



INTERNATIONAL

GRATITUDE

"And whatever you do, in word or deed, do everything in the name
of the Lord Jesus, giving thanks to God the Father through him."

Colossians 3:17

Annual Report 2013-2014



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Amazing Andrew

*Read Andrew's story
about magic and the
power of employment*

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A Recipe for Self-Development

*a cooking class that serves
up more than tasty meals*

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OUR VISION

People with exceptional needs belong to communities in which their God-given gifts are valued and respected.

OUR MISSION

Serving the person with exceptional needs

OUR VALUES

We will honour God and value people in all we do and with all our resources.

OUR ORGANIZATION

Christian Horizons is a non-profit, faith-based charitable organization founded in 1965. We empower people with exceptional needs, enabling them to embrace their God-given potential and enjoy hope and opportunity in everyday living. Our purpose is to contribute to the exceptional person's quality of life by addressing their emotional, intellectual, social, physical and spiritual needs.



Susanne

message from the BOARD CHAIR & CEO

It is with gratitude that we share this 2013-2014 Annual Report with you. This report is filled with stories of success, partnership and innovation that help to tell our story over this past year.

While Christian Horizons has been faced with some challenges, we have responded in strength, clearly articulating God's call for this ministry. Our focus has been to shore up the "reason" for the work we do, and to step forward energized and motivated to serve God by reaching out in so many ways, to people with exceptional needs, both here in Canada and around the world.

Last year, we also introduced "Onward" our Strategic Plan. Through this plan, our continued priorities are to:

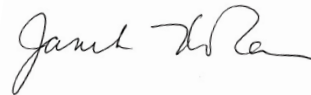
Support People – Promote social inclusion and broaden our core services for people facing barriers.

Celebrate Employees and Volunteers - Demonstrate our commitment to excellent employee and volunteer relations and invest in a highly skilled and committed workforce.

Nurture Relationships – Strengthen relationships with partners and stakeholders, in particular the Christian community.

All of these efforts are to help us reach our vision, that people with exceptional needs belong to communities in which their God-given gifts are valued and respected. We are grateful to all of our teams, our partners and our friends who share in this vision, and we look forward to continuing to build communities of belonging together.

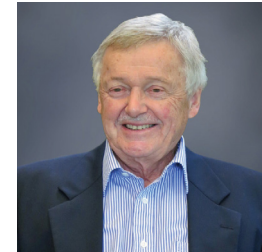
Thank you,



Janet Nolan
Chief Executive Officer



Nigel Wilford
Board Chair



"And whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through him."
Colossians 3:17

our corporate

STRUCTURE

Christian Horizons group of corporations comprises five companies. This structure ensures effective corporate governance, appropriate accountability to our members and donors, flexibility, stability, sustainability and undivided focus on service delivery. While each company serves in unique ways, all are passionately committed to the vision, mission and values of Christian Horizons.

CHRISTIAN HORIZONS INTERNATIONAL

Christian Horizons International was incorporated in 2011 to become the “umbrella” organization over the Christian Horizons group of companies. The remaining Christian Horizons companies, including Christian Horizons and CH Global, are subsidiary corporations of CHI.

CHRISTIAN HORIZONS

Founded in 1965 as a non-profit, faith based charitable organization, Christian Horizons serves individuals with exceptional needs through a range of community based programs including residential, community participation, employment and respite programs funded by Ontario’s Ministry of Community and Social Services (MCSS) and Ministry of Children and Youth Services (MCYS).

CHRISTIAN HORIZONS (CANADA)

Separately incorporated in 1977, Christian Horizons (Canada) is all of our camps and excursions as well as our domestic work that is not funded directly by the government including fee for service programs and vacations.

CHRISTIAN HORIZONS GLOBAL

Christian Horizons Global (CH Global) is an international development organization committed to bringing hope and opportunity to people at risk around the world. Through micro-enterprise and entrepreneurial opportunities, children’s services, and education, CH Global focuses on inclusion and support for individuals with exceptional needs. CH Global is funded entirely through the generous donations and partnerships of individuals, businesses, churches and foundations.

XEORIXS HOMES

A non-profit organization incorporated in 1985, Xeorixs Homes leases homes to Christian Horizons and other developmental services agencies. Xeorixs Homes purchases properties and takes care of property maintenance and upkeep.



