



INTERNATIONAL

Inspired Together

to engage | to respond | to achieve

ANNUAL REPORT 2017-2018

"In response to all He has done
for us, let us outdo each other in
being helpful and kind to each
other and in doing good."

Hebrews 10:24 (TLB)

Our Organization:

Founded in 1965, Christian Horizons is a non-profit, Christian faith-based organization that believes God creates all people in His image and all people are intrinsically valued by God. Because of this belief, we are committed to nurturing communities of belonging in which every person is equally valued and respected, and has the opportunity to contribute gifts to strengthen the community.

Four Core Values

All of our work is united by four core values:

Valuing People | Fostering Belonging | Serving Others | Respecting Gifts

Our Values:

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

Our Vision:

People who experience disabilities belong to communities in which their God-given gifts are valued and respected

Our Mission:

As an expression of Christian faith, we work together with people who experience disabilities to accomplish their goals and nurture communities where everybody belongs



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Message from CEO and Board Chair

I am excited to share this year's annual report with you! The stories of people receiving services through Christian Horizons are inspiring. Our theme this year is "Inspired Together", and we hope that the stories throughout these pages will inspire you, too!

We are grateful to our employees as we engage in creative, thoughtful support to help people lead lives of great value in their communities. We appreciated their input as we have been considering the impact of language we all use to describe the work we do. While the term "people with exceptional needs" has been used for many years, with a heart to being respectful and honouring, it is time to change. People who use our services, community advocates and our very own employees have given wise counsel on this issue. They've told us that using the term "people who experience disabilities" is the language preferred. So, as of this year, we will stop using "exceptional needs" and respond by more simply using "people", and when necessary, adding "who experience disabilities". This is just one example of our desire to use language that reflects our core values as we work to fulfill our mission of nurturing communities where everybody belongs.

We are equally grateful to hear about the success that people are enjoying as we support them in achieving their goals – getting a job, finding a new place to live, serving in their faith community or building loving relationships. There are so many stories of people benefiting from, and contributing to, their communities. May you also be inspired by the stories in this report and be encouraged that together we can nurture communities where everybody belongs.

Janet Noel-Annable, CEO

Clare Lebold, Board Chair

"In response to all He has done for us, let us outdo each other in being helpful and kind to each other and in doing good." Hebrews 10:24 (TLB)



Onward: Strategic Plan

When we act in alignment with our core values, support people according to our service principles and build communities of belonging, we are striving toward our vision. We know we are achieving our vision when:

- People's experiences reflect our Christian core values
- All of our work is consistent with our service principles
- People experience communities of belonging

While we strive to pursue these three outcomes each and every day, we also create strategic plans through Onward to achieve these outcomes in new and innovative ways. In the coming year, these strategic plans will be organized under four **strategic outcomes** that reflect key areas where we want to see the most growth:

Strategic Outcome 1: People supported by Christian Horizons receive services consistent with our core values

Strategic Outcome 2: People direct the services they receive from Christian Horizons

Strategic Outcome 3: People experience services that support their ongoing growth and development

Strategic Outcome 4: Communities are welcoming of people who experience disabilities

Corporate Structure

Christian Horizons is made up of 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 values, vision and mission.

- **Christian Horizons International** – 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, Christian faith-based charitable organization, Christian Horizons supports people with disabilities in community through residential, community participation, employment and respite opportunities. Christian Horizons is funded by Ontario's Ministry of Children, Community and Social Services, and Saskatchewan's Ministry of Social Services.
- **Christian Horizons (Canada)** – Separately incorporated in 1977, Christian Horizons (Canada) includes our domestic work that is not funded directly by the government, including services for purchase and leadership development.
- **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 support opportunities for inclusive education, helping all children to develop their God-given gifts. We also assist with inclusive community development projects that recognize and promote the dignity of everyone, especially those who experience disabilities. Christian Horizons Global is entirely funded through 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 for the support

CORPORATE SPONSORS

Acclaim Ability Management Inc.
Enterprise Holdings Foundation
EventMobi
Fragrance Foundation
HUB International
HKMB Limited
Legacy Private Trust Foundation
Magnussen Home Furnishings Ltd.
Northbridge Financial Corporation
Rae & Lipskie Investment Counsel Inc.
The Co-operators
United Way of Greater Toronto

COMMUNITY PARTNERS

Agincourt Pentecostal Church
Banman Family Foundation
Christian Horizons Foundation
Christian Stewardship Services
Church on the Queensway
Church of the United Brethren in Christ
Coleta United Brethren Church
Corbetton Community Church
EduDeo Ministries
Elevation Church
Form Solutions
GCA Productive Consulting and Training Ltd.
Habitat for Humanity
Hope Church of North Carolina
King Street United Brethren Church
Maple City Baptist Church
The Bible League of Canada
The Pointe Community Church
University of Delaware
University of Waterloo
Wilfrid Laurier University



