



Building COMMUNITIES OF Belonging

"I praise you, for I am fearfully and wonderfully made. Wonderful are your works; my soul knows it very well." Psalm 139:14

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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.





Message from the **BOARD CHAIR & CEO**

Fifty years ago, on June 10th, 1965, Christian Horizons as we know it today, held its first board meeting. Our founders had a vision to create a Christian organization, motivated by the work of Jesus Christ, to reach out to people with exceptional needs. There was no money, no property, and no employees. But there was a deep desire to serve, and a conviction that God created all people in His image – that all people have worth, should be respected equally, and have something to contribute.



And now, fifty years later, we are celebrating how God used this vision, and this energetic and committed group of people, to create a ministry that has the privilege to impact the lives of so many. We are deeply grateful for the resources and partners who have helped us with our mission, and for the experiences of walking alongside people who had often been left out or forgotten, as they have taken their rightful place as citizens.

Our shared heart to serve people is what unites Christian Horizons. We have a growing team of excellent and highly skilled employees, here in Canada and around the world. We are so grateful for the volunteers who give of themselves in immeasurable ways. And we continue to forge strong partnerships with government, communities, and organizations.

While there has been much done in these last fifty years, we are motivated and energized to see how we can continue to be helpful in the years to come. In these pages of our annual report, you will read some of the ways Christian Horizons is investing in people, in communities, in churches and in social change, so that people with exceptional needs belong to communities in which their God-given gifts are valued and respected.

Thank you to our members and members of the board for leading this ministry. We hope you will celebrate with us, as we give thanks to God for these fifty years!

Janet Nolan
Chief Executive Officer

Nigel Wilford
Board Chair



Celebrating OUR COMMUNITIES OF BELONGING

In 1965, a few years after the birth of their son, Steven, who has a developmental disability, Jim and Adrienne Reese realized there was a need for a Christian organization that could provide a full spectrum of ministry. As a result, they enlisted the help of other families and created a service that could fill this need for Steven and for others desiring the same opportunity – and what we now know as Christian Horizons was born.

Christian Horizons celebrates its 50th anniversary in 2015. This Jubilee year is an opportunity for us to share our Vision and show how Christian Horizons is making a significant difference in the lives of people with exceptional needs.

Our Jubilee celebration began with a launch event on November 29, 2014 featuring performances by The Amazing Andrew, the magician, and singers Justin Hines and Ash & Bloom. This was the start to our Jubilee year and celebrations have carried on throughout the year.

Employees and partners were given a commemorative 2015 calendar, capturing our history through short stories, quick facts and pictures of the past and present. Early in 2015, we created a documentary, which shared our history over the decades, through the lens of Christian Horizons today. Across the whole organization, we hosted celebratory events, including documentary screenings, fundraisers, barbecues, picnics, themed events, and music nights. Christian Horizons employees, volunteers, people supported, families, and partners are also looking forward to the finale celebration on December 3, 2015, which is the United Nations' International Day of Persons with Disabilities.

As we reflect on this amazing milestone and how we have arrived here – from the first camping program in 1967 to our first home in 1976 and the growth of our work in developing countries – we are grateful for God's abundant blessing on this organization and the many partners who have supported this ministry throughout the years. We are mindful of the importance, responsibility and privilege it is to serve others living in exceptional circumstances in Canada and around the world. We strive to be imitators of Jesus Christ and be His hands and feet as we serve people with exceptional needs.





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 has its own mandate and purpose, all are motivated by our roots in a Christian faith and 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 are subsidiary corporations of Christian Horizons International.

CHRISTIAN HORIZONS

Founded in 1965 as a non-profit, faith-based charitable organization, Christian Horizons serves people 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)

Incorporated in 1977, Christian Horizons (Canada) serves people with exceptional needs domestically through services that are not funded directly by the government – including fee for service programs and vacations.

CHRISTIAN HORIZONS GLOBAL

Christian Horizons Global is an international development organization committed to bringing hope and opportunity to people at risk around the world. Through entrepreneurial opportunities, children's services, and education, Christian Horizons Global focuses on inclusion and support for people with exceptional needs. Christian Horizons 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.

STRATEGIC PLAN

Christian Horizons Onward strategic plan outlines our outcomes and activities that guide us as we work toward our Vision where *people with exceptional needs belong to communities in which their God-given gifts are valued and respected*.

Working together, Christian Horizons' corporations align our Onward strategies with our three priorities that exemplify our Vision, Mission and Values. We have also worked to ensure that this plan has been developed in collaboration with our stakeholders: people with exceptional needs, employees, volunteers, and partners.



Support People

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



Celebrate Employees & 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.

Every year, we establish clear outcomes along with operating plans to achieve them. The foundation of this planning continues to be focused on our foundational beliefs of **valuing people, fostering belonging, serving others** and **respecting gifts**. These beliefs are woven throughout the outcomes and activities outlined in our yearly goals.



