

INTERNATIONAL

# ANNUAL REPORT 2016-2017

UNITED BY *Values*

Each of you should use whatever gift you  
have received to serve others, as faithful  
stewards of God's grace in its various forms.

1 Peter 4:10





## TABLE OF CONTENTS

- 3** Vision, Mission and Values
- 4** Message from CEO and Board Chair // Onward Update
- 5** Corporate Structure // Corporate Sponsors
- 6** Key Outcomes // Valuing People
- 8** Fostering Belonging
- 9** Serving Others

- 10** Respecting Gifts
- 11** Christian Horizons Global // Responsibility of Financial Reporting
- 12** Financial Statements
- 14** Recognition: Excellence Awards // Employee Milestones
- 15** Board of Directors and Leadership



### ***Our Organization:***

Founded in 1965, Christian Horizons is a non-profit, faith-based organization that builds communities of belonging through our supports and services for people with exceptional needs. We believe that supporting people's emotional, physical, social and spiritual needs contributes to their lives in profound ways and opens doors to belonging in community.

### ***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.

As we strive to realize our vision, mission and values, we are united by four core values:

***Valuing People // Fostering Belonging // Serving Others // Respecting Gifts***



## Message from CEO and Board Chair

At Christian Horizons, we are actively engaged in making our vision a reality – seeing people with exceptional needs belong to communities in which their God-given gifts are valued and respected. That takes different forms in different places. Through supported independent living, our community residences, our LifeShare Host Family services and our work in six developing nations providing community-wide supports and inclusive education, we're committed to walking alongside people with exceptional needs so we all can experience the benefits of communities where everybody belongs.

Across a wide range of diverse projects and programs, our 3,500 staff, hundreds of volunteers, and many partners are *united by our shared values*. These values are the 'why' behind our work – and they are what sets Christian Horizons apart.

**Valuing people, fostering belonging, serving others, and respecting gifts...these are our four core values.** For us, these are so much more than words on a page. They permeate all we do. They guide how we support people, how we grow, and how we face new challenges in the transformation of our services. They keep the love of Jesus Christ – the undeniable truth that all people are valuable – at the heart of who and what we are.

In this annual report, you'll see exactly how these values not only unite us, but how they are vital to the work of building communities of belonging – the fulfillment of our vision.

We are thankful to have so many share in our values and the work we do. Our partners in the government and private sector, our generous donors who support our work outside of government funding, our dedicated staff and volunteers – all of you make an incredible difference in the lives of the people we support and the communities they contribute to. You're all a part of these stories, and we are grateful to have you as part of our journey.

Janet Noel-Annable, CEO

Clare Lebold, Board Chair



Each of you should use whatever gift you have received to serve others, as faithful stewards of God's grace in its various forms.

1 Peter 4:10  
New International  
Version (NIV)

## Onward Update

At Christian Horizons, our values guide everything that we do, from the delivery of services and supports to how we plan for the future. Our core values are reflected in our outcomes. Through our Strategic Plan, we invest in each of our organizational priorities to achieve these outcomes.

**Outcome 1:** People with exceptional needs experience services that reflect the Christian foundation of Christian Horizons.

**Outcome 2:** People with exceptional needs experience services that enhance their rights, choices, relationships, dignity and citizenship while supporting their ongoing growth and development.

**Outcome 3:** People with exceptional needs experience communities of belonging.

## Organizational Priorities



**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 stakeholder relationships with partners and stakeholders, in particular the Christian community.



## Corporate Structure

Christian Horizons comprises five companies. This structure ensures effective corporate governance, appropriate accountability to our members and donors, flexibility, stability, sustainability and undivided focus on the delivery of services. While each company has its own mandate, they each contribute to realizing our vision, mission and values.



- **Christian Horizons International** – Christian Horizons International was incorporated in 2011 to serve as 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. Christian Horizons is funded by Ontario's Ministry of Community and Social Services (MCSS) and Ministry of Children and Youth Services (MCYS), and Saskatchewan's Ministry of Social Services (MSS).
- **Christian Horizons (Canada)** – Separately incorporated in 1977, Christian Horizons (Canada) includes our domestic work that is not funded directly by the government, including fee for services, leadership development and vacations.
- **Christian Horizons Global** – Christian Horizons vision of belonging extends to international communities and people at risk around the world through Christian Horizons Global. In partnership with local organizations like churches, schools, and disability associations, we help through entrepreneurial education and opportunities, children's services and inclusive education, all aimed towards helping build up communities so people of all abilities can experience belonging. Christian Horizons Global is entirely funded by generous donations from and partnerships with individuals, churches, businesses 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.