\$3,143,140

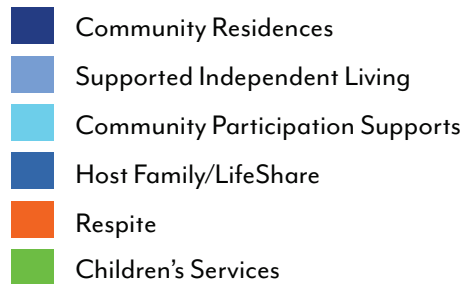
RECEIVED IN DONATIONS AND GRANTS



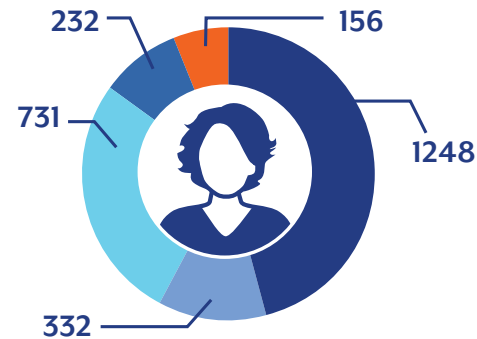
532 NEW DONORS

OVERALL 1,991 DONORS GAVE TO CHRISTIAN HORIZONS IN 2017, MANY OF WHOM HAVE GIVEN FOR THE PAST 12 YEARS

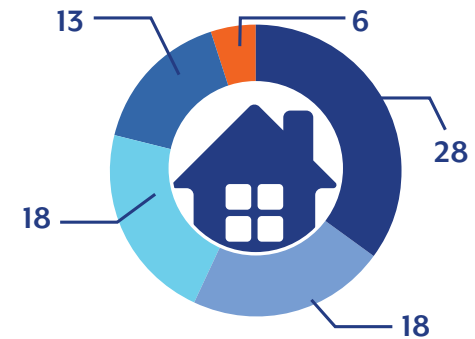
People & Communities



2,699
PEOPLE SUPPORTED



83
COMMUNITIES



158 NEW PEOPLE SERVED



Organizational & Spiritual Life

Christian Horizons is actively contributing to the global Theology and Disability conversation. We have a team focusing on organizational and spiritual life. Chantal Huinink was recognized by Christianity Today as an emerging "Change Maker" in the nonprofit sector.

Keith Dow contributes to Convivium.ca and recently presented a prize-winning paper at the Disability and Youth Ministry Conference at Princeton Theological Seminary.

Dr. Neil Cudney led the development of the curriculum for a Certificate in Accessibility Ministry, in partnership with Tyndale Seminary and University.

→ Are you interested in writing, learning, and sharing resources related to faith and disability? Check out our blog: www.disabilityandfaith.org.



KEEGAN'S SIGNING SUCCESS

Communication is very important in developing relationships and directing our lives. For people who don't use words to communicate, this can have a huge impact on people's independence. Keegan is one of those people.

When Keegan was younger, he was encouraged to communicate using rudimentary signs and picture prompting, with limited success. Over the past two years, employees supported Keegan with his goal to increase independence with communicating, using a variety of approaches.

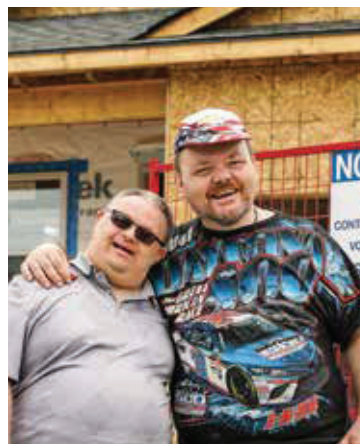
This year, Keegan's goal was to improve his signing repertoire. Michelle (Keegan's Direct Support Professional) and Jenna from Tri County Community Support Services teamed up to work through a Mand Program with Keegan. Mand programs aim to provide people who don't use words to communicate, with alternate ways to communicate their needs.

Keegan worked really hard on his new communication skills, and after just two months he began showing progress. He responded consistently to using the sign for "read," which he adapted to be pointing with one finger to his left hand, wiggling it a bit, and smiling as he did. Soon he was using specific signs, such as "read" or "treat." Then one day, Keegan was at the dining room table for a snack. Perhaps thinking the snack was too long in coming, he approached Michelle and used the "treat" sign on his own! Communicating without a prompt is a major milestone for Keegan. And this is just the beginning; next he plans to learn more signs!