Lois



Justin

staff milestone ANNIVERSARIES

April 2013 - March 2014

20 YEARS

Theodora Johnson
Patti Bakker
Barbara Bender
Stacey Bridge
Lorna Davy
Linda Hoekstra
James Waddell
Melbourne Allen
Clyde Brookes

Gail Prime-Ramsay
Paul Gillam
Neville Johnson
Melzena Daws
Yvonne Bom-Horne
Kathy Buckley
Amber Groeneweg
Kifle Balcha
Patrick Bertulli

Donovan Dyer
John Kaune
Cyndi Larocque
Roger Lessard
Shelley Green
Lori Mckee
Debra Silver
Shannon Browning
Peter Rule

25 YEARS

Glen Mccaughtry
Marion Hull
Tricia Fleming
Ingrid Saikkonen
Carolyn Hoekstra
Irene Moore
Siobhan Debres
Colleen Whitfield
Teresa Lepine
Sharen Iles

Susan Rocheleau
Allan Mills
Jennifer Charlebois
Christine Huras
Anna Dougherty
Locksley Robertson
Monika
Thimian-Sullivan
Steven Snider
Kelly-Jo Cox

30 YEARS

Belinda Burston
Kim Reichert

We are grateful for our dedicated employees who are integral to the success of our organization. A special thank you to those celebrating a milestone anniversary this year, for your hard work and commitment to serving people with exceptional needs! Congratulations on your achievement!

*We regret the following omissions from last year:
Philip Welch – 20 year
Christine Sills – 25 years
Peter Wyngaarden – 25 years
Allan Pequegnat – 30 years*

congratulations!

staff EXCELLENCE awards

The Excellence Committee is pleased to announce the following recipients of awards for 2013-2014:

EXCELLENCE AWARDS APRIL 1, 2013 TO MARCH 31, 2014

Norm Pearson - South, Direct Support Professional
Shelley Arssen - South, Direct Support Professional
Karoline Seiler - East, Direct Support Professional
Scott Crawford - West, Direct Support Professional
Belinda Burston - Central (formerly North), Area Manager
Sean Jackson - Corporate, Property Coordinator
Heidi Murray - South, Direct Support Professional
Evelyn Knight - South, Direct Support Professional
Katelyn Storrey - South, Direct Support Professional
Rebecca Muresan - South, Direct Support Professional
Warren Kring - South, Direct Support Professional
Christine Matthews - South, Direct Support Professional
Lynne Lennerton - East, Direct Support Professional
Joel French - East, Program Coordinator

Lakeshore Drive Team - Mike Cameron, Brad Martin, John Hamilton, Christina Montgomery, John Bourget, Amanda Van Hardeveld, Kendra Wells, Dennis Kariuki, Lizzy Gacheru, Dave Lisson, Matthieu Starra

Hamilton Day Program Team - Sarah Waterman, Amber Kuipers, Shawn Fletcher, Lindsay Lenos, Chris Leaney, Heather Seymour, Karen Charlong, Angie Veldstra, Lynn Gadawski, Patricia McLennan, Sarita Kenley, Denielle Tanninen, Wilmer Arboleda

CONGRATULATIONS ON THE EXCELLENT WORK THAT YOU DO!

'AMAZING ANDREW'

becoming a success

Even though he's still waiting for the perfect assistant to include in his popular magic show, Andrew (or 'Amazing Andrew' – as he's known while carrying his magician's wand), has proven to be a success all on his own.

Living in the Simcoe area, Andrew's biggest interests are magic and music. All of the hours spent practicing the tricks of the trade have finally been revealed during recent events - such as the Central District Staff Retreat and Picnic. Even his skillful piano playing is in demand, having performed at the annual Mayor's Breakfast. Performing his magic show in front of audiences has given Andrew a boost of self-confidence because his gifts are recognized, valued and respected.

With the help of the CH Community Options Program (COP) in the town of Bradford and a Barrie-based agency called 'Careers for Inclusion', Andrew was able to land a job with Value Village (after almost two years of job searching) delivering flyers door-to-door once a week.

For two additional days per week leading up to Halloween, his staff also drove him to and from work, so that he could work as a store greeter.

In Andrew's own words, having a job means that he "can carry on with life.