## Thank you

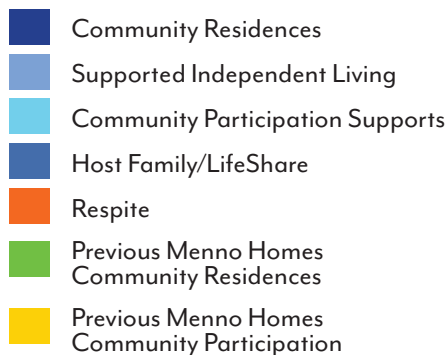
### CORPORATE SPONSORS

HUB International HKMB Limited  
Janco Steel Ltd.  
Jo Anne's Place Health & Beauty Products Inc.  
Magnussen Home Furnishings Ltd.  
Northbridge Financial Corporation  
Rae & Lipskie Investment Counsel Inc.  
United Way of Greater Toronto

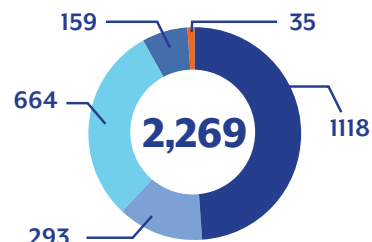
### COMMUNITY PARTNERS

The Bible League of Canada  
Banman Family Foundation  
Christian Horizons Foundation  
Christian School Foundation (Canada) Inc.  
Church on the Queensway  
Covenant Life Church  
EduDeo Ministries  
Harry Foster Charitable Foundation  
Hope Church of North Carolina  
Restitution Bethesda Tabernacle  
The Pointe Community Church  
The Church at Selwyn  
St Paul's Congregational Church

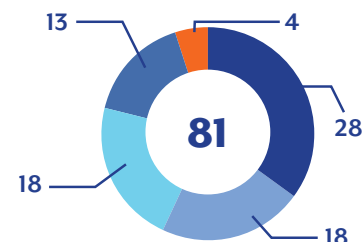
# KEY OUTCOMES



NUMBER OF PEOPLE SERVED



NUMBER OF COMMUNITIES



SATISFACTION LEVELS



**98%**  
HAPPY WITH  
SUPPORTS



NEW PEOPLE SERVED



# VALUING PEOPLE

## Celebration on Ice

Take a moment to imagine it: the cool air of the rink on your face, the echoing sounds of playful laughter, the swish of blades on fresh ice as skaters zoom past. For the June “Celebration Skate” for Ben and Dylan, hosted by Christian Horizons at the University of Guelph, the event was so much more than its fun sights and sounds. Building communities of belonging was at the heart of the event where dozens of family and friends gathered to celebrate the accomplishments of these two young men.

Ben recently brought home a silver medal in floor hockey from the Special Olympics in Austria. He has always enjoyed playing sports and the silver medal run for him and Team Canada was truly memorable. “Austria was a cool experience,” said Ben at the event, adding, “It was a great time for the team, and we played well.” Head coach Mark Cullen attended the celebration and saw Ben as he had many times before: focused, determined, and a gifted athlete.

Dylan’s recent accomplishments were celebrated as well. He was taking Christian Horizons’ Culinary Training course in partnership with Humber College, learning food handling and preparation, kitchen safety, and a range of other skills that employers require. “I really enjoyed the program, and feel like I learned a lot. I’m glad I was able to be a part of the culinary course,” Dylan said. Also in attendance were Lane Burman and his family, who have special appreciation for Dylan. He performed life-saving CPR near the train station in Kitchener after Lane suffered a heart attack. Dylan’s quick thinking and CPR training made the difference between life and death for Lane.

As people gathered to cut the cake and dive into some delicious pizza, Maureen Madill, the Christian Horizons Program Manager who helped organize the event, commented, “It’s great when we can all pause for a minute and recognize that these are really big accomplishments, and we’ve got some amazing people in our community. Celebrating made sense to us!”





Dylan and Ben are just two of over **159 people who are part of LifeShare**, a program where people supported are welcomed into the community of a family home.