EXERCISING GREATER INTERDEPENDENCE

People are supported to exercise greater interdependence at home and in the community. Many people are learning community safety skills and how to take public transit independently. In Toronto, rather than gather people together in one location, we highlight opportunities for people to choose activities in their community related to their area of interest, like health and wellness. One example of this is connecting people to social network groups outside of Christian Horizons such as ROUTES, a program offered by the Canadian Mental Health Association (CMHA).



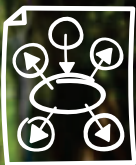
NEW MODELS OF SERVICE

Last year we continued to examine where and how people live. We realized that sometimes we were providing full-service supports to people who, with some assistance, could flourish living on their own or with a friend. In London, we collaborated with Habitat for Humanity to build a new home for three men,

while other people are moving into their own apartments. In Peterborough, two people moved out of a group home into their own apartment and three others moved into a town house, gaining new levels of independence and autonomy in their every day lives. Host Family Services, where families offer a nurturing and safe environment for people with developmental disabilities, have expanded into a new area, Lambton. In both Peel and Hamilton, we have met with people to better understand where they want to live. Since then, plans are underway for people to move to places where they want to live, or that would better suit their needs.

IDENTIFYING A PERSON'S GIFTS

From a friendly disposition, to inherent abilities like a strong sense of memory, to skills and abilities that develop like art, music, or magic, gifts are anything that are given or received.



WHEN WE MEET WITH PEOPLE, WE ASK THE QUESTION: WHAT DO OTHERS SAY THEY LIKE AND ADMIRE ABOUT YOU?

94% OF PEOPLE IDENTIFIED THEIR GIFTS



OF THE **12** EXCELLENCE IN ACTION NOMINATIONS
FOR PEOPLE SUPPORTED, FOUR NOMINATIONS WERE INCLUDED IN THE CATEGORY "COMMUNITY OF BELONGING", TWO WERE FOR "RESPECTING GIFTS", TWO WERE FOR "VISION CHAMPIONS", AND FOUR SUBMISSIONS WERE FOR ALL CATEGORIES

EXPLORING NEW-FOUND TALENTS

Heather has lived her entire life in Elliot Lake. Her determination and spirit pushed her to excellence as a Special Olympian in swimming. They also helped her through the trauma of surviving the 2012 Elliot Lake mall collapse.

After the mall collapse, Heather decided to focus more on her creative talents. In addition to athletics, she had always loved sewing, scrapbooking, and knitting. When the call came looking for artwork to be used for the 2017-18 Excellence in Action awards, Heather decided to explore a new talent: painting.

Heather quickly formed a friendship with the owner of her local art store. The store has since featured Heather's paintings on its Facebook page. And just like that, people from the community reached out to purchase (and even commission) artwork from her.

To date, Heather has sold artwork to members of the community, and to community organizations like Community Living Algoma, Club 90, and Elliot Lake Pride.

Not one to be complacent, Heather has started spreading her love of art through teaching. She's taught friends various painting techniques, and has done a lunch-and-paint at a Community Participation Program.

Heather's vibrant spirit as a competitor and a survivor has helped her discover her talent for art. Her work continues to be shared on social media, and she continues to sell her art even before the paint has time to dry.



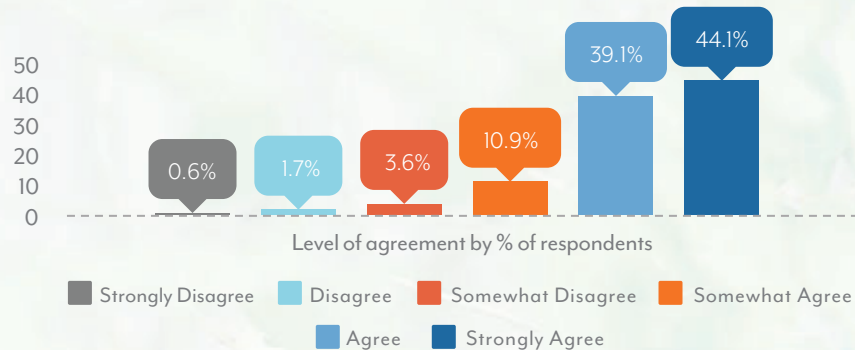
ALICE'S INFECTIOUS SMILE

People living at Champlain Manor retirement residence are familiar with the refrain: "Volunteer, hello, would you like something off the snack cart today?" This means a smiling Alice is at their door, ready to serve.

Alice has cheerfully volunteered at Champlain Manor for seven years. She happily chats with people who live there and staff as she organizes and pushes the snack cart. "My favourite thing is the residents and handing out treats to them," says Alice. "I like their smile because I made their day. Since my parents have passed away, I want to help other seniors; it makes me feel good to help others." Alice contributes to her community and leaves a smile on the faces of those she serves each week.