"I see my neighbour going to work every morning to Toronto and not giving up, so I want to do the same ... [plus] I am helping the store keep up with good business."

The staff at Value Village appreciate Andrew's friendliness and how he remembers all of their names. He is conscientious about being at work on time, looking his best and doing a great job. If you have the opportunity to see the Amazing Andrew perform his magic show, you will not be disappointed!

To book the Amazing Andrew, call Frank Catrambone at (905)717-7631



CHRISTIAN HORIZONS CREATES

a recipe for SELF-DEVELOPMENT

In the summer of 2013, Christian Horizons and Humber College's Culinary School in Toronto collaborated on a week-long pilot project in which adults with developmental disabilities were given the opportunity to learn basic culinary skills.

Called the 'Inclusion through Culinary Skill Development and Employment', the mission was to provide participants with the skill-set to seek employment opportunities and, in turn, inclusion in their communities.

Going into the course, none of the organizers knew what to expect – especially with the fact that this would be the first time any of the students would be working in a kitchen setting. According to one of the supervisors, there was some apprehension about potential accidents with using dangerous tools, like knives and stovetops.

To their amazement though, the participants handled everything with caution, diligence and ease. As a result, the focus turned squarely to learning new skills and recipes - while helping the students gain self-confidence.

JoAnne Nugent, Developmental Services Worker Program Coordinator for Humber College, summarized her experience with the program in a letter. In it, Nugent applauds Christian Horizons for taking a leadership role "in developing a

program that will have significant ramifications for sustainable inclusion of persons with developmental disabilities in their community and offers a real employment potential for the program graduates."

With that being said, a couple of interesting things have occurred since the conclusion of the pilot project. First, the same group of people that took the course now find themselves as employees that are paid to fill catering requests for Christian Horizons' events. In addition to that, graduates of this brand new project have also developed a deep passion for cooking.

Considering all of the positive outcomes, Humber has stated complete support for Christian Horizons' proposal of a full nine-month program to begin in September 2014.

"We see the need for and benefits of an intensified culinary training program for this student population," wrote Nugent.

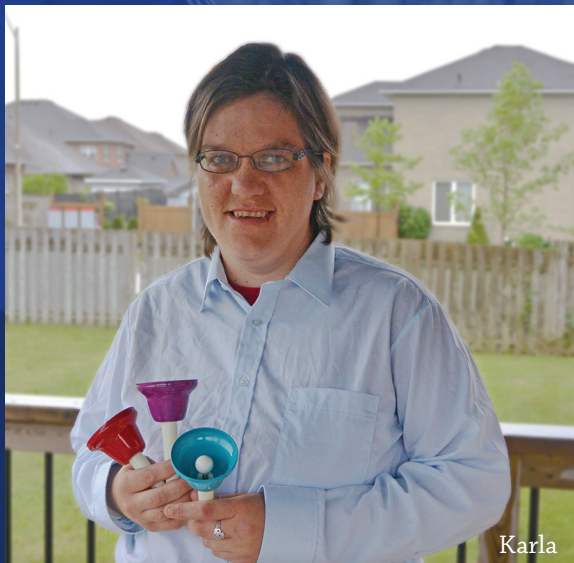
"The Christian Horizons model is an innovative approach to encouraging inclusion and employment opportunities for adults living with developmental disabilities."

Christian Horizons is grateful for community partnerships with colleges and universities.



Joanna, Karena, Jessica, Chris, Theresa

determined to be **INDEPENDENT**



Karla

Helping others is what Karla aspires to do on a daily basis.

Karla is a helpful and friendly woman who moved into a home on Pentland Street several years ago. After moving twice more, Karla's independence and maturity grew as she gained confidence and learned new skills.

"I learned the whole bus route. I would take the bus to day supports and back every day; to Bible study, my parents' [home] and most of my doctor's appointments," she said, adding that she would help the neighbour next door take her recycling and garbage bins out or bring in heavy stuff from her car.

Convinced that she had grown to a point where staff "couldn't help me grow anymore", Karla wanted to move back to Oshawa where she would be closer to her parents.

"I found out that a spot was opening in the basement of [a home with independence] and I would be moving there," she explained.