## Valuing People by Valuing Choices

Recognition and celebration are important pieces of how we value people at Christian Horizons. Yet at its best, valuing people is so much more – it means valuing their choices. With an over 50-year legacy of walking alongside people with disabilities, our organization has seen an amazing transformation in our services with more focus on individual choice. Jon's story with Christian Horizons is a shining example of that transformation, and how it makes a real difference in the lives of real people.

Jon first connected with Christian Horizons 12 years ago when he was 18. At the time, some personal challenges were blocking his goal of living on his own. But Jon's objective was always a part of his personalized plan with Christian Horizons.

"From day one, his objective was always to live independently," said Dennis Ivall, an Area Manager who worked closely with Jon. "Every personal plan kept that in mind, and he continued to journey towards additional independence."

Finally, after a few years of community-residence supports, Jon accomplished his goal and is now living on his own. It's been an exciting time. Some of the challenges Jon had been facing were greatly reduced as his independence increased, and he's flourished personally. In fact, Jon is now employed and hoping to marry his long-term partner.

"Jon is much more independent, more confident, and a stronger self-advocate since moving out on his own. He says he's so much more fulfilled. He sees potential and aspires to continue to grow as a person," added Dennis.

At Christian Horizons, our core values are more than statements on paper. They are woven into everything we do and how we engage with each person we work with. To us, valuing people means focusing with them on their goals and their choices. For Jon and the many other people like him we work with, the impact is incredible.







**DONATE** **2,034 (559 WERE NEW DONORS)**  
 DONORS GAVE TO CHRISTIAN HORIZONS IN 2016,  
 SOME OF WHOM HAVE GIVEN FOR THE PAST 12 YEARS

**\$3,497,149.42** RECEIVED IN  
 DONATIONS  
 AND GRANTS

## FOSTERING BELONGING

### *Building Belonging Through Loss*

“There was so much joy in the room.” That’s what so many of the 240 guests said about the Ryan’s Rays fundraising gala. The event was held in loving memory of Ryan Martz, a 7-year-old boy from Ancaster, Ontario who passed away suddenly in March 2016. The joy that Ryan brought to those around him was felt by everyone who helped raise \$50,000 to support inclusive education in Asella, Ethiopia.

Diagnosed at birth with a rare congenital disorder, Ryan impacted all who met him with his bright blue eyes and contagious smile. His family and friends wanted his ‘rays’ to continue to shine and impact the world, leading to the incredible event. The New Revolution Choir kicked off the evening, which also featured a silent auction with goods from over 200 donors.

The sunshine that Ryan loved and carried with him echoes to the other side of the world to Horizons Academy in Asella. As a result of Ryan’s Rays, plans to renovate, expand and properly equip inclusive education classrooms at the school are already underway. Students of all abilities will benefit from the improvements, and will be able to learn alongside each other in community.

Fostering belonging is at the heart of what we do at Christian Horizons. Ryan’s Rays was a shining example of the kind of amazing impact inclusion can have. Ryan’s community experienced it firsthand. Now, through inclusive education in Asella, belonging can be made real for children who never would have been able to go to school. That’s what belonging can lead to, and it is indeed something to be joyful about.



### *Practical Resources for Faith Communities*

Churches and faith communities are among the most important relational and spiritual connections in the lives

of people. However, many communities are unaware of how to best welcome people of all abilities to be a part of worship services and other church activities. Christian Horizons has developed a wide range of resources to help faith communities to be welcoming and inclusive. How do people with unique needs and gifts find a voice in your faith community? How can worship times be made more accessible? In what ways can people with different needs contribute to their church and build belonging through authentic friendships?

Visit [www.christian-horizons.org/churches](http://www.christian-horizons.org/churches) to learn how Christian Horizons can help your faith community be more welcoming and inclusive to people of all abilities.



# SERVING OTHERS

## ***Vic Let The Dogs Out***

Vic loves dogs – really, really loves them. Supported by Christian Horizons in Warman, Saskatchewan, his love of canine companions led him to create a business that is now a relied-upon service in his community.

The business is called “Vic Let The Dogs Out”. What started as an agreement to walk a friend’s dog every afternoon soon blossomed into five full-time customers. Today, Vic’s business is thriving and he recently saved up enough to purchase a dog of his own.

Vic’s story isn’t just one of personal success. Vic belongs to his community in an integral way, where his skills and passion are needed. As one of Vic’s customers says, “There’s just so much comfort in knowing that [my pet] is ok, that he’s being cared for. I know Vic does a great job, and I don’t know what I’d do without him.”