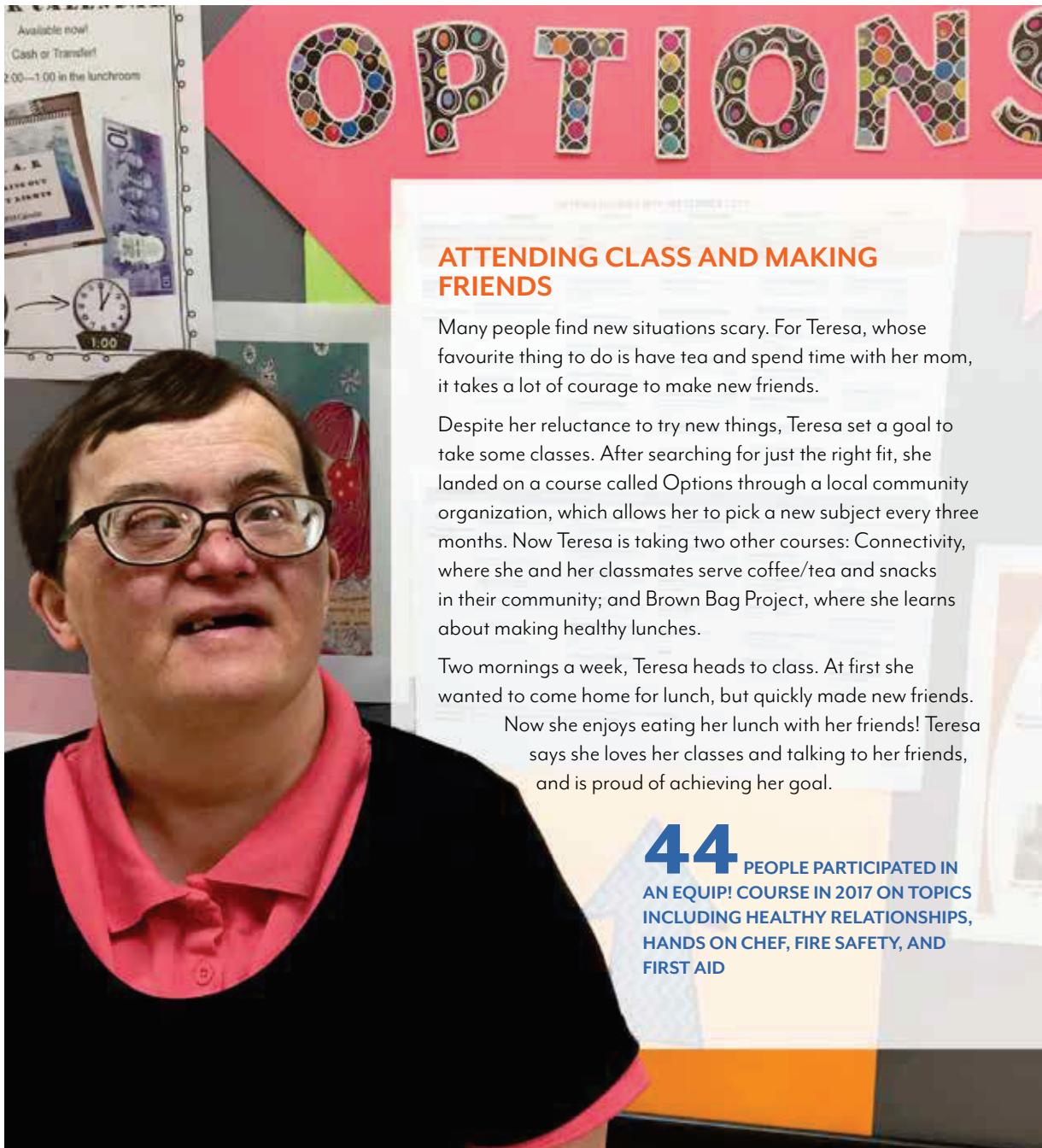
CONTRIBUTING TO COMMUNITY

As part of the Family Survey, respondents identified that their family member has opportunities to be active and involved in the community.



"My favourite thing is the residents and handing out treats to them," says Alice.
"I like their smile because I made their day. Since my parents have passed away, I want to help other seniors; it makes me feel good to help others."





ATTENDING CLASS AND MAKING FRIENDS

Many people find new situations scary. For Teresa, whose favourite thing to do is have tea and spend time with her mom, it takes a lot of courage to make new friends.

Despite her reluctance to try new things, Teresa set a goal to take some classes. After searching for just the right fit, she landed on a course called Options through a local community organization, which allows her to pick a new subject every three months. Now Teresa is taking two other courses: Connectivity, where she and her classmates serve coffee/tea and snacks in their community; and Brown Bag Project, where she learns about making healthy lunches.