With it being about a year since the move, she is still as active as ever; she leads the "Horizons Sound" bell group, with frequent practices and local performances. Karla visits with people living at a nearby Community Living home every other Wednesday helping them read, play games and make crafts. She hopes to increase her visits to each Wednesday very soon.

"I enjoy helping others."

Christian Horizons is grateful for the opportunity to support Karla in her daily life as she interacts with friends and builds relationships in her community.

MORE *than just a game*

When Darlene expressed an interest in doing volunteer work, a meeting was set up for her to talk to the managers at Riverview Bingo Palace in Chatham.

She was very comfortable during the interview, since she already knew the manager from being a regular player (she loves to play the game with her sister and mother). Soon afterward, Darlene was offered a volunteer position and has been enjoying her work ever since. In fact, Darlene has been doing so well, that her job has turned into a paid position!

With the extra money she earned and the independence that her new job brought, Darlene started booking the Handibus to take her to work.

Darlene is always excited to come home with her pay and keeps track of when it is pay day. Her skillset has grown to the point where she takes responsibility for marking her work days on her calendar, checking for any appointments or places to go in advance and calling the Handibus to book her pick up dates for the whole month ahead.

She always makes sure that her work shirt is clean and that her Handibus money is ready to go. Darlene loves her job and the new friends she has made.



A 4000 KM *impact*

The beauty of Guatemala has many different faces; from the landscape to the people – which includes members of Christian Horizons.

Rudy and Sully Rojas have been a driving force on behalf of CH Global in the Central American country for 24 years. There isn't anything that they haven't done; from housing up to six individuals with exceptional needs, teaching at a self-sustaining school, running nutritional programs and hosting teams - amongst many other projects.

This past February, 30 year-old Crystal Wales (a young lady with exceptional needs, who has enjoyed several Christian Horizons excursions in the past) and a group of staff members – which included Christine Hallman – travelled to Guatemala. Crystal wanted to go on a vacation, and was interested to learn about what CH Global was doing in Guatemala. The journey turned out to be significant for both Crystal and Christine.

Prior to their departure, Christine's thoughts had drifted to the previous November when a woman she supported (who was also named Christine) passed away. Despite falling into a period of mourning, she recognized the hope that Christine's wheelchair might bring to someone in Guatemala. Her hope was realized when Delta Airlines agreed to waive any potential baggage fees.

Upon arrival, she and Crystal stayed at the group home with six other individuals, hearing stories of how they had been adopted by Rudy and Sully after being abandoned or coming from environments in which they

had been physically and sexually abused. One of those individuals was Johanna, a 34 year-old woman who had been there since she was abandoned as a child in an orphanage.

Johanna would eventually find her way into the late Christine's bright pink wheelchair and, with a big smile on her face, Johanna pointed at her wheelchair, pointed at Christine and then pointed at herself again. She was asking if it was for her. With tears in her eyes, Christine said "Si!"

After a bit of a tutorial from Christine, Johanna started getting used to working the breaks and, soon enough, was wheeling herself around - which is something she hadn't been able to do in her old chair.

For Crystal, this was one of numerous trips she has taken with Christian Horizons – having already travelled to Hawaii, the Caribbean and Europe. In her words, the trek to Guatemala was "pretty cool."

"We went and visited a couple of families and dropped off boxes of food," said Crystal, adding how interesting it was to observe the unique environment – especially the wild peacocks.

Shortly after returning to Canada, Crystal decided that she would use some of the money she earns working part-time in the kitchen and garden at Walkerton Community Living to sponsor a child in Guatemala. She is now supporting four-year old Mildred through CH Global's Child Sponsorship Program. We continue to be grateful to all who support children through our Child Sponsorship Program.



Johanna



Crystal and Christine

seeds OF HOPE

It's the last day of the school year in Haiti and rain has not fallen for over a month. Everything in the capital of Port-au-Prince is covered in dust but, inside the church beside the Good Seed School, each of the students in the sixth grade graduating class look neat in their pressed clothes, caps and gowns. They are about to enjoy being recognized for their academic achievements.

These students were in the third grade when the school opened in 2010. Now, having just finished the 2013-2014 school year, they will be writing the government exams in the very near future. There is plenty of confidence among the teachers that their pupils will do well - and for good reason; they are the second sixth grade class to graduate, with each of the students having passed the their final exam last year.