SAVING TO END POVERTY... *One Family at a Time*

Sencia Charles is 14 years old and lives in Delmas, an urban area in the heart of Port Au Prince, Haiti. Sencia is sponsored through the Christian Horizons Global child sponsorship program. She is in grade eight and enjoys playing the flute.

Her favourite subject is science and she has dreams of becoming a chemist. Yet Sencia isn't the only one in her family with dreams.

Onique, Sencia's mother, has been happy to receive sponsorship support for the last several years. It has allowed her daughter to attend school and helped her to provide for her basic needs. Onique is engaged to be married but her fiancé has lost his job as a security guard and it has been difficult for Onique to even imagine she could have a life beyond a meager existence.

But, things changed when this past year Onique was invited to attend Biblical Entrepreneurship training and learned about the Saving to End Poverty (STEP) program. This training is built around the biblical principles of saving and stewardship, encouraging individuals to save to start a business.

At first Onique was not interested in the training, as she had attended similar seminars in the past but found the economical themes difficult to understand and the lessons impractical. Christian Horizons' local Haitian trainer explained that this training was different. The course is taught by Haitians who have put their own learning into practice in their own community.



Once convinced to go, Onique attended the training offered at the local United Brethren in Christ Church (UBIC). The UBIC churches in Haiti are Christian Horizons Global partners in reaching out in their communities. After attending the training, Onique was quite inspired by what she learned. She began to dream. After talking to her fiancé, they started a business together selling supplies. This business helps them meet their family needs.

"It's very hard to save up money every month when you have so many daily needs to meet," said Onique. "But saving nothing is the worst scenario. The first step is the hardest to make but we are willing to make it".

Onique learned important principles* through STEP training:

1. Regarding earning: Never depend on a single income; make investments to create a second source.
2. Regarding taking risk: Never test the depth of river with both feet.
3. Regarding saving: Do not save what is left after spending, but spend what is left after saving.

With the small shop they opened, Onique and her fiancé are able to meet basic needs as well as save some money. They now have started saving towards a house. Onique is very thankful for the sponsorship support for Sencia's schooling. The dream is becoming reality. The family can envision a day the support they are receiving from the sponsorship program can go to another child instead.

**Adapted from Warren Buffet's "5 Life Tips."*



SAVING TO END POVERTY (STEP) PROGRAM.

Christian Horizons Global is committed to equipping people with tools and knowledge to use self-determination and self-sufficiency to improve their quality of life. During the past year, Christian Horizons Global worked to expand the activities of the STEP program where we serve. It is currently used in our programs in Ethiopia, Haiti, and South Sudan and we plan to expand it into Guatemala and Nicaragua

as funding allows. This program includes self-help groups, training and education that equips people to save money so they can start their own business and become self-sufficient.

Our 2014-2015 goal was to have 20% of the children in our sponsorship program have at least one caregiver trained and in a STEP program. We far exceeded that goal and now have over 40% of caregivers engaged in saving and small business ventures.

NOLFA'S Path

"God looks over the path of the righteous" (Psalm 1:6). This verse must be deeply personal for Nolfia, who learned it at Bible Day Camp, where she has been attending for four years. Nolfia lives in El Zapatillo, a village in the mountains toward the east coast of Guatemala. This little village is unique, in that its people are Mayan, or of Mayan descent. On the side of this mountain, with no electricity or other services, in the midst of wonderfully lush forest, Nolfia has to negotiate her path with her left foot turned inward at her ankle, a condition she has had since birth.

Up until a couple of years ago, the village was only accessible by walking a couple of kilometres from the main road, one section of which goes through a river. On a dry day, the water is shallow enough and the bed hard enough for a vehicle to cross. When it rains, the water is too deep and moving too fast to cross. And it is there, in the mountains, with its many barriers to accessibility, Nolfia lives with her parents and six siblings.

Before Christian Horizons Global was involved in her community, Nolfia's parents decided that she would not go to school. They were concerned how other students and people in the community would receive her because of her physical disability. Perhaps that is why she seemed so pleased to be attending the Bible Day Camp.

Christian Horizons Global became involved with El Zapatillo through a local church network. Through our child sponsorship program, we offer a nutrition program and a Bible Day Camp to all the children in the village.

After attending the Day Camp for two years, Nolfia's parents saw how she was received and decided that it would be okay to send her to school. Now she is a thriving 11 year old, in grade two, who loves math and learning. While her foot may slow her down physically, she has a strong desire and will to learn. Had Christian Horizons Global not been involved, Nolfia would very likely not be in school.

We are grateful that God has been looking over Nolfia's path, as Christian Horizons Global has been able to work with her and so many others to belong and be part of their community. El Zapatillo is certainly a stronger community because Nolfia belongs.



CHRISTIAN HORIZONS GLOBAL continues to serve the person with exceptional needs or living in exceptional circumstances in seven 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 people in the past year.