Two mornings a week, Teresa heads to class. At first she wanted to come home for lunch, but quickly made new friends.

Now she enjoys eating her lunch with her friends! Teresa says she loves her classes and talking to her friends, and is proud of achieving her goal.

44 PEOPLE PARTICIPATED IN AN EQUIP! COURSE IN 2017 ON TOPICS INCLUDING HEALTHY RELATIONSHIPS, HANDS ON CHEF, FIRE SAFETY, AND FIRST AID



WALKING INTO NEW FRIENDSHIPS

Joan is an amazing woman currently living in Warman, Saskatchewan. Until recently, she lived in an institution. Now, she fully embraces the freedom she has living in her own beautiful home, making choices for herself every day. Joan participates in a community walking program, is a regular at the local library and her favourite restaurant, and she's starting to form friendships with her neighbours. Her life is full of small but amazing moments that she and those around her celebrate, like going out for coffee or pie, or a quick trip to the store. Before, Joan was defined by what she couldn't do, or where she couldn't go. Now she is defined by what she can do.



FOSTERING BELONGING THROUGH FRIENDSHIPS

People are supported in enhancing relationships. As identified in our Family Survey results, people described the important relationships in their lives and the support they have in maintaining those relationships.

99%

IDENTIFIED PEOPLE,
RELATIONSHIPS, AND DEFINED
SOCIAL ROLES THAT ARE
IMPORTANT TO THEM

93%

ARTICULATED SUPPORT FOR
MAINTAINING RELATIONSHIPS

95%

IDENTIFIED MORE
THAN ONE TYPE
OF IMPORTANT
RELATIONSHIP



Belonging – Church Partnership



EACH WEEK IN CENTRAL AMERICA
AND HAITI

210

CHILDREN
OF ALL ABILITIES GATHER IN

6 CHURCHES TO RECEIVE
A NUTRITIOUS MEAL,
PLAY GAMES, SING
SONGS AND LEARN
BIBLE STORIES



The church is a place that feeds mind, soul and spirit while creating a place for all to belong.



OVERCOMING SOCIAL STIGMAS OF DISABILITY IN DELMAS, HAITI

Neyca is proud of her school work. She's been practicing drawing circles and vowels and is making great progress. Madame Fabula, her Educational Assistant, patiently looks on, ready to encourage Neyca when she needs some extra help.

In Canada, we expect nothing less from a teacher with their student; in Haiti this is an unusual and special relationship. Integrated education for Haitian children with developmental disabilities is extremely rare. In a country where 50% of school aged children do not attend school and 90% of schools are privately funded, it's unfortunate that children with disabilities have not been a priority.

Haitian society stigmatizes those who are different. Neyca has both a developmental delay and a speech impediment. Her presence at school provides important opportunities for her classmates to realize the value of all people.

Neyca's teacher, Madame Fabula, says, "The other children have had to learn not to laugh, not to imitate and not to ignore. We are ready to help the other students be sensitive. They have learned to support her. We still have to work at it."

It is a mark of success that Neyca now feels comfortable to answer questions aloud in class and enjoys school and being with her friends. We are so thankful to our donors for providing the supports that Neyca needs to belong.



**DIRECT
BENEFICIARIES OF
GLOBAL EDUCATION
SERVICES**

18 NEW CHILDREN ENROLLED IN
INCLUSIVE EDUCATION IN ETHIOPIA

12 NEW CHILDREN WHO EXPERIENCE
DISABILITIES RECEIVE DAILY
SUPPORT AT A SPECIALIZED CHILD
DEVELOPMENT CENTRE IN ETHIOPIA

471 STUDENTS ATTEND HORIZONS
ACADEMY, A SCHOOL FOR CHILDREN
FROM PRESCHOOL TO GRADE 5 IN
ETHIOPIA

**THANKS TO RYAN'S RAYS GALA AND AUCTION 2017,
FOR RAISING OVER \$50,000 TO SUPPORT:**

RENOVATIONS TO **4** CLASSROOMS FOR **23** STUDENTS WITH
DISABILITIES – EXPANDING INCLUSIVE EDUCATION AT A SCHOOL
IN ROBE, ETHIOPIA

BUILDING A SECOND CHILD DEVELOPMENT UNIT, A FULLY
ACCESSIBLE OUTDOOR SPACE, AND A SCHOOL LIBRARY AT
HORIZONS ACADEMY IN ASELLA, ETHIOPIA RESULTING IN OVER

100 NEW STUDENTS THIS YEAR!



LET'S TALK ABOUT WORK

One of the most celebratory moments in a person's journey is achieving new levels of growth and development.