Serving others is a core value at Christian Horizons, and it’s contagious. We’ve seen time and time again that the people who use our services often serve others in return. Like Vic, people engaged with Christian Horizons have added so much to their communities. That’s why this value is so important to us – it’s a starting point, a catalyst, to building communities of belonging from the ground up.



## ***Serving Begets Serving – Senait’s Story***

“I didn’t think a blind person could go to school.”

That is what Senait said when she met with Christian Horizons Global staff who were visiting partners and projects in Ethiopia. She had been supported for many years through the Christian Horizons Child Sponsorship program, which provided her with access to education she never thought she could receive.

What Senait did with that education was truly amazing.

With the opportunity to learn before her, Senait applied herself and progressed quickly through her education. Recently, she graduated from University. Even more, she’s set to become an educator herself,

with a focus on teaching young people with disabilities.

Serving begets serving – we’ve seen it time and time again. From the people we walk alongside through our global work to people we walk alongside in Ontario and Saskatchewan, we have witnessed a spirit of serving overcome barriers. We are honoured to be part of stories like Senait’s, and grateful to our donors and child sponsors for the incredible impact their giving continues to have.



# RESPECTING GIFTS

## ***Taking Care of Business***

Did you know that there are over 24 businesses that people supported by Christian Horizons have founded and currently operate? And they are making a difference in the lives of people, communities, and our whole organization.

Take Matthew and Darrin for example. They started their business cutting grass, cleaning yards and shoveling snow. They're currently working at an apartment complex and have an eye on expansion – it's awesome to see!

Or, consider Heather who makes beautiful cards, pillowcases, dish clothes and more to sell at community celebrations. She's turned her gift into a great local business and adds so much to the communities she's a vital part of.

From handmade crafts to dog walking (see Vic's story on page 9), people supported by Christian Horizons are adding to their communities in very real ways. Respecting gifts leads to so much more than social inclusion – it leads to significant social contribution from people to their communities.

Reciprocity is at the heart of belonging, and amazing folks like Heather, Darrin, and Matthew show us that when we respect the gifts of all people, we all benefit.

## ***Community Enters, Stage Left***

Performances can move us; they make us laugh, think, and feel in ways that we don't anticipate. That movement is at the heart of Able Theatre and the New Revolution Choir, two performance groups supported by Christian Horizons.

Since the troupe's inception, Able Theatre has been performing at community and church events, breaking theatre's mold and showing first-hand that people of all abilities can thrive under a spotlight. Recent shows featured the cast showing off their impressions, ranging from the king of rock and roll to Santa Claus. The room fills with the music of laughter as Able Theatre steals the show on every stage where they perform.

"I really like performing on stage," said Ryan, who has been a member of the troupe for several years.

The New Revolution Choir creates their own mold. In June 2017, the Choir was featured on CTV National News in preparation for their performance at Nathan Phillips Square to Celebrate Canada 150. "The choir really shows that sense of belonging – that they are important, and that they belong in our society," O'Neil Watson, the director of the choir explained to CTV. The group performed the national anthem and Michael Jackson's classic "Will You Be There."

"Canada is my home, and this makes me so happy," added Dwight, an enthusiastic member of the choir.

When we respect the gifts of all people, the results are astounding. People engaged with Christian Horizons are actively contributing to their community's art and music scene, adding to religious and civic events and flourishing as individuals in groups committed to artistic expression.



**OVER 24** BUSINESSES OWNED AND OPERATED BY  
PEOPLE SUPPORTED BY CHRISTIAN HORIZONS



## Christian Horizons Global

Christian Horizons Global continues to walk alongside people with disabilities and whole communities in six countries: Ethiopia, Guatemala, Haiti, Kenya, Nicaragua and Uganda.

We focus on sustainable development for families and communities by equipping communities to care for one another and earn a livelihood. In 2016-2017, we supported over 16,000 people.