DIRECT BENEFICIARIES¹

Education: 11,619

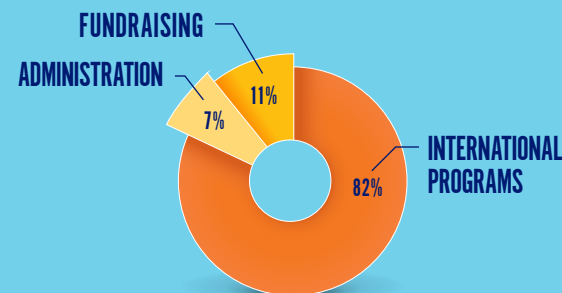
Leadership Development: 17,709

Economic Empowerment: 2,616

Children's Services: 47,318

Sponsored Children: 1227

Christian Horizons 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 2014-2015, 7% of donations were allocated to administration, 11% to fundraising, and 82% 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.



TAKING THE FIRST STEPS TO *Independence*

Charlie's goal is to live independently. Currently, he lives with a family providing foster care in the Peterborough area and regularly attends Christian Horizons' employment support and day program in Peterborough. Working towards his dream, Charlie, 22, is learning life skills such as cooking and managing his finances.

When Christian Horizons piloted the STEPS to Independence tool, Charlie was able to take another step towards his own independence.

STEPS to Independence is a guidebook that allows people with a developmental disability to determine how prepared they are for supported independent living. The guidebook outlines a series of items in seven different life skill areas, such as health care, budgeting, household management, and interpersonal relationships. Once Charlie worked through the guidebook, he was able to use that information to begin conversations with those who support him about his current skills and what steps he can take to learn new ones.

"The STEPS to Independence tool helps build confidence for people with intellectual disabilities and their families to be able to say 'yes, I can do this,'" says Paul Gillam, Area Manager, Central East District.

After Charlie completed the STEPS to Independence process, he learned he needed reminders for multiple activities throughout his day. To help with these reminders, Charlie got a new watch. He puts his schedule in his watch so he can remember when it is time for work, for an appointment, or to do a specific task.

Charlie no longer needs someone to verbally remind him to do things. He is very proud that he has taken control of his schedule instead of relying on others and he is excited to learn more things he can do without help. Charlie is now working on not needing any prompts to remember his schedule and is well on his way to greater independence.

A DIFFERENT KIND OF *Vacation*

Jesse's vacation choice was not a beach, cruise or theme park, but he would say it was absolutely awesome. Jesse, along with twelve other guests, spent a week learning kitchen safety and food preparation during the 2015 Humber College Culinary Excursion, made possible through a grant from the Harry E. Foster Foundation.

The fun started the first night when everyone arrived at their hotel. After dinner, Jesse had a great time getting to know the others who would spend the week with him. For the next five days, Jesse and the other guests attended class at Humber College from 9:00 a.m. until 3:00 p.m.

On the first day, Jesse and his classmates were given their chef uniforms – a jacket, apron, two towels and hat – and taught how to put them on. After everyone was ready, they entered the state-of-the-art kitchen and chose their working space for the week. Jesse began the week by learning how to handle and use a knife and keep his working area clean. Throughout the week, the group moved on to such tasks as making crudité, egg salad sandwiches, potato



and pasta salads, as well as mushroom soup, clam chowder, and vegetable beef soup. Jesse and the other guests were involved in every aspect of preparing and cooking each dish. After they completed a dish, they learned how to pack and present the food in containers to be sold at the campus store. And the best part was that they got to eat what they made for lunch each day. At the end of the week, Jesse earned a Humber College Certificate and said "I loved going to college for a week. I just never dreamt this would happen to me. Thank you Christian Horizons for making my dreams come true."

The time spent in the kitchen was wonderful, but there was also time each evening for fun outings in Toronto. Throughout the week, the group ate dinner at different restaurants, swam at the hotel, went to Ripley's Aquarium and a Blue Jays game, shopped, and had a pizza and movie night at the hotel. The week was full of new experiences, learning and adventure. Jesse had the opportunity to enjoy the hands-on culinary classes, the variety evening that was full of activities and food, and of course, time to relax while on vacation.

"It was a fun week and I got lots of recipes and even saw the Blue Jays," exclaimed Jesse. "I can't wait for next time!"



MORE CAMP OPPORTUNITIES

Christian Horizons began 50 years ago as a camping ministry for families who had children with developmental disabilities. Over the years, we have been blessed to see this area of Christian Horizons grow and flourish. We have made it a priority to expand vacation services as we aim to be innovative and creative in the ways we serve the person with exceptional needs.

At the end of 2014, Christian Horizons officially ended a very memorable partnership with Two Rivers (formerly Christian Horizons Conference Centre) in Paisley. Vacation services is now engaging in new partnerships with a number of camp locations, allowing Christian Horizons to offer a variety of inclusive and geographically diverse vacation and retreat opportunities.