Melanie Wong is the chair of the Christian Horizons Employment Network. She's a graduate of the Humber College Basic Skills Culinary Certificate program, works two part-time jobs, and has a developmental disability. Melanie took a course at Humber College that teaches culinary skills to people with a developmental disability, preparing them for employment in the culinary industry. After graduation, she honed her skills with the Employment Network to learn things like how to read a paycheque, workplace health and safety, and more.

Like 93% of the people who participate in the Humber College program, Melanie found work in her community: part-time as an usher at the Toronto Centre for the Arts, and part-time running award-winning live cooking demos at Costco.

Melanie's position as Chair of the Employment Network means that her valuable experience and talents will help shape the future of the curriculum. She'll help hundreds of people reach new levels of independence and contribution – just the way she has.



CHILD SPONSORSHIP



Yared lives in the central town of Asella in Ethiopia, with his mom, brother and sister. He likes to play football, draw, and fix things when he's not busy taking care of the family's chicken. Life in

Ethiopia can be difficult, and is that much more difficult when living with a developmental disability.

Thankfully, Yared has been sponsored through the Christian Horizons Child Sponsorship Program for ten years. His mother doesn't need to worry about clothes, food or medication. He's able to attend the inclusive school in Asella, where he is learning great life skills.

The impact these generous sponsors have had on Yared's life is literally immeasurable. You, too, can impact a child's life through child sponsorship. Please visit our website to sign up today!

RUNNING TOWARDS HER FUTURE

In July 2017, 21-year-old Alem stepped onto the track at the 23rd Summer Deaflympics in Samsun, Turkey. She could feel the pressure of being the only Ethiopian woman competing. Her courage and discipline had brought her this far, and she would need them both in this race.

As a child, Alem and her five siblings lived together with their mother after the tragic loss of their father. Alem's hearing and speech impairment meant she attended the inclusive school in Asella. As a beneficiary of the Christian Horizons Child Sponsorship Program, Alem's mother never had to worry about the essentials; this allowed Alem to pursue her gift of athletics.

Alem began to compete as a track athlete in 2012 when Paralympic Sports started in Asella. She ranked 2nd for the first time among 22 women completing the 1,500m race. Her accomplishments over the years in national races include 2nd place in the 2012 Asella and Bahir Dar races, and 1st place in the 2016 Oromia Region, Awassa, Adama and Harar City races.

Her biggest test came in Turkey. In the 11-woman field of the world's best, Alem placed 4th. Today, she continues working towards her dreams of becoming a famous athlete and business woman. Ever compassionate, she wishes to take care of her mother and help others throughout her life. "Thank you to my sponsors for your ongoing support. I appreciate you and pray for you."



CHILD SPONSORSHIP PROGRAM



7,845

DIRECT BENEFICIARIES OF
CHILDREN'S SERVICES



1,248

CHILDREN OF ALL
ABILITIES SPONSORED



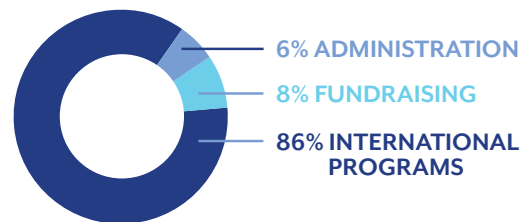
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CHILDREN SUPPORTED IN GROUP HOME
SETTINGS MOVED INTO THEIR OWN HOMES, OR INTO A
HOST FAMILY HOME IN THEIR COMMUNITY, IN ETHIOPIA

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 inclusive education and development for families and communities by helping communities be equipped to care for one another.

DISBURSEMENT OF FUNDS



911 BENEFICIARIES OF
ECONOMIC EMPOWERMENT
THROUGH GLOBAL SERVICES



32 SELF HELP GROUPS
FORMED WITH **586** MEMBERS

TOTAL SAVINGS OF \$44,575 USD FOR
SELF-HELP COMMUNITY SAVINGS &
LENDING PROGRAMS



2,344 PEOPLE ATTENDED **AWARENESS TRAINING**
INCLUDING SESSIONS ON DISABILITIES, VALUE OF EDUCATION, CHILDREN'S
RIGHTS, HEALTH, SANITATION, FAMILY PLANNING, HIV PREVENTION, AND
ENVIRONMENT PROTECTION



5,459 CHURCH LEADERS TRAINED ON TOPICS
INCLUDING HOW THEIR CHURCHES CAN BE MORE WELCOMING TO
THOSE WHO EXPERIENCE DISABILITY

Responsibility of Financial Reporting

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.

Board of Directors – The financial statements for the year ended March 31, 2018 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, 2018, 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 16.

