computer Stations		
Locker Rooms			
Showers			
Laundry Room			
Additional Washrooms			





# CAPITAL COSTS ESTIMATE \$12.75 MILLION DOLLARS

Appendix A: Horizon Achievement Centre New Building Project Phase 1- Concept Design Report

## ANTICIPATED FUNDING BREAKDOWN

PROVINCE OF NOVA SCOTIA	\$4.5 MILLION
FEDERAL GOVERNMENT	\$5.5 MILLION
HORIZON ACHIEVEMENT CENTRE	\$2.0 MILLION
MUNICIPAL GOVERNMENT	\$750 THOUSAND
<b>TOTAL</b>	<b>\$12.75 MILLION</b>



# ESTIMATE OF PROBABLE CONSTRUCTION COST

Horizon Achievement Centre  
Concept Design  
New Building Facility

DATE:	August 14, 2017
CBCL FILE No.:	172402.00
PREPARED BY:	TDC/CBCL
EST. DESCRIPTION :	Class D Estimate

No.	DESCRIPTION	ELEMENT COST	TOTAL COST
<b>1</b>	<b>Substructure</b>		<b>\$309,000</b>
1.1	FOUNDATIONS	\$171,000	
1.2	EXCAVATION & BACKFILLING	\$138,000	
<b>2</b>	<b>Structure</b>		<b>\$1,702,000</b>
2.1	FLOOR STRUCTURE	\$345,000	
2.1	ROOF STRUCTURE	\$1,203,000	
2.1	WALL STRUCTURE	\$154,000	
<b>3</b>	<b>Exterior Enclosure</b>		<b>\$1,326,000</b>
3.1	EXTERIOR WALL SYSTEM	\$460,000	
3.1	ALUMINUM CURTAIN WALL & WINDOWS	\$335,000	
3.1	EXTERIOR ENTRANCES	\$60,000	
3.1	O.H. DOOR AND DOCK LEVELLER	\$30,000	
3.1	ROOF COVERINGS & SNOW FENCE	\$363,000	
3.1	SOFFIT AND FRAMING	\$70,000	
3.1	EAVESTROUGH & RWL	\$7,500	
<b>4</b>	<b>Interiors Partitions and Doors</b>		<b>\$614,000</b>
4.1	INTERIOR WALLS	\$366,800	
4.2	DOORS	\$210,000	
4.3	FOLDING DOORS	\$30,000	
4.4	COUNTER DOORS	\$6,500	
<b>5</b>	<b>Interior Finishes</b>		<b>\$491,000</b>
5.1	FLOOR FINISHES	\$190,900	
5.2	CEILING FINISHES	\$220,000	
5.3	WALL FINISHES	\$80,000	
<b>6</b>	<b>Fittings &amp; Equipment (Loose Furniture, Contract Equipment, Computers, Printers, Not Included)</b>		<b>\$396,000</b>
6.1	WASHROOM ACCESSORIES	\$15,000	
6.2	LOCKERS	\$30,000	
6.3	MILLWORK, CABINETRY & VANITIES	\$110,000	
6.4	COMMUNICATION BOARDS	\$7,500	
6.5	SIGNAGE	\$30,000	
6.6	WINDOW COVERINGS	\$3,500	
6.7	ACOUSTICAL TREATMENT	\$20,000	
6.8	STAIRS & RAILINGS	\$30,000	
6.9	KITCHEN EQUIPMENT	\$150,000	
<b>7</b>	<b>Civil</b>		<b>\$695,000</b>
7.1	FILLS	\$35,900	
7.2	SERVICES	\$30,900	
7.3	LANDSCAPING	\$114,800	
7.4	GRAVELS	\$182,200	
7.5	ASPHALT	\$330,900	
<b>8</b>	<b>Mechanical</b>		<b>\$2,135,000</b>
8.1	PLUMBING & DRAINAGE	\$425,890	
8.2	FIRE PROTECTION	\$195,620	
8.3	HVAC	\$1,336,600	
8.4	CONTROLS	\$176,200	
<b>9</b>	<b>Electrical</b>		<b>\$724,500</b>
9.1	SERVICE AND DISTRIBUTION	\$112,500	
9.2	LIGHTING AND BRANCH CIRCUITS	\$324,000	
9.3	BUILDING SYSTEMS	\$198,000	
9.4	EXTERIOR LIGHTING	\$90,000	
<b>10</b>	<b>ALLOWANCE</b>		<b>\$310,000</b>
10.1	SUBSURFACE CONDITIONS	\$100,000	
10.2	BUILDING COMMONS FEATURES (TREES, FURNITURE, DÉCOR)	\$70,000	
10.3	WATER FEATURE WALL	\$60,000	
10.4	GREEN WALL FEATURE	\$80,000	
<b>SUB-TOTAL COSTS (Excluding below contingencies, allowance and factors)</b>			<b>\$8,702,500</b>
<b>11</b>	<b>CONTINGENCIES &amp; ALLOWANCES</b>		<b>\$3,359,000</b>
11.1	General Contractor, Fees, Overheads and Profit	10%	\$870,000
11.2	Design Development Contingency	20%	\$1,915,000
11.3	Escalation / Inflation (Note 2017 \$. Allow 3% for annual inflation)	0%	\$0
11.4	Location Factor	0%	\$0
11.5	Construction Contingency	5%	\$574,000
<b>12</b>	<b>Engineering and Architectural Design Fees</b>		<b>\$965,000</b>
12.1	Design	8%	\$965,000
<b>ESTIMATED PROBABLE CONSTRUCTION COSTS without HST</b>			<b>\$13,026,500</b>
<b>ESTIMATED PROBABLE CONSTRUCTION COSTS without HST and Architectural Allowances (Items 10.2, 10.3 and 10.4)</b>			<b>\$12,711,500</b>