NEW CAMP LOCATIONS

1. Guelph: Guelph Bible Conference Centre
2. Torrance: Camp Crossroads
3. Orillia: Geneva Park YMCA

EXISTING CAMP LOCATIONS

1. Beaverton: Fair Haven Ministries
2. Cambridge: Countryside Camp
3. Huntsville: Muskoka Bible Centre



Reflecting ON OUR FAITH ROOTS

Christian Horizons believes that God has created all people in His image and all people are intrinsically valued by God. Because of this belief, we are committed to building communities of belonging in which all persons are equally valued, respected, and have the opportunity to contribute their gifts. In fact, Christian Horizons believes that a community is not fully whole unless every person has a place to belong.

This understanding is deeply embedded in the culture and services of Christian Horizons and we value and respect all people – including the people we support, their families, our employees, volunteers and partners. This is further augmented by Christian Horizons' understanding of scripture as the revelation of the purposes, desire and love of God. As Christians, we are called to "love one another, for love is from God" (1 John 4:11).

For thousands of years, this foundational belief has compelled many Christians forward in their dedication to serving others. Today, this belief continues to motivate Christian Horizons in serving the person with exceptional needs. To articulate how this belief is practically lived out in the services we provide, we have developed our Rooted in Faith document, which describes how our decisions, approach, and actions demonstrate the love of God in the lives of those with exceptional needs.

The focus this year was to create greater clarity, alignment, and organizational engagement around these faith roots. Leaders across the organization have been equipped and empowered to engage with their teams in important conversations that practically connect the beliefs of Christian Horizons with its Vision and Mission.

Over the past two years, Christian Horizons has developed a monthly organizational reflection strategy. This year an emphasis was placed on aligning the Rooted in Faith reflections with the Christian Horizons' Vision, Mission, Values, service principles, expectations for employee and core competencies. Christian Horizons is committed to ensuring that our faith roots permeate 'all that we do'.

"Therefore welcome one another as Christ has welcomed you, for the glory of God." Romans 15:7



WORKPLACES OF Belonging

While our vision statement is intended primarily to reflect the lives of the people we support, we also want every Christian Horizons' work location to be a community characterized by value and respect for every employee and volunteer.

To this end, Christian Horizons contracted the services of diversity specialists to develop customized educational content on the topic of workplace diversity. We are endeavouring to put practical tools in hands of leaders and employees that will help educate and celebrate the diversity of the organization. These tools will support our employees to create healthy and respectful workplaces that will result in higher quality supports for the people supported by Christian Horizons.

In addition to an online introductory inclusive diversity course, a diverse team of Christian Horizons employees were equipped to deliver two classroom-based courses. As the course content is launched across the province, we anticipate very meaningful and reflective dialogue and learning on this important topic.

THOUGHTS FROM TRAINING COURSE ATTENDEES

"It was an insightful, thought provoking course that taught me about myself, as well as how I want to teach others."

"The course was an eye-opener. I am proud to work for such a great organization that strives to be inclusive to people we support and to employees."



Jubilee Celebrations

IN ASELLA, ETHIOPIA

Not only is 2015 Christian Horizons' 50th Jubilee celebration, it is also Christian Horizons Global's 25th anniversary. And the team in Asella, Ethiopia decided to celebrate with much fanfare and festivity on January 22, 2015.

It was a grand community event – both the preparation and the proceedings – as teams worked day and night to prepare a feast and laboured side-by-side readying tents, flags, and tables. International partners, local community members, and Christian Horizons Ethiopia employees and beneficiaries all came together to recognize and celebrate the people and the work of this ministry, both in Canada and around the world.

The formal part of the event included speeches by Chief Executive Officer, Janet Nolan, who commented on the beautiful Christian Horizons Ethiopia campus being a testimony to the community and to the strength of its citizens, and Michael Alemu, Vice President of Christian Horizons Global, who saw the celebration as an “opportunity to look to the future with confidence.”

“Today we celebrate the ministry of sharing and sacrifice,” said Eric Musee, president of Go Ye Africa, Christian Horizons Global's partner organization in Kenya.

The speeches were just part of happenings of the day. The event was opened by the community elders and continued with great music, dancing, food, and more food, including a number of Ethiopian specialty dishes.



As an international commemoration of Christian Horizons' 50 years, leaders, employees and partners from Kenya, South Sudan, Ethiopia, Uganda, Canada and the United States planted orange and blue tulips at the Christian Horizons Global guesthouse in Ethiopia. The tulips represented the fact that sometimes the work of Christian Horizons is to plant seeds that will grow into something that blooms, expands, and takes on a life of its own – in the community where it belongs.



RIDE FOR REFUGE 2014: LEAMINGTON PEDAL PUSHERS



When Geralyn, who lives in a Supported Independent Living apartment in Leamington, heard that her community was going to participate in the Ride for Refuge for the first time, she went out and purchased a new bike. Geralyn was part of a team of 15 riders, consisting of Christian Horizons employees, volunteers and people receiving support. Some who were unable to ride were eager to help out as volunteers. One person was excited to be able to take photos and the others wanted to hand out water and cheer on the team.