Christian Horizons Group of Companies

SUMMARIZED COMBINED STATEMENT OF FINANCIAL POSITION

March 31, 2018, with comparative information for 2017

	Operating Fund \$	Capital Fund \$	Restricted Fund \$	Total 2018 \$	Total 2017 \$
ASSETS					
CURRENT ASSETS:					
Cash	9,308,441	-	91,093	9,399,534	7,795,648
Restricted cash	227,931	-	-	227,931	205,124
Short-term investments	4,491,620	-	651,391	5,143,011	4,937,827
Accounts receivable	3,000,627	846,521	-	3,847,148	3,362,281
Prepaid expense and deposits	246,153	-	-	246,153	265,676
	17,274,772	846,521	742,484	18,863,777	16,566,556
Capital assets	3,887,076	34,507,545	-	38,394,621	39,362,480
	21,161,848	35,354,066	742,484	57,258,398	55,929,036
LIABILITIES AND FUND BALANCES					
CURRENT LIABILITIES:					
Accounts payable and accrued liabilities, including interfund balances	13,848,235	383,007	(1,606,658)	12,624,584	10,842,151
Deferred revenue	307,051	40,000	-	347,051	355,831
Current portion of long-term debt	284,287	894,756	-	1,179,043	3,369,211
	14,439,573	1,317,763	(1,606,658)	14,150,678	14,567,193
Long-term debt	3,615,169	2,933,981	-	6,549,150	4,912,462
Fund balances	3,107,106	31,102,322	2,349,142	36,558,570	36,449,381
	21,161,848	35,354,066	742,484	57,258,398	55,929,036

Christian Horizons Group of Companies

SUMMARIZED COMBINED STATEMENT OF OPERATIONS

Year ended March 31, 2018, with comparative information for 2017

	Operating Fund \$	Capital Fund \$	Restricted Fund \$	Total 2018 \$	Total 2017 \$
REVENUE:					
Provincial subsidy	150,600,685	1,645,000	-	152,245,685	142,099,351
Residents	13,404,445	-	51,445	13,455,890	13,260,753
Donations and grants	2,061,889	-	1,081,251	3,143,140	3,375,367
Other	4,650,825	784,023	83,396	5,518,244	7,849,092
	170,717,844	2,429,023	1,216,092	174,362,959	166,584,563
EXPENSES:					
Salaries and benefits	131,720,873	-	49,186	131,770,059	127,218,921
Physical facilities	20,968,603	307,073	47,053	21,322,729	19,115,321
Other operating costs	16,965,209	11,899	955,312	17,932,420	17,090,724
Amortization	274,626	2,826,765	-	3,101,391	2,930,803
Interest on long-term debt	169,003	106,857	-	275,860	335,099
	170,098,314	3,252,594	1,051,551	174,402,459	166,690,868
Excess (deficiency) of revenue over expenses before undernoted	619,530	(823,571)	164,541	(39,500)	(106,305)
Change in fair value of investments	111,315	-	-	111,315	399,522
Excess (deficiency) of revenue over expenses	730,845	(823,571)	164,541	71,815	293,217
Fund balances, beginning of year	2,338,887	31,925,893	2,184,601	36,449,381	36,131,541
Remeasurement loss and capital replacement fund	37,374	-	-	37,374	24,623
Fund balances, end of year	3,107,106	31,102,322	2,349,142	36,558,570	36,449,381

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 and furthered our vision.



Congratulations!

Abimbola Olajide	Dr. Michael Jones	Kristin Watman
Adrian & Suanne Miedema	Dr. Jason Carr	Larry Roberts
Anita Steinginga	Ed Pallister	Linda Hoekstra
Arlington Woods Church	Edie Bard	Lisa Tritton
Beth Sheffield	Elena Tinio	Mahima Akshinthola
BOBBY'S Liquidation Outlet	Elim Lodge	Miah Miller
Brother Daniel & Brother Anthony	Forward Baptist Church	Michael Reeks
Carol Armstrong	Fred Davis	Mullan Custom Building
Cassandra Lamb	Gena Shortt	New Song Church
Chris Khan	Glenn Campbell	Nicholas Schuurman
Country Hills Missionary Church	Jeffrey Jefford	Oyetunji Isola
Daniel Xilon	Jennifer Charlebois	Rachel Hopkins
David Moon	Jesus Gomez	Renee Gunter
David Murray	John Sanders	Ron & Carol Mallette
Diego Spano	Josephine Ayeni	Ron Lantz – Sodexo
Dina Roumanis – An Apple A Daycare	Julia Mulder	Shannon Wiebe
Don Epp	Karoline Seiler	Shawn Storry
Doris Sarson	Katie Timmerman	Shelley Aarssen
	Kerry Daley	St. Agnes Church
	Kevin and Carla Fox	St. John's Presbyterian Church

Steve Pinney – Able Theatre
Sunflower the Clown & Friends
Susan Stewart
Susy Vanderlaan
Utopia Support Team

Excellence Award Artist

Heather San Cartier is the artist who created the beautiful painting given to each Excellence Award recipient. You can read Heather's story on page 8.