### Direct Beneficiaries\*

**5,406 – Children's Services**

**1,292 – Sponsored Children**

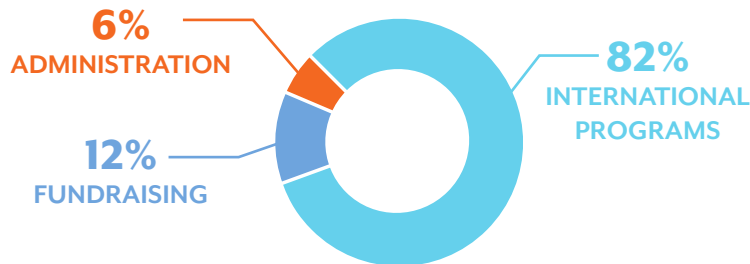
**9,317 – Education**

**5,459 – Leadership Development**

**549 – Economic Empowerment**

These figures represent the maturation of several of our programs in Africa, resulting in lower numbers than previous years but overall enhanced outcomes for communities. Also, renewed focus on inclusive education creates higher costs per student.

### Disbursement of Funds Analysis



\*The number of beneficiaries is the total number of people directly benefiting from the particular area of focus. Some individuals may be represented more than once if they have engaged with more than one area of focus.

# RESPONSIBILITY OF FINANCIAL REPORTING

**Board of Directors** – The financial statements for the year ended March 31, 2017 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 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 ending March 31, 2017, KPMG LLP was appointed by the members to audit the organization's financial statements [Christian Horizons, Christian Horizons (Canada), Christian Horizons Global and Xeorixs Homes]. A Summarized Combined Financial Statement Prepared by Management is presented on page 12.

**\* For a complete set of audited financial statements, please contact the Resource & Leadership Centre at 1-866-362-6810 or by email at [info@christian-horizons.org](mailto:info@christian-horizons.org)**



## Christian Horizons Group of Companies

### SUMMARIZED COMBINED STATEMENT OF FINANCIAL POSITION

March 31, 2017, with comparative information for 2016

	Operating Fund \$	Capital Fund \$	Restricted Fund \$	Total 2017 \$	Total 2016 (Note 1 – Restated) \$
<b>ASSETS</b>					
<b>CURRENT ASSETS:</b>					
Cash	7,704,782	-	90,866	7,795,648	10,642,841
Restricted cash	205,124	-	-	205,124	183,997
Short-term investments	4,298,433	-	639,394	4,937,827	4,729,692
Accounts receivable	3,347,129	15,152	-	3,362,281	3,191,072
Prepaid expense and deposits	265,676	-	-	265,676	435,853
	15,821,144	15,152	730,260	16,566,556	19,183,455
Capital assets	4,161,702	35,200,778	-	39,362,480	41,083,663
	<b>19,982,846</b>	<b>35,215,930</b>	<b>730,260</b>	<b>55,929,036</b>	<b>60,267,118</b>
<b>LIABILITIES AND FUND BALANCES</b>					
<b>CURRENT LIABILITIES:</b>					
Accounts payable and accrued liabilities, including interfund balances	13,172,254	(875,762)	(1,454,341)	10,842,151	14,463,687
Deferred revenue	297,623	58,208	-	355,831	493,045
Current portion of long-term debt	368,565	3,000,646	-	3,369,211	665,510
	13,838,442	2,183,092	(1,454,341)	14,567,193	15,622,242
Long-term debt	3,805,517	1,106,945	-	4,912,462	8,513,335
Fund balances	2,338,887	31,925,893	2,184,601	36,449,381	36,131,541
	<b>19,982,846</b>	<b>35,215,930</b>	<b>730,260</b>	<b>55,929,036</b>	<b>60,267,118</b>