THIS OPINION OF PROBABLE COSTS IS PRESENTED ON THE BASIS OF EXPERIENCE, QUALIFICATIONS, AND BEST JUDGEMENT. IT HAS BEEN PREPARED IN ACCORDANCE WITH ACCEPTABLE PRINCIPLES AND PRACTICES. MARKET TRENDS, NON-COMPETITIVE BIDDING SITUATIONS, UNFORESEEN LABOUR AND MATERIAL ADJUSTMENTS AND THE LIKE ARE BEYOND THE CONTROL OF CBCL LIMITED. AS SUCH WE CANNOT WARRANT OR GUARANTEE THAT ACTUAL COSTS WILL NOT VARY FROM THE OPINION PROVIDED.

- Note 1** A Design Development Contingency is intended so that necessary design changes that may increase costs can be made as the design is developed  
**Note 2** A Construction Contingency is to allow for the cost of additional work that is over and above the original tendered construction contract price.  
**Note 3** The Escalation/Inflation allowance is for anticipated increases in costs from the time that the budget is prepared until the time of Tender Closing.  
**Note 4** The Location Factor is to account  
**Note 5** Costs for Civil Works assumes a reduction of asphalt coverage at north parking lot as a cost saving measure.  
**Note 6** No allowances for unforeseen environmental remediate or controls have been included.

Form CBCL 035.Rev 1

Copy of Copy of Copy of 172402.00 ES001 Class D Budget HAC final 08-16-2017.xlsx 16/08/2017

# SUMMARY

## A NEW FACILITY WILL..

**Support Those We Serve:** The current facility was not intended to sustain business operations nor support individuals with challenging needs. Rather, the current facility was designed to accommodate day services and social type activities with a very small component assigned for work place settings. As consumer needs changed and advocacy groups called for more appropriate training and work based experiences, Horizon modified the buildings extensively over the years. A new facility will provide an environment that supports the learning needs of all individuals while also providing a professional and proficient facility for conducting all aspects of our operation. The expanded physical environment will allow for much needed program expansion, improved workplace safety, shipping and receiving areas, as well as quiet spaces for personal use.

**Support Staff Teamwork and Development:** Currently team meetings, professional development opportunities and private space for planning and/or research are limited due to lack of space. Our new location will provide enough space so that staff team building opportunities are given the attention they deserve, demonstrating to staff their value to this organization and resulting in increased morale and empowerment.