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 them, their service and their commitment to serving people who experience disabilities.

20 YEARS

Jonathan Adebayo	Jennifer Malott
Gladys Annor	Caroline Munro
Michelle Bax	Rebekah O'Leary
Carol Campbell	Heidi Pluim
Cynthia Carey	Patricia Ransom
William Devey	Rathinie Sebastian
Susan Eagleson	Krista Snow
Tanya Eagleson	Samantha Steel
Diane Edmondson	Darlene Stuckless-Ellis
Roselyn Fraser-Kiez	Angella Tardieu
Lynn Gadawski	Linda Todesco
Marie Geris	Kelly Tomkins
Jodie Herscheid	Julie Anne Vanderlinde
Adenike Isaac	Ana Vasquez
Caron Langman	Jennifer Villeneuve
Stacey Maguire	Carlene Wisdom

8 YEARS

AVERAGE EMPLOYEE TENURE

25 YEARS

Lorna Barry	Juan Lee
Elizabeth Boudreau	Joel McKnight
Janice Brobbel	Dwayne Milley
Paul Brown	Craig Mueller
Jacqueline Campbell	David Petkau
Ann Colley	Jeanette Potter
Rick Covert	Peter Rule
Gloria De La Hamaide	Mike Thompson
Augusta Elabor	Frank Thurston
Tania Evans	Nancy Triolet
Ann Gyurmancki	Lorraine Turner
Davina Hewitt	Cindy Van Til
Christina Hurrell	Christine Wagner
Helena Laine	Susan Whitfield
Margaret Larabie	Kerri Winteler
Jennifer Laws	Nancy Young
Fanny Lee	

30 YEARS

Linda Bass	Nancy Rickey
Don Brown	Luisa Robert
Sherrie Brown	Brigitte Roeder
Sindy Bruce-Wilson	Marilyn Schultz
Sherry Dobson	Douglas Smith
Bonnie Dutrisac	Anita Steinginga
Mark Elliott	Patti Wilson
Elizabeth Kimmett	Peter Wyngaarden
Kenneth Martin	
Mary Louise Marshall	
Kenneth Martin	
Heather Nowee	

Board of Directors and Leadership

Board Members provide direction and support to Christian Horizons. Members partner with us in advocacy, mission and prayer for people who experience disabilities. The Board of Directors operates within a policy-governance framework and ensures excellent oversight as we work toward our vision.

BOARD OF DIRECTORS

Executive Committee

Clare Lebold – *Chair*
Beth Woof – *Vice Chair*
Gary Gehiere – *Vice Chair*
Arlene DeGroot – *Secretary*
Mark Ghesquiere – *Member at Large*
Rick Elliott – *Member at Large*

Board Members

Roger Berg
Tim Epp
Randy Magnus
Harvey D. Schindel
Lori Weiler-Thiessen
Murray Wellman

LEADERSHIP

Janet Noel-Annable – *CEO*
Eugene Versteeg – *Senior Vice President*
Angelica McKay – *CFO*
Jennifer Gleva – *VP Human Resources*
Dwayne Milley – *VP Operations*
Patty Vlaar – *VP Strategic Transitions [Interim]*

Executive Directors

Anita Bacon – *South District*
Ingrid Dykstra – *North District*
Shawn Eddison – *Central East District*
Ann Gyurmancki – *Saskatchewan*
Jackie Monforton – *East District*
Irene Moore – *Central District*
Michelle Norton – *West District [Acting]*
Mark Wallace – *Christian Horizons Global*

Department Directors

Neil Cudney – *Organizational and Spiritual Life*
David Petkau – *Operations and Community Development*
Phil Sheldon – *Facilities*
Lisa Simmons – *Human Resources*
Steve Snider – *Workplace Learning*
Jim Van Elswyk – *Information Technology*
Barb Wallace – *General Counsel*
Kathy Wassink – *Finance*
Peter Wyngaarden – *Clinical and Research Services*

Do you want to give a unique and meaningful gift? For Christmas, or at any time of the year, you can give a gift through the Christian Horizons Gift Catalogue. We offer a range of gifts from sponsoring a child internationally, sponsoring families or volunteers for our Family Camp, or investing in education or livestock. Visit christian-horizons.org/gifts.



INTERNATIONAL

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