Cristelle is one of those graduates from one year ago. Her first few days at Good Seed were filled with apprehension, since she was very shy and did not know any of her peers. While her teacher was very nice, she was also firm when it came time to learning the day's lessons. Despite all this, she knew that this was a better place than where she came from - where having 50 students in one small classroom was not an uncommon occurrence.

After a month went by, Cristelle came into her own and really began enjoying her time at the Good Seed School and started developing friendships.

"My favorite teacher was Mr. Fannuel. I like the way he teaches and he always took time to talk with us individually," Cristelle said, adding that she "learned so much better [at Good Seed]" and was able to start excelling in mathematics.



Cristelle's mother, Marie, commented how thankful she is that her daughter is in the CH Global Child Sponsorship Program, which helps to pay for school fees and supplies - especially with being a single mother. She is even more grateful with how Cristelle evolved as an individual while attending Good Seed.

"I saw big improvement when she started here," said Marie.

Rosemond Fannuel -who was the sixth grade teacher one year ago and is now the principal of Good Seed commented how teaching that inaugural graduating class was an "awesome experience." He loved that the school had its first chance to prove its quality.



“We only have qualified teachers,” he said, explaining how rare this is considering that the students who would not have a chance at a quality education have the opportunity to learn. According to UNICEF, only 25% of Haitian students progress past the sixth grade. This is due in large part to the quality of education received prior to the government exams.

“The children who come here have the challenge of poverty,” said Rosemond, describing how he would regularly help repair children’s shoes so they could walk home at the end of a day. With that in mind, it is evident that most of these children would not be able to attend a school if it was not for Good Seed.

Rosemond is also proud of the Christian elements weaved into the school experience. One of his peers agreed, commenting that “a good school will give you knowledge but God can give you wisdom and show you the way to use the knowledge.”

“The spiritual components of the education will help the children to know what is right.” - Rosemond, Principal of Good Seed School

After graduating and moving forward after the exams, the students will find themselves attending different schools. Not surprisingly, children and parents at their new schools are often amazed at how well educated those coming from the Good Seed are, considering they did not attend one of the expensive private schools. The Good Seed has gained a reputation in the community as a high quality school.

Back at the graduation party, some first grade girls perform a dance. Earlier in the day, children from that class shared their dreams for when they grow up. Their answers included wanting to be doctors, teachers or mechanics. Two of the girls, Isdarline and Rachelle, said they would like to grow up to be nurses. For now they dance with their classmates.

Only God knows what the future will hold for these young girls and their classmates, but they are certainly fortunate to have Good Seed School help them prepare for the next step of their journey. Christian Horizons is grateful for international partners in 7 countries around the world.

building SUSTAINABILITY

In Haiti, we support education, nutrition and child sponsorship programs that are implemented through local church partners. One of our local partners, the Haitian United Brethren in Christ (UBIC) churches, will be the lasting agents of change in their communities.

Our goal is to strengthen local churches through entrepreneurship opportunities, such as water depots and salt harvesting, that generate income to benefit the church and our work as we perform outreach alongside the churches. We also support families and train caregivers with business skills so that they can support themselves and their children.

Jeff Bleijerveld, the Director of Global missions for the UBIC denomination, commented how he’s been involved in mission’s administration for 15 years and never has he “participated in a partnership that works better than the one we currently have in Haiti with CH Global.

“Our cooperative agreement allows both organizations to focus on their unique strengths and resources so that Haitian believers can share the good news of the gospel in both proclamation and demonstration. The emphasis is always on serving as facilitators and keeping the work of the local church in the forefront...[It is] one of the main reasons we have been able to succeed.”



Salt from a recent harvest

CH GLOBAL

continues to serve the person with exceptional needs or living in exceptional circumstances in 7 countries: Ethiopia, Guatemala, Haiti, Kenya, Nicaragua, South Sudan and Uganda. We focus on sustainable, holistic development by equipping families and communities to care for one another and earn a livelihood.

In our areas of focus, we were able to serve thousands of individuals in the past year.