Geralyn was not just in it for the ride; she went door-to-door raising pledges and was one of the top fundraisers on the Leamington Pedal Pushers team. Before the ride, Geralyn got together with other team members to practice.

The weather the weekend before the ride was sunny – perfect for a practice ride. The day of the ride was quite different; it was cold, rainy, and even hailed. Still, people were pumped about the ride and ready to go. The team bundled up and completed a 10 kilometre route around Point Pelee.

Geralyn said that it was fun to join in on the ride; she was proud that she was able to make it to the finish. Geralyn was happy to raise funds to help other people and even though it was hard and tiring she liked being out on the ride with her friends. She is looking forward to riding again this year on October 3, 2015, and frequently asks if it is time to practice riding yet.



The Ride for Refuge is a family-friendly cycling and walking fundraiser that helps charities and their supporters to raise money for their work with the “displaced, vulnerable and exploited.”

RIDE FOR REFUGE: BY THE NUMBERS



20 CHRISTIAN HORIZONS TEAMS

10 RIDE LOCATIONS



6.3 AVERAGE NUMBER OF SPONSORS PER RIDER

\$36 AVERAGE DONATION PER SPONSOR



227 CHRISTIAN HORIZONS RIDERS



1433 TOTAL NUMBER OF SPONSORS

\$229 AVERAGE AMOUNT RAISED PER RIDER

\$52,066 TOTAL FUNDS RAISED



WALKING ALONG SIDE OUR *Church Partners*

"I have a physical disability and earlier in my life I never imagined that I'd be doing disability-oriented work in the community or otherwise, as I wanted to be 'normal,'" says Chantal Huinink, a Masters of Divinity and Social Work student, who lives with cerebral palsy and has worked and volunteered at Christian Horizons in different capacities for a number of years.

"And then, slowly that shifted to 'well, I'll help people who are physically disabled like me, because I can relate to you, I can support you.' More recently, I have come to be passionate about people of all abilities, including those with developmental disabilities. I've realized that my disability is an asset because having different weaknesses gives me a different type of opportunity to serve."

One opportunity that Chantal had to serve, was at Christian Horizons' first Building Communities of Belonging conference on Saturday, May 3, 2014. This one-day conference for church pastors, lay leaders and anyone interested in developing or expanding a disabilities ministry, shared practical strategies to develop and strengthen accessible ministry; where people and families impacted by disability know that they are included and they contribute – they belong. This event featured workshops, a chance to network and sessions to inform and equip anyone with a passion to build communities of belonging.

As one of the keynote speakers, Chantal emphasized that people with disabilities should not only be included in the church community, but should be ministering alongside others.

As Christian Horizons shares our Vision and resources with church partners, disability awareness and accessibility ministries in churches are growing. When we have opportunity, we walk alongside our partners to help inform, equip and facilitate their desire to serve the person with exceptional needs.

Chantal and Keith Dow, Manager of Organizational and Spiritual Life, were interviewed at The Meeting House in Oakville, in September 2014. Their message raised some thought-provoking questions for the Christian community: How are we doing at welcoming people with disabilities, into our community, our lives, and our churches, so that we can be blessed by the gifts and abilities they have to offer? How are we doing at inviting everyone in our community to be part of our church? How are we making sure that everyone's gifts are valued and respected?

As Christian Horizons continues to nurture relationships with the Christian community, it is our desire that our church partners ask themselves these questions, and in doing so, move from the place where people with disabilities merely attend services to that where people with disabilities fully belong to community.



Thank you

A heartfelt thank you to our 2014-2015 corporate sponsors:

Big Footprints Inc.
Bottled Media
Corporate Benefit Analysts
HUB International
KPMG
Medical Mart
Miller Thompson
Scherer Leasing
The Rae Lipskie Partnership

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

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

 **CHRISTIAN**
Stewardship
SERVICES

EXCERPT OF LETTER TO MINISTRY OF COMMUNITY & SOCIAL SERVICES, OCTOBER 2014

Our son, Scott MacHattie, is 22 years old. He graduated from high school when he was 21, after completing his two years of “transition.” Even though Scott had extensive hours of restaurant kitchen experience through a developmental services agency program and the transition program, Scott was at first unemployed and then significantly under-employed since graduation. This is partly because Scott was never explicitly taught the various skills needed to be successful in a professional kitchen environment.

In this time of under-employment, Scott spent many hours on his own, and we could see a slow disengagement with everything around him. Luckily for him, and the entire family, we found out about Christian Horizons’ Inclusion through Culinary Skill Development and Employment pilot program at Humber College and Scott was one of the fortunate ones to be selected. Scott spends between two and three hours commuting by public transit each way to get to the various sites this program is run from and then spends about six hours doing the program, five days a week. We expected him to be really dragging by the end of each day, but to our great surprise we find he is energized and deeply engaged with everything.