**Support Openness and Communication:** Currently Horizon hosts an annual meeting and over 100 Individual Planning Meetings per year. Scheduling meetings can be difficult at times especially when the meeting involves a number of family members or service providers. We also use the cafeteria for our Board meetings and are often required to move the meeting to another area or building to meet contract demand. Our new building will allow for privacy and more efficient client and staff conferencing, greater community involvement through the use of various meeting rooms and up to date technology

**Support Excellence and Innovation:** In 2000, Horizon created the first "client centered" database program for tracking and evaluating client outcomes, demonstrating our commitment to excellence. In keeping with our focus on excellence and innovation we aspire for Leadership in Energy and Environmental Design<sup>1</sup> certified status by ensuring that the new building is environmentally conscious and that the organization uses best practice methods throughout the facility. We will also use the Lean Manufacturing<sup>2</sup> process to determine the optimum flow of work, increase the availability of natural light, green space and geothermal development.

"A new Horizon Achievement Centre is the solution to much need resources and space for our daughter and the many more sons and daughters whom are waiting to be a working adult with a purpose to get up every morning"

- Donna Gardiner

<sup>1</sup> Green building rating system that provides a suite of standards for environmentally sustainable construction.

<sup>2</sup> Lean Manufacturing is a production practice that considers the expenditure of resources for any goal other than the creation of value for the end customer to be wasteful, and thus a target for elimination.



# SUPPORT LETTERS

## OTTAWA

Room 383, Confederation Building  
House of Commons  
Ottawa, Ontario  
K1A 0A6  
Telephone: (613) 995-6459  
Fax: (613) 995-2963  
E-mail: eykinm@parl.gc.ca



HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
OTTAWA, CANADA  
K1A 0A6

## OTTAWA

Pièce 383, Édifice de la Confédération  
Chambre des communes  
Ottawa (Ontario)  
K1A 0A6  
Téléphone: (613) 995-6459  
Télécopieur: (613) 995-2963  
Courriel: eykinm@parl.gc.ca

### To Whom It May Concern:

Please accept this letter of support for The Horizon Achievement Centre Society, a registered charity that has serviced the CBRM for the past 28 years. They are currently in the process of executing plans to expand their surroundings and programs, and will be in search of funding to support these initiatives.

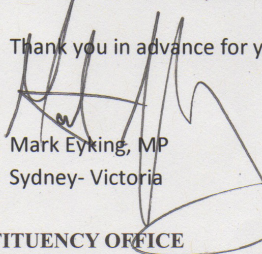
Located in Ashby, the Centre offers vocational training and employment services for adults with mental disabilities or those facing multiple barriers to employment while providing a number of products and services to the business community. From food services, including catering and baking, to mailing services, product assembly and printing, they are always researching new contracts and ideas that support the agency's mandate.

The Horizon Achievement Centre is currently housed in a leased building which they have outgrown and are limited to any upgrades or expansions. With over 40 persons waiting for service, and opportunities available to offer more to the business community, they are in need of bigger location. By investing in a new facility, it is clear that this will attract more partnerships in an effort to expand and operate to the centre's fullest potential.

I feel very strongly that this is a worthwhile organization with a dedicated group of board members, employees and volunteers. The Centre enhances and encourages independence for clients, by developing and strengthening their participation and contributions to their community, while providing quality products and services to the local business community, a win-win situation. I can personally attest to the professionalism and services offered as I have attended several events hosted by the Centre, the food and service is second to none. For more information on The Center, please visit them at [www.horizon-ns.ca](http://www.horizon-ns.ca).

I fully support The Horizon Achievement Centre with their future endeavors with hopes that a partnership can be established between all levels of government to assist with their initiatives.

Thank you in advance for your attention and cooperation in this matter.