Direct Beneficiaries¹:

Education: 44,526 children and adults

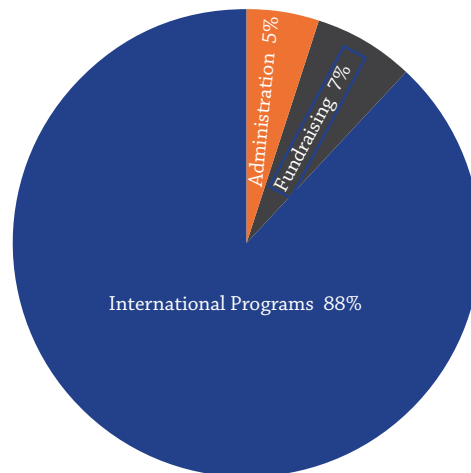
Child Sponsorship: 1,135 sponsored children

Children's Services: 61,701 children

Leadership Development: 17,434 leaders trained

Economic Empowerment: 4,084 people trained

CH Global's ministry is funded entirely by donations and grants. To be good stewards of the funds that people donate, we keep administrative costs as minimal as possible while still providing excellent administration and oversight to the work we do. In 2013-2014, 5% of donations were allocated to administration, 7% to fundraising, and 88% directly funded international programs.



¹The number of beneficiaries is the total number of individuals directly benefiting under the area of focus. Some individuals may be represented in more than one area of focus.



SOUTH SUDAN CRISIS

In 2013-14 we were able to respond to the crisis in South Sudan. We are thankful to all who generously supported CH Global to raise \$155,526 for our South Sudanese staff and local church partners to provide food, water and other basic needs in response to the humanitarian needs caused by the conflict. Our church partners also provided the Christian message of hope and reconciliation during this difficult time. In this way, holistic aid was provided to those who needed it most.

"Because of the Lord's great love we are not consumed, for his compassions never fail. They are new every morning; great is your faithfulness." Lamentations 3:22-23





David

HUMAN RESOURCES & *organizational culture*

Christian Horizons is committed to our Christian identity, to imitate the work of Jesus Christ, and has worked to clearly describe the faith foundation that drives our organizational culture. We have articulated a theology of disability that informs our motivation to serve people with exceptional needs. Our Vision Statement is deeply rooted in our Christian faith, and we believe that all people are image-bearers of God (Gen 1:27). Our value of all people applies to both those we support and those whom we work alongside. Using the newly articulated Christian faith foundation, we established clear expectations for employees that ensure our Vision, Mission and Values Statements are lived out in the work of our organization as we seek to serve the person with exceptional needs.

Christian Horizons continues to experience stability and growth within the organization. In 2013, there were 381 new employees hired, with an overall growth of 45 employees, reflecting almost double the growth the organization had in 2012. Christian Horizons' turnover rate continues to be very low; we have excellent tenure throughout the organization, with an average of 8 years. In particular, the data collected demonstrates a high level of longevity within the leadership of Christian Horizons. Senior Managers have an average tenure of 17 years; Directors and Executive Directors, 15 years; and Senior Leadership Team members, 20 years.

UNIVERSITY LEADERSHIP PROGRAM

in East Africa

Seventeen leaders from four different countries came together at CH Global's training centre in Asella, Ethiopia this past January and April to participate in a professional development opportunity.

Christian Horizons gratefully acknowledges the support of the University of Waterloo Centre for Extended Learning as well as Gerry Call of GCA Productive Associates who made it possible to offer the University of Waterloo Certificate in Leadership program in Ethiopia. All of the participants (based in Ethiopia, Kenya and Uganda) are key leaders working directly in CH program programs or through partner organizations.

Overseeing the program was Christian Horizons' Manager of Leadership Development & Global Education, Laura Watson. Having worked with groups in Ethiopia over the past five years, Watson explained how "it was essential that the program utilize the expertise of the participants, ensuring the relevance in the African context."

In total, five days of workshop were held over the two months - with the subjects focusing of the following: Leading people to Effectiveness, Understanding Human Behavior, Time Management, Team Building, and Managing Inter-Personal Conflict.

One of the participants of the program, Shadrach Wanjala Hudson, wrote afterwards about how receiving the certificate "has greatly uplifted my academic and performance standard and taken it to a whole new level."

"Having a post-graduate certificate here [in Africa] is one thing, but having one from an international institution like the University of Waterloo...actually feels like adding gold to your collection of rocks," stated Wanjala.

Gerry Call, the Canadian facilitator, also found the training "extremely rewarding".