Scott’s communication has really taken off, as there is so much he wants to tell us each day. He has a real sense of purpose and accomplishment. He finds it very challenging, but rewarding. Hands down, this is the best program he has been involved with.

From our perspective, this is just the type of program that has been needed for a long time. All other programs

have been very generic. For Scott to be successful in a job, he needs to be trained in each and every aspect of that job. His capacity to learn is only limited by our capacity to teach. His ability to learn by inference, observation or extrapolation is limited or non-existent, which is why “everything” must be taught.

Therefore to have a program that does just that, teach him everything from how to wrap up food so that it can be stored safely, to how to clean a counter properly, and cut vegetables safely, and with a quality that would be acceptable to a restaurant, and much, much more, is so terribly important.

The fact that they take the time to teach WHMIS and other industry standard safety elements is a testament to the level of planning and execution that has gone into this program. It is not simply learning how to make cupcakes; rather it is equipping the students with the missing skills for full time employment. It is also important that they are tested and receive certificates of completion of industry recognized standards.

The blend of classroom work, teaching in the Humber College kitchens and real work experience is a great combination. The reinforcement through real life experiences is important for Scott to truly internalize the material and make it part of himself so that he can execute smoothly on the job. Scott can demonstrate and discuss his new skills, which shows that the materials are not only learned, but are in fact retained.

This program will not guarantee our son a job when he graduates, but it gives him a greater probability of

landing a meaningful job that he will take pride in. This will allow Scott to become a contributor to our society, and there is no greater integration than being able to contribute to the community in which you belong. This program is a game changer for Scott.

Sincerely,

Carla and Ross MacHattie

Carla and Ross MacHattie





RESPONSIBILITY FOR FINANCIAL REPORTING

BOARD OF DIRECTORS

The financial statements for the year ended March 31, 2015 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 Canadian Accounting Standards for Not-for-Profit Organizations, and management has made best estimates where deemed appropriate.

AUDIT COMMITTEE

The audit committee oversees management's responsibility 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, satisfy themselves that all audit responsibilities have been properly discharged, and review and recommend approval of the financial statements to the members of Christian Horizons.

EXTERNAL AUDITORS

For the year ended March 31, 2015, KPMG LLP was appointed by the members to audit the organizations' financial statements (Christian Horizons, Christian Horizons (Canada), Christian Horizons Global and Xeroixs Homes.)

A Summarized Combined Financial Statement prepared by management is presented on pages 16 and 17.*

Janet Nolan
Janet Nolan
Chief Executive Officer

Angelica McKay
Angelica McKay
Chief Financial Officer

* For a complete set of audited Financial Statements, please contact our Corporate Offices at 1-866-362-6810 or by email: info@christian-horizons.org.



CHRISTIAN HORIZONS GROUP

SUMMARIZED COMBINED STATEMENT OF FINANCIAL POSITION

MARCH 31, 2015, WITH COMPARATIVE INFORMATION FOR 2014

	<i>Operating Fund</i> \$	<i>Capital Fund</i> \$	<i>Restricted Fund</i> \$	<i>Total 2015</i> \$	<i>Total 2014</i> \$
ASSETS					
Current assets:					
Cash	13,050,183	-	-	13,050,183	6,028,212
Restricted cash	162,870	-	-	162,870	120,587
Short-term investments	3,992,448	-	-	3,992,448	3,735,760
Accounts receivable	3,277,342	49,612	-	3,326,954	2,008,874
Prepaid expense and deposits	212,596	-	-	212,596	239,110
	20,695,439	49,612	-	20,745,051	12,132,543
Note receivable	-	-	-	-	136,022
Capital assets	4,676,372	34,599,737	-	39,276,109	40,987,692
	25,371,811	34,649,349	-	60,021,160	53,256,257
LIABILITIES AND FUND BALANCES					
Current liabilities:					
Accounts payable and accrued liabilities, including interfund balances	19,159,505	(782,496)	(830,654)	17,546,355	10,244,993
Deferred revenue	129,930	24,624	-	154,554	298,723
Current portion of long-term debt	1,162,260	1,091,514	-	2,253,774	3,067,793
	20,451,695	333,642	(830,654)	19,954,683	13,611,509
Long-term debt	3,526,492	2,359,159	-	5,885,651	5,617,133
Fund balances	1,393,624	31,956,548	830,654	34,180,826	34,027,615
	25,371,811	34,649,349	-	60,021,160	53,256,257

CHRISTIAN HORIZONS GROUP

SUMMARIZED COMBINED STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31, 2015, WITH COMPARATIVE INFORMATION FOR 2014