## Christian Horizons Group of Companies

### SUMMARIZED COMBINED STATEMENT OF OPERATIONS

Year ended March 31, 2017, with comparative information for 2016

	Operating Fund \$	Capital Fund \$	Restricted Fund \$	Total 2017 \$	Total 2016 (Note 1 – Restated) \$
<b>REVENUE:</b>					
Provincial subsidy	142,099,351	-	-	142,099,351	137,413,683
Residents	13,182,058	-	78,695	13,260,753	13,904,024
Donations and grants	2,102,086	63,622	1,209,659	3,375,367	3,129,450
Camps and excursions	331,018	-	-	331,018	324,409
Other	5,593,252	1,924,822	-	7,518,074	6,549,497
	163,307,765	1,988,444	1,288,354	166,584,563	161,321,063
<b>EXPENSES:</b>					
Salaries and benefits	127,207,386	-	11,535	127,218,921	123,009,743
Physical facilities	19,046,912	-	68,409	19,115,321	19,106,704
Other operating costs	16,025,853	22,401	1,042,470	17,090,724	17,372,181
Amortization	264,799	2,666,004	-	2,930,803	2,760,071
Interest on long-term debt	179,414	155,685	-	335,099	360,577
	162,724,364	2,844,090	1,122,414	166,690,868	162,609,276
<b>Excess (deficiency) of revenue over expenses before undernoted</b>	<b>583,401</b>	<b>(855,646)</b>	<b>165,940</b>	<b>(106,305)</b>	<b>(1,288,213)</b>
Change in fair value of investments	399,522	-	-	399,522	(330,365)
Excess (deficiency) of revenue over expenses	982,923	(855,646)	165,940	293,217	(1,618,578)
Fund balances, beginning of year	1,527,880	32,781,539	1,822,122	36,131,541	37,772,958
Remeasurement loss and capital replacement fund	24,623	-	-	24,623	-
Interfund transfers	(196,539)	-	196,539	-	(22,839)
<b>Fund balances, end of year</b>	<b>2,338,887</b>	<b>31,925,893</b>	<b>2,184,601</b>	<b>36,449,381</b>	<b>36,131,541</b>

Note 1- Restatement of comparative information:

On July 1, 2016, the Organization was amalgamated with Menno Homes Sask Inc. ("Menno Homes").

The financial statements have been prepared based on the pooling of interests method, with regards to the amalgamation of the Organization and Menno Homes. This method of accounting requires that the financial statements are prepared as if the operations of the amalgamated entity were combined since inception. Accordingly, the current and comparative financial statements include the entire year of operations for the Organization and Menno Homes.



## EXCELLENCE *in* Action

The ministry of Christian Horizons has been strengthened by the dedication of those who share our vision. We recognize and honour people connected to Christian Horizons who have made an excellent contribution or furthered our vision.

Julia Appleton  
Caitlyn Aseltine  
Karlene Baert  
Sam Buechert  
Catherine Champagne  
Jeffery Currie  
Matthew Daviau  
Gareth Davies  
Arlene DeGroot  
Frank Doherty  
Dylan Duncan  
Sally Fingas  
Brad Frenette  
Darl Gamble  
Marilyn Girimonte  
Ann Gyurmanczy

Donna Hamilton  
Dani Harris  
Phyllis Henderson  
Sandra Higgins  
Christina Hurrell  
Kevin Isaac  
Leslie Jonathan  
Kelly Kavanagh  
Mallory Keller  
Maurice Koetsier  
Elizabeth Krill  
Francois Lenieux  
James Li  
Jon Mains  
Lynette Mathura  
Troy McClain

Jody McIntyre  
Sheldon Miller  
Stephen Mullins  
Marlene Nirula  
Carolyn Paling  
Len Patterson  
Mary Penner  
John Potsma  
Miriam Racinsky  
Marsha Rogers  
Paul Rowe  
Heather SanCartier  
George Soule  
Dr. Jamie Stushnoff  
Sam Thomas  
Paul Timmermans

Joel Van Arragon  
Tim Walker  
Christine Wamboldt  
O'Neil Watson  
Andrea Wright  
Ethical Review Committee  
- Toyin Akingbehin  
- Amy Beckett  
- Dr. Stephen Chris  
- Nicole Reist-Fisscher  
- Dr. John Stephens  
- Dr. Jane Summers  
- Wendy Wassink  
University of Waterloo  
Leadership Certificate  
- Gerry Call  
- Michael Hunt

Camp Galilee  
Capitol Theater  
Cobourg Police  
Services  
Mum's Restaurant –  
Heather Richer  
St. Joseph's Healthcare,  
Hamilton – Psychiatric  
Emergency Service  
St. Paul's  
Congregational Church  
The Pointe  
Community Church  
  
*Thanks to our 2017  
Excellence in Action  
artist, Alonso Agoran.*

## Employee Milestone Anniversaries

We are grateful for our dedicated employees who are integral to the success of Christian Horizons. We offer a special thank you and congratulations to those who are celebrating a milestone anniversary this year. We are so thankful for you, your service, and your commitment to serving people with exceptional needs.