"It was gratifying to work with a group of leaders so eager for learning. It bodes well for CH Global to have such inspired and capable people involved with your work."

The organizers were intentional to equip those who were educated with course material and training resources (books and videos) so that the learning can continue. The 17 graduates will have the opportunity to share their knowledge and insights with thousands of others, impacting their communities.

Christian Horizons employees in Ontario have also benefitted from the opportunity to receive the same Certificate in Leadership that their colleagues in East Africa have now received. Together, we learn.





responsibility FOR FINANCIAL REPORTING

*For a complete set of Audited Financial Statements,
please contact our Corporate Offices

1.866.362.6810

info@christian-horizons.org

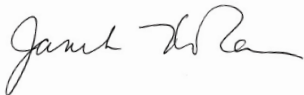
Ryan

BOARD OF DIRECTORS

The financial statements for the year ended March 31, 2014 for Christian Horizons, Christian Horizons (Canada), Christian Horizons Global and Xeorixs Homes have been approved by their respective Board of Directors, which has the overall responsibility for their content.

MANAGEMENT

The financial statements have been prepared by the management team, which is responsible for the integrity, objectivity and reliability of the information contained therein. The financial statements have been prepared in accordance with Generally Accepted Accounting Principles, and management has made best estimates where deemed appropriate.



Janet Nolan
Chief Executive Officer

AUDIT COMMITTEE

The Audit Committee oversees management's responsibilities for the financial reporting and the internal control systems. The Committee consists of members of the Board of Directors who are not involved in the daily operations of the organization. The Committee meets with management and the external auditors to review the audit findings; to satisfy itself that all audit responsibilities have been properly discharged; and to review and recommend approval of the financial statements to the members of Christian Horizons.

EXTERNAL AUDITORS

For the years ending March 31, 2014, KPMG LLP was appointed by the members to audit the organizations' financial statements (Christian Horizons, Christian Horizons (Canada), Christian Horizons Global and Xeorixs Homes.) A Summarized Combined Financial Statement prepared by Management is presented on pages 16 and 17.*



Angelica McKay
Chief Financial Officer

CHRISTIAN HORIZONS GROUP

SUMMARIZED COMBINED STATEMENT OF FINANCIAL POSITION

March 31, 2014, with comparative figures for 2013

	Operating Fund	Capital Fund	Restricted Fund	Total 2014	Total 2013
ASSETS	(\$)	(\$)	(\$)	(\$)	(\$)
Current Assets:					
Cash	6,028,212	-	-	6,028,212	5,759,335
Restricted Cash	120,587	-	-	120,587	106,169
Short-term Investments	3,735,760	-	-	3,735,760	4,199,993
Accounts Receivable	1,849,985	158,889	-	2,008,874	1,963,304
Prepaid Expense and Deposits	239,110	-	-	239,110	202,786
	11,973,654	158,889	-	12,132,543	12,231,587
Note Receivable	-	136,022	-	136,022	280,595
Capital Assets	4,913,956	36,073,736	-	40,987,692	42,744,944
	16,887,610	36,368,647	-	53,256,257	55,257,126
LIABILITIES & FUND BALANCES					
Current Liabilities:					
Accounts Payable and Accrued Liabilities, including Interfund Balances	10,623,795	284,182	(766,278)	10,141,699	10,326,743
Deferred Revenue	205,907	112,832	284,767	603,506	670,372
Current Portion of Long-Term Debt	532,300	2,535,493	-	3,067,793	551,482
	11,362,002	2,932,507	(481,511)	13,812,998	11,548,597
Long-Term Debt	4,394,036	1,223,097	-	5,617,133	9,317,012
Fund Balances	1,131,572	32,213,043	481,511	33,826,126	34,391,517
	16,887,610	36,368,647	-	53,256,257	55,257,126