	Operating Fund \$	Capital Fund \$	Restricted Fund \$	Total 2015 \$	Total 2014 \$
REVENUE					
Provincial subsidy	125,022,379	-	-	125,022,379	117,015,334
Residents	13,783,374	-	33,908	13,817,282	13,296,597
Donations and grants	2,268,641	-	788,992	3,057,633	3,611,040
Camps and excursions	562,985	-	-	562,985	584,689
Other	2,232,209	2,352,027	-	4,584,236	3,436,852
	143,869,588	2,352,027	822,900	147,044,515	137,944,512
EXPENSES					
Salaries and benefits	111,783,513	-	-	111,783,513	106,072,902
Physical facilities	16,117,065	-	69,405	16,186,470	14,854,959
Other operating costs	15,094,019	-	689,119	15,783,138	14,987,954
Amortization	237,584	2,486,534	-	2,724,118	2,538,719
Interest on long-term debt	224,086	121,988	-	346,074	398,100
	143,456,267	2,608,522	758,524	146,823,313	138,852,634
Excess (deficiency) of revenue over expenses before undernoted	413,321	(256,495)	64,376	221,202	(908,122)
Change in fair value of investments	169,379	-	-	169,379	266,930
Excess (deficiency) of revenue over expenses	582,700	(256,495)	64,376	390,581	(641,192)
Fund balances, beginning of year	1,131,572	32,213,043	481,511	33,826,126	34,391,517
Change in accounting policy and standard (opening fund balance adjustment)	(83,278)	-	284,767	201,489	173,757
Remeasurement gains (losses) and reserve fund change	(237,370)	-	-	(237,370)	103,533
Fund balances, end of year	1,393,624	31,956,548	830,654	34,180,826	34,027,615



EMPLOYEE EXCELLENCE

Awards

The Excellence Committee is pleased to announce the following award recipients for 2014-2015:

Excellence Awards April 1, 2014 to March 31, 2015

Maureen Madill – *Program Manager, West*
 Joy Weber Blatchford – *Direct Support Professional, West*
 Christopher Sumary – *Direct Support Professional, West*
 Luisa Robert – *Direct Support Professional, West*
 Steve Snider – *Educational Services Manager, Corporate*
 Peter Wyngaarden – *Director of Clinical Services, Corporate*
 Matilda Ansa-Sam – *Direct Support Professional, West*
 Shannon Grimme – *Program Coordinator, South*
 Annette DeBoer – *Direct Support Professional, South*
 Marie Bergsma – *Program Coordinator, South*
 Sharon Dam – *Area Manager, West*
 Mary Roberts – *Area Manager, West*
 Miah Miller – *Program Manager, West*
 Irene Moore – *Area Manager, Central*
Ottawa Grow Team - Micah Elson, Mariann Sheldrick,
 Darren Hepworth, James Richer, Imaculada Vieira,
 Bethany Cook, Tara Craig, Tammey Wardell, Megan Fumont,
 Rachel Black, Samantha Fekkes, Spencer Koens,
 Jonathan Mains, Joey Rudd, Sharon Aitken,
 Ronald Kok, Spencer Martin Mesman, Cynthia Wheaton,
 Bryce Dymond, Lynne Lennerton



EMPLOYEE MILESTONE Anniversaries

APRIL 2014-MARCH 2015

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

20 YEARS

Anne Charles
 Barb St. Antoine
 Bill Van Dyk
 Britte Kingdom
 Carmen Fearon
 Chandrapati Singh
 Charmaine Arthur
 Christine Reid
 Crystal Bell
 Darren Hepworth
 Deborah Vandekuyt
 Diane Robb
 George Tonka
 Greg Brown
 Helen Glenn
 Hyacinth Williams

Jennifer Scott
 Joanne Cormier
 Joy Wilson
 Julie Barry
 Karen Festing
 Katherine Hermitt
 Lynn Davis
 Margaret Watters
 Maria Wilts
 Mariana Antonova
 Nicole Michell
 Patricia Gour
 Shana Gray
 Shean Kennedy
 Susan Falla
 Suzanne White

25 YEARS

Angela Langford
 Betty Ryan
 Brenda Leitch
 Carolyn Sherk-Maddigan
 Deborah Gerono
 Donald Follick
 Donna Finnigan
 Elizabeth Da Costa
 Eva Rolston
 Gregory Douglas
 Icent Lawrence
 Janet Nolan
 Lorie Bloom
 Lorraine Mudd
 Louise Ferris
 Margaret Pettifer-Jones

Mary-Anne Ratte
 Natalie Codling
 Patricia Vanderloo
 Rick Kellar
 Susan Landry
 Suzanne Corner
 Tami Mackay
 Vierende Bennett

30 YEARS

Catherine Hawn
 Debbie Bruce
 Ruth Greenleaf



BOARD OF DIRECTORS & LEADERSHIP

2014/2015

Board Members provide direction 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.