  
Mark Eyking, MP  
Sydney- Victoria

### CONSTITUENCY OFFICE

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Fax: (902) 564-2479  
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Hon. MARK EYKING, P.C., M.P.  
SYDNEY-VICTORIA

### BUREAU DE COMTÉ

500, Chemin Kings  
Sydney (Nouvelle Écosse)  
B1S 1B2  
Téléphone: (902) 567-6275  
Télécopieur: (902) 564-2479  
Courriel: eykinm1@parl.gc.ca





## New Dawn Enterprises Ltd

P.O. Box 1055, 75 Prince Street, Sydney, Nova Scotia B1P 6J7

Phone: 539-9560 Fax: 539-7210

Website: [www.newdawn.ca](http://www.newdawn.ca)

To Whom It May Concern,

I am writing this letter, on behalf of New Dawn Enterprises, to express our support for the Horizon Achievement Centre and their building expansion and capital fundraising campaign.

As you know, Horizon provides a valuable, thoughtful and growing opportunity for this community – both in terms of the training and employment created for its clients and, more broadly, to other individuals and institutions who benefit from the products of that employment and from a more inclusive and progressive place to call home.

The current configuration in which Horizon is attempting to deliver its programming, three separate and inadequate facilities across the municipality, is diminishing both its capacity and the quality of the experiences of users. The proposed facility would bring together its client base, enable the expansion of that client base, and add a beautiful and welcoming asset in the downtown area.

When we look to other communities and the supports being offered to individuals with mental disabilities or those facing multiple barriers to employment it is easy to see the impact that adequate and inclusive facilities have on a program's productivity, engagement and reach.

It is in light of all of this that we whole heartedly support the present initiative for building expansion.

Please do not hesitate to get in touch should you have any questions or require further information.

Sincerely,

Erika Shea  
[erika@newdawn.ca](mailto:erika@newdawn.ca)

Director of Communications  
New Dawn Enterprises  
Sydney, NS



# **CBRM** *A Community of Communities*

**Cape Breton Regional Municipality**  
**Office of Councillor Jim MacLeod**  
**District # 12**

30 Matilda Street  
Sydney, Nova Scotia  
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e-mail: jmacleod@cbrm.ns.ca

## **TO WHOM IT MAY CONCERN:**

**Re: Letter of Support – Horizon Achievement Centre – Application “Beyond the Horizon” – Capital/Building Campaign:**

Dear Sir/Madame:

I am writing this letter of support for the application submitted by the members of the Horizon Achievement Centre under the “Beyond the Horizon” – Capital Building Campaign.

The Horizon Achievement Centre is a vocational and employment service Centre for adults with mental disabilities or those facing multiple barriers to gainful employment, residing within the Cape Breton Regional Municipality.

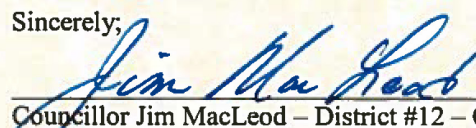
Their mandate is to promote and enhance the independence, choice and employability of those they serve. They accomplish this by training and employment opportunities in various on-site and off-site businesses, services and programs all designed to enhance individual growth, personal achievement and employment potential.

Many individuals are waiting for service, with many more expected to apply within the next five years. Vocational training areas are at capacity and unable to expand to meet training and industry requirements and the members are seriously limited in their ability to provide appropriate and meaningful service to those with complex personal and physical needs.

Since 1984, the Horizon Achievement Centre has earned a solid reputation as an organization that has continuously changed and adapted to meet the needs of their clientele. Unfortunately, they find themselves at an impasse, as their present location can no longer support current and future needs.

It is without any hesitation that I offer this letter of support for this worthwhile campaign. If further information is required, please do not hesitate to contact me.

Sincerely,

  
Councillor Jim MacLeod – District #12 – CBRM

cmi





To whom it may concern,

The Cape Breton Partnership would like to indicate our support for the Horizon Achievement Centre's application for additional funding to build their new facility.

The Horizon Achievement Centre has provided great support to the Cape Breton community and the benefits of the programs and services offered are manifold. From the perspective of the Partnership, the proposed facility would create new opportunities for enhanced vocational training and employment development services for people with mental and intellectual disabilities. Having these resources available within CBRM to offer the support and services to program participants is essential to the continued growth of Cape Breton.