CHRISTIAN HORIZONS GROUP

SUMMARIZED COMBINED STATEMENT OF OPERATIONS

March 31, 2014, with comparative figures for 2013

	<i>Operating Fund</i>	<i>Capital Fund</i>	<i>Restricted Fund</i>	<i>Total 2014</i>	<i>Total 2013</i>
REVENUE	(\$)	(\$)	(\$)	(\$)	(\$)
Provincial Subsidy	117,015,334	-	-	117,015,334	114,748,999
Residents	13,272,369	-	24,228	13,296,597	13,185,050
Donations and Grants	2,815,160	-	845,979	3,661,139	2,936,951
Camps and Excursions	584,689	-	-	584,689	625,322
Other	2,141,622	1,295,230	-	3,436,852	4,015,288
	135,829,174	1,295,230	870,207	137,994,611	135,511,610
EXPENSES					
Salaries and Benefits	106,061,618	-	-	106,061,618	105,185,336
Physical Facilities	14,772,706	-	82,253	14,854,959	14,915,948
Other Operating Costs	14,170,406	-	817,548	14,987,954	13,076,229
Amortization	227,403	2,311,316	-	2,538,719	2,468,296
Interest on Long-term Debt	234,176	163,924	-	398,100	398,178
	135,466,309	2,475,240	899,801	138,841,350	136,043,987
Excess (Deficiency) of Revenue Over Expenses Before Undernoted	362,865	(1,180,010)	(29,594)	(846,739)	(532,377)
Change in Fair Value of Investments	266,930	-	-	266,930	176,324
Excess (Deficiency) of Revenue Over Expenses	629,795	(1,180,010)	(29,594)	(579,809)	(356,053)
Fund Balances, Beginning of Year	570,589	33,309,823	511,105	34,391,517	34,700,574
Change in Replacement Reserve Fund	14,418	-	-	14,418	46,996
Interfund Transfer	(83,230)	83,230	-	-	-
FUND BALANCES, END OF YEAR	1,131,572	32,213,043	481,511	33,826,126	34,391,517

THANK *you*

Thanks to 2013-2014 Corporate Sponsors:

- HUB International
- Medical Mart
- Miller Thomson LLP Barrister & Solicitors
- Big Footprints Inc.
- Scherer Leasing
- The Rae Lipskie Partnership

To make a donation to Christian Horizons, please visit our website at www.christian-horizons.org or contact us at 1-866-362-6810.

To assist donors with gift planning, we work with Christian Stewardship Services, a charitable agency that provides professional, impartial, free estate planning advice to help maximize gifts and tax benefits. Contact them at admin@cssservices.ca or 1-800-267-8890



CHRISTIAN HORIZONS *in the media*

The Communications Department has proactively shared the Christian Horizons story through a focused media strategy. In the past year, CEO Janet Nolan was interviewed twice on Huntley Street, and was a guest with Michel Brunet (supported by Christian Horizons) and also with the Honourable Lieutenant Governor David Onley on the show Context with Lorna Dueck to discuss employment for people with disabilities. Christian Horizons was also featured in the Canadian Business Journal, Faith Today and on local London radio FaithFM.

To stay up to date on current media coverage, visit our website christian-horizons.org/about-us/media



CHURCH *Partnerships*

Christian Horizons is grateful for strengthened relationships that have blossomed over the past year with churches. We have endeavored to become a resource for churches, to equip leaders with training, support, ideas, and techniques that will enable churches to build communities of belonging. It has been encouraging to watch our partners grow in their understanding of how to practically reach this goal. Some churches have developed committees to either begin or strengthen Accessibility Ministries, resulting in increased

support for families impacted by disabilities in their church. We have seen partner churches share resources and ideas with each other, and worked with church leaders to strategize future local learning opportunities. Thank you to the churches who sponsored many families to attend the Christian Horizons Family Retreat; your generosity enabled families to enjoy a relaxed and safe time at camp. Congratulations to all of our church partners for your desire to learn and grow together to create communities of belonging!

board of directors & LEADERSHIP

for 2013/2014

BOARD OF DIRECTORS

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Clare Lebold, Vice-Chair
Aimo Manninen, Secretary

Judy Eerkes, Member-at-large
Gary Gehiere, Member-at-large

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Vice President Human Resources and Organizational Culture

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Mark Wallace, Director of CH Global

Board Members provide directions and support to the Senior Leadership Team. Members partner with us in advocacy, mission and prayer for the person with exceptional needs. The Board of Directors meet five times during the fiscal year. The Directors have a Mandate Governance Policy from which they operate and their work includes the review of applicable charters, constitutions and bylaw documents at regular intervals on behalf of the organization.



Gerald

INTERNATIONAL

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