BOARD OF DIRECTORS

Executive Committee

Nigel Wilford – *Board Chair*
Stan Cox – *Vice Chair*
Gary Gehiere – *Vice Chair*
Aimo Manninen – *Secretary*
Judy Eerkes – *Member at Large*
Beth Woof – *Member at Large*

Board Members

Roger Berg
Arlene DeGroot
Rick Elliott
Randy Magnus
Julie Pyper
Harvey Schindel
Harry Verburg
Murray Wellman
Angelica McKay – *Treasurer*

LEADERSHIP

Senior Leadership Team

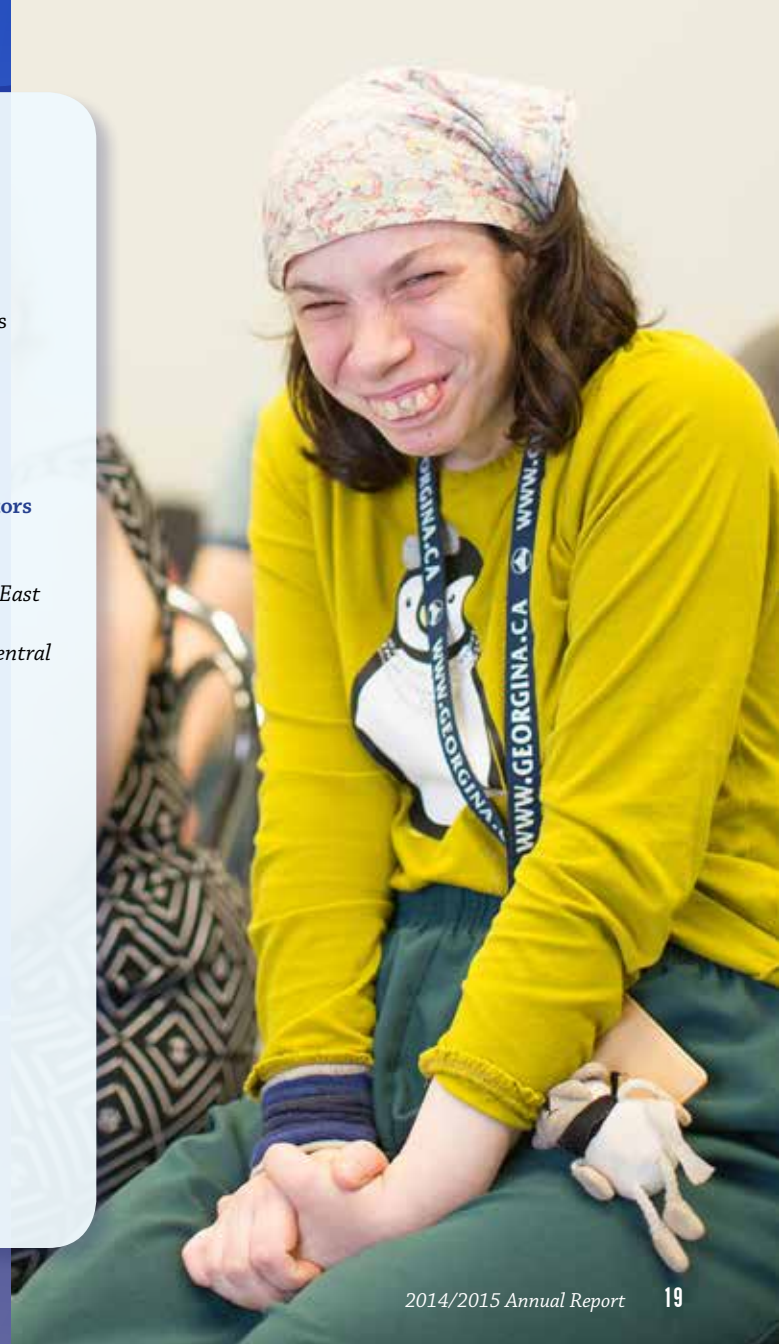
Janet Nolan – *CEO*
Eugene Versteeg – *Senior Vice President*
Angelica McKay – *CFO*
Allan Mills – *VP Operations*
Michael Alemu – *VP CH Global*
Dwayne Milley – *Director of Development and Operations, CH Global*

Department Directors

Paul Burston – *Director of Government Relations*
Neil Cudney – *Director of Organizational and Spiritual Life*
Jennifer Gleva – *Director of Human Resources*
Donnamarie Dunk – *Acting Director of Human Resources*
Claudine Cousins – *Acting Director of Operations*
Heather Siebenmorgen – *Director of Ministry Relations and Advancement*
Barbara Wallace – *Director of Legal Affairs*
Kathy Wassink – *Director of Finance*
Peter Wyngaarden – *Director of Clinical Services*
Jim Van Elswyk – *Director of Information Technology*
Robert Vanderspek – *Director of Facilities*
Mark Wallace – *Director of CH Global*

District Executive Directors

Anita Bacon – *South*
Ingrid Dykstra – *North*
Shawn Eddison – *Central East*
Dwayne Milley – *Central*
Paul Burston – *(Acting) Central*
Jackie Monforton – *East*
Patty Vlaar – *West*





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