## 20 YEARS

Yolanda Akhtar  
David Bee  
Joyce Bent  
Janice Box  
Roderick Burrell  
Tina Calbury  
Corinne Callaghan  
Marcia Cole  
Ann Degroot  
Julie Doughty  
Linda Dowswell  
Stacey Gray  
Shannon Grimme  
Sherry Ann Hart  
Lisa Hill  
Sarah Hobbs  
Julia Johnson  
Patricia Jones  
Judy Karn  
Margaret Keeping  
Janette Kemp  
Sandra Kenny-Veech  
Letengus Kiflemariam  
Anna Lelo  
Connie Loker  
Sandra Mann

Hyacinth-Melody Marriott  
Kathy McKay  
Margaret McKie  
Kathy McLaren  
Lillian Medrano-Campos  
Rosemarie Myers  
Cheryl Payne  
Janet Perl  
Jennifer Philp  
Richard Raaflaub  
Marsha Rogers  
Lorraine Samis  
Leticia Saunders  
Gloria Sewell  
Wilma Vandenboogaard  
Sylvia Vandermeulen  
Angela Veldstra  
Eugene Versteeg  
Leanna Walker  
Christine Wamboldt  
Laura Watson  
Bill White  
Don Wideman  
Karen Wideman  
Renata Zanella



## 25 YEARS

Annette Ashman  
Wendy Barnes  
Elaine Benoit  
Tidlyn Blake  
Anne Booth  
Ivona Borovski  
Darlene Bramer  
Janice Brobbel  
Paige Brown  
Diane Buhler  
Edward Bukenya  
Glen Byers  
Paul Catania  
Debbie Covert  
John Crerar  
Jill Davis  
Judy DeAngelis  
Kathleen Donston  
Ingrid Dykstra  
Sandra Eddison  
Shawn Eddison  
Carmen Fearon  
Eileen Fuller  
Jodi Holsey

Christine Hovi  
Jeffrey Jefford  
Catherine MacDonald  
Frank Maissan  
Betty McLaren  
Jane Miller  
Carol Nelson  
Eric Olmstead  
Jack Osborne  
Nancy Palmer  
Stephen Peacock  
Deborah Peel  
RossAnna Pena  
Dzintra Pequegnat  
Donald Riley  
Howard Shank  
Florence Shinde  
Rodney Swanson  
Carole Switzer  
Emmanuel Uzukwu  
Kathy Vanden Boogaard  
Donald Watson  
Tracey Young

## 30 YEARS

Joanne Barry  
Bryan Broomfield  
Frank Catrambone  
Barry Crawford  
Sharon Dam  
Dorothy Girling  
Elizabeth Godwaldt  
Carolyn Hoekstra

Margaret Mitchell  
Cathy Sheppard  
Christine Sills  
Marlene Slack  
Verleta Small  
Erna VanGorkum  
Patty Vlaar  
Gord Wiens

## 35 YEARS

Aileen Alemu  
Patricia Codling  
Douglas Eichel

Brenda Henri  
Patricia McLennan  
Nelson Pencarinha

## Board of Directors and Leadership

Board Members provide direction and support to the Senior Leadership Team. Members partner with us in advocacy, mission and prayer for people with exceptional needs. The Board of Directors meets 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

Clare Lebold – *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	Julie Pyper
Arlene DeGroot	Harvey D. Schindel
Tim Epp	Lori Weiler-Thiessen
Mark Ghesquiere	Murray Wellman
Randy Magnus	

### LEADERSHIP

#### Senior Leadership Team

Janet Noel-Annable – *CEO*  
Eugene Versteeg – *Senior Vice President*  
Angelica McKay – *CFO*  
Allan Mills – *VP Community Services*  
Jennifer Gleva – *VP Human Resources*  
Dwayne Milley – *VP Operations and Development*

#### Executive Directors

Anita Bacon – *South District*  
Claudine Cousins – *Central District*  
Ingrid Dykstra – *North District*  
Shawn Eddison – *Central East District*  
Jackie Monforton – *East District*  
Patty Vlaar – *West District*  
Jordan Varey – *Saskatchewan*

#### Organizational Leadership Team

Neil Cudney – *Director of Organizational and Spiritual Life*  
David Petkau – *Director of Operations and Community Development*  
Lisa Simmons – *Director of Human Resources*  
Phil Sheldon – *Director of Facilities Management*  
Jim Van Elswyk – *Director of Information Technology*  
Barbara Wallace – *Director of Legal Affairs*  
Mark Wallace – *Director of Christian Horizons Global*  
Kathy Wassink – *Director of Finance*  
Peter Wyngaarden – *Director of Clinical and Research Services*



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