The Partnership supports the efforts of the Horizon Achievement Centre and sees great value in the work that is being done to ensure that the business community remains vibrant. The Partnership values the contributions from the Horizon Achievement Centre and their long-standing commitment to creating a positive environment that encourages community involvement and strong business partnerships.

This project is being led by an organization with a strong and demonstrated track record of successful development. The Partnership looks forward to working with the Horizon Achievement Centre to help forage new partnerships, capitalize on opportunities and build a stronger, more prosperous Cape Breton.

The Cape Breton Partnership was formed with the idea of uniting businesses and communities across Cape Breton and Mulgrave to drive the economy forward. The Partnership has shaped an effective forum for private and public investors to come together with the common goals of forging partnerships, capitalizing on opportunities and building a stronger Cape Breton. To date, over 150 organizations have demonstrated their confidence in and commitment to this region's economic growth.

Sincerely,

Keith MacDonald  
President & CEO  
Cape Breton Partnership

275 Charlotte Street,  
Sydney, NS B1P 1C6  
phone: (902) 562-7182  
fax: (902) 562-8856  
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To whom it may concern:

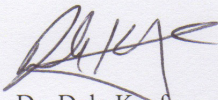
I am writing in support of the Horizon Achievement Centre's plan to consolidate and expand its services through the construction of a new facility. Cape Breton University has had a longstanding relationship with the Horizon Achievement Centre. Many of our students have received important work experience through volunteer, part-time, and co-op placements with the Centre. For some, it has led to career choices related to working with individuals with disabilities in various contexts. Some have gone on to full time employment in the Centre.

The new facility, in addition to the increased services it will provide for those with intellectual disabilities, will represent greater experiential learning opportunities for our students, not just in the area of social services and education, but also in areas related to social enterprise, technology development, recreation and health, and communication; this spectrum can benefit students from multiple fields as we move to increase opportunities for experiential learning within our various programs. The ground-level experience in problem-solving and the understanding of the challenges facing individuals with intellectual disabilities which students gain through their placements is vital to their development as socially aware, creative and empathetic individuals.

The Centre's expansion will also result in increased opportunity for employment for our graduates, who would welcome the opportunity to utilize skills acquired during their studies in meaningful activity. This will benefit both CBU and the entire community.

We are pleased to add our name to the list of those individuals and organizations supporting the Horizon Achievement Centre. As a social enterprise that aims to enhance the quality of life of individuals with intellectual disabilities through skills development and meaningful employment opportunity, the Centre represents values that we are happy to endorse; indeed, the belief in the value of education as an individual and societal benefit is at the core of everything we do.

Sincerely yours,



Dr. Dale Keefe  
Vice-President, Academic and Provost  
Cape Breton University



**nscC**  
Marconi Campus

Carol Pendergast  
Executive Director  
Horizon Achievement Centre  
780 Upper Prince St.  
Sydney, NS  
B1P-5N6

Dear Ms. Pendergast:

Re: support efforts to seek external funding for new building and capital campaign.

It is with great enthusiasm that I give my support to the Horizon Achievement Centre's Beyond the Horizon Building Campaign.

This community based organization provides invaluable opportunities and experiences that positively impact the lives of adults and youth living with intellectual disabilities in the Cape Breton Regional Municipality. Horizon Achievement Centre currently plays a vital role in our community by offering in-house training programs, volunteer placements, work experience opportunities, and paid employment through a variety of social enterprises.

All services delivered by the organization have a tremendously positive impact on the clients they serve. It is because of these successes that more and more individuals and families look to Horizon Achievement Centre to help them achieve personal independence by recognizing their abilities and helping them overcome barriers to employment and creating a more inclusive community.

I fully support the efforts of the Horizon Achievement Centre as it seeks external funding from provincial and federal funding partners to enable the organization to construct its new facility in Harbourside Commercial Park. This facility will not only assist an otherwise marginalized section of our community, but will also be a valuable piece of community infrastructure.

Should you have any additional questions, or require further assistance, please do not hesitate to contact me at your convenience.

Kind Regards,



Carolyn Toomey  
Academic Chair  
School of Health & Human Services  
NSCC, Marconi Campus





P.O. Box 430  
Station "A"  
Sydney, Nova Scotia  
B1P 6H

To whom it may concern:

I am writing in support of Horizon Achievement Centre's plan to build a new facility at Harbourside Commercial Park.

Horizon Achievement Centre plays an integral role in our community to meet the needs of individuals with mental and intellectual disabilities.

The Centre has outgrown its present accommodations and have a waiting list of potential clients that require an environment that promotes the educational and community needs this centre offers with the ability to be inclusive for all individuals with disabilities and not just a select few.

If you have any questions do not hesitate to contact me.

Regards

A handwritten signature in blue ink that reads "Gerry McCarron".

Gerry McCarron  
Project Director  
Harbourside Commercial Park  
902-564-7944





**CBRM** *A Community of Communities*

**Cape Breton Regional Municipality**

Office of Ivan Doncaster  
Councillor, District #7

4485 East Bay Highway  
East Bay, N.S. – B1J-1N4

e- mail: [idoncaster@cbrm.ns.ca](mailto:idoncaster@cbrm.ns.ca)

**TO WHOM IT MAY CONCERN:**

Dear Sir/Madame:

I am writing this letter to support the efforts of the members of the Horizon Achievement Center as they prepare for the construction of a new facility.

My wife and I have been associated with the Horizon Achievement Center since Unity House was established in East Bay. We became friends with the staff and clients of Unity over the past 20 years or more.

That has led to many functions at the Center and we have attended many breakfasts, birthday parties, Christmas parties and other activities over the years.

Today, there are many more individuals who require the care and attention that the Horizon Achievement Center provides by their professional staff.

There are a number of families seeking admittance to the Center for members of their families to be taken in as clients. Unfortunately this facility is too small to accommodate new members and it is difficult to engage in the many programs due to the lack of space.

We fully support the endeavors of the administrators of the Center to have a new facility and we encourage various funding agencies to support their application.

Sincerely,

Councillor Ivan Doncaster – District #7 – CBRM

/cmi



247 Braemar Drive  
Sydney, NS  
B1R 1W1

To whom it may concern,

I am writing to express my support for the Beyond the Horizon Building Campaign. The proposed expanded facility supporting individual learning would make such a difference to my family. My son Jeffrey has an autism-like disability, and currently he is on the wait list for Horizon. He attends Music Therapy there once a week, which we find has enormous positive impact on his behavior. I understand from my discussions with Ms. Pendergast that the new programs will provide a menu of services supporting Jeffrey's needs, which we are in desperate need of.

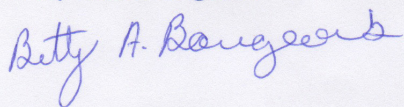
Jeffrey has been out of school, and out of a structured environment, for two years, and in that time he has developed obsessive-compulsive behaviours such as changing his clothes often, and lining up objects. However, he's a very social young man, and when he gets to go to Horizon and be around his peers, I find he comes home and he is satisfied. He is happier.

When you have a child like Jeffrey, you don't have a normal life. You're not like a normal family. Your family works around *his* behavior. If he's acting out, then it makes it more difficult. I have had to give up my job of thirty years in order to care for Jeffrey, and now my family is at the point where we are considering leaving Cape Breton, because the support isn't here for our family. Adults without disabilities have somewhere to go when they leave high school, but adults *with* disabilities fall through the cracks. We want our family members to live a life where they can go out in the community and be seen. We don't want to be hid like years ago. And if you have a place to go to work, you feel good about yourself!

Every day that Horizon's new building isn't built, is another day that Jeffrey has nowhere to go during the day, and another day that undue stress is placed on my family. Please do what you can to bring this project to life.

Sincerely,

Betty Ann Bourgeois









780 Upper Prince Street  
Sydney, NS  
B1P 5N6

Phone: (902) 539-8553