



INTERNATIONAL

COMMUNITIES:  
**Everybody** *Belongs*

“In Christ we, though many, form one body, and each member belongs to all the others. We have different gifts, according to the grace given to each of us.”

Romans 12:5-6 (NIV)

ANNUAL REPORT 2018-2019





## Message from CEO and Board Chair

We are once again thrilled to share our annual report with you. We hope the information and stories included in these pages demonstrate our commitment to the people who use our services, the communities to which we all belong and to our Saviour, Jesus Christ, as we carry out the mission of Christian Horizons.

As we rethink how our services are provided in all parts of our ministry, we start from the knowledge that all people are created in the image of God and that all people are loved and valued by God. Equality, justice, dignity and respect are cornerstones of our core values – *Valuing People, Fostering Belonging, Serving Others and Respecting Gifts*.

In this report, we want to pay particular attention to our incredible employees and volunteers. Change is often difficult, and we are grateful to have such an incredible team to join in our effort – together realizing a vision that people who experience disabilities belong to communities in which their God-given gifts are valued and respected.

We hope you enjoy the stories and information in our 2019 annual report.

Janet Noel-Annable, CEO

Clare Lebold, Board Chair

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## *In Memory of Rev. Jim Reese 1934-2019*

Christian Horizons is deeply saddened by the loss of our founder, Rev. Jim Reese, on July 5th, 2019. His vision and dedicated work towards a ministry for people with disabilities has changed the lives of people across Canada and around the world. So many of us have been inspired by his legacy.

Jim met the love of his life, Adrienne, in 1952 and they were married five years later. Jim and Adrienne were blessed with five children.

In 1963, Jim and Adrienne gave birth to their son Steven, who was born with developmental disabilities. Two years later, with a group of families, they founded the organization that we know today as Christian Horizons. As Jim Reese explained, the word “horizons” symbolizes the horizontal line where heavenly blessings touch earth’s needs.

Driven by the desire to positively impact the lives of children with developmental disabilities and their families, in 1967 the organization hosted the first two-week camp for children with developmental disabilities in the Haliburton Highlands. During the first eight years of Camp Horizon, Jim acted as camp coordinator.

Today, our Family Camp ministry continues as an inspiration of Jim Reese’s vision. Every summer in recent years, Jim, Adrienne and Steven could be found at Elim Lodge, near Peterborough, Ontario, participating in Family Camp along with other families who experience disabilities.

While Camp Horizon continued to expand to meet the growing needs of that ministry, Jim and the leadership had a goal to establish residential homes and opportunities for people with developmental disabilities.

Trusting that God would provide the funds needed, in 1974 Jim and the Board of Directors decided to purchase the first Christian Horizons home in Waterloo for ten adults with developmental disabilities. Its opening in November 1976 marked the beginning of our residential services.

In 1991, Christian Horizons defined our distinct faith-based approach to serving people with disabilities as follows: *It is the conviction of Christian Horizons that the pursuit of physical, intellectual, social and spiritual development is best realized with recognition of the guidance of God, as revealed in the Holy Bible and the life of Jesus who said, in Luke 22:26, “let him who is greatest among you become the youngest and him who is the chief and leader as one who serves.”*



To this day, Christianity has remained at the heart of the ministry birthed in 1965. Christian Horizons was born on the knowledge that God created all people in His image and that all are loved and valued by Him.

As a testament to the life of Jim Reese, today Christian Horizons strives to be an example of God’s love for this world. We praise God for Rev. Jim Reese’s life of faithful service, for his example and his legacy.

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*Even though I walk through the valley of the shadow of death, I will fear no evil, for you are with me; your rod and your staff, they comfort me. (Psalm 23:4)*





## *Our Organization:*

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

## *Organizational 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 all contribute to realizing our values, vision and mission.

- **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 who experience disabilities through a range of community-based programs including residential, community participation, employment and respite programs. Christian Horizons is funded by Ontario's Ministry of Children, Community and Social Services (MCCSS), 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 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 help through entrepreneurial education and opportunities, children's services and inclusive education, all aimed towards nurturing communities where people of all abilities can experience belonging. 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.



## *Our Values:*

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

Valuing People  
Fostering Belonging  
Serving Others  
Respecting Gifts

## *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.

## *People & Communities* IN CANADA



**NUMBER OF  
SUPPORTS  
PROVIDED TO  
PEOPLE:**

**2,544**



**NUMBER OF  
COMMUNITIES:**

**118**



Our strategic plan is structured around outcome-based community planning. This ensures that the important work being done in our communities and departments is aligned, creating better outcomes and bringing Christian Horizons closer to its vision.

Through the input from people who use our services, families, employees and community partners, we have developed four outcomes that will guide our work over the coming years:

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

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

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

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

We have set a clear strategic direction using local community projects, supported by measurable goals, all aligned towards these outcomes.



## Organizational & Spiritual Life

Our vision is to engage the Christian community in building communities where everybody belongs.

- We were invited to be part of the international Parish Collective, a multi-denominational network that explores how to authentically live in, and be a witness of, the mission of Jesus in local neighbourhoods. We have both learned from and contributed to the conversation of how people with disabilities and their families belong to their neighbourhood.
- 2019 saw the second Canadian Symposium on Theology and Disability – a unique event that seeks to engage a wide Christian audience in the theology and disability conversation and practical ministry engagement. The event included participants from denominational leadership and ministers, academics, researchers, self-advocates and family members.
- Christian Horizons continues to be a leader in the North American Faith-Based Roundtable, a gathering of Christian agencies that share similar values and mission to support, encourage and learn from one another.
- Christian Horizons remains an active member of the Ontario Provincial Network on Developmental Services and active in leadership for the Faith and Culture Inclusion Network.



## Community Partners & Corporate Sponsors

Banman Family Foundation	Hope Church of North Carolina, Inc.	Romana Pharmacy
Bible League Canada	J.P. Bickell Foundation, National Trust	Ryan's Rays Gala
Bequests and estates received through Christian Stewardship Services	Kehila Foundation	The Fragrance Foundation
Bridgeway Foundation	King Street United Brethren Church	The Harry E. Foster Charitable Foundation
Christian Horizons Foundation	Maple City Baptist Church	The Johansen-Larsen Foundation
Church on the Queensway	Nu-co Plastics	The Pointe Community Church
Global Ministries - Church of the United Brethren in Christ	Rae & Lipskie Investment Counsel Inc.	United Way of Greater Toronto
	Redleaf Foundation	Woodland Christian High School
	River Dali Foundation	





## We're Grateful For Your Support

**\$3,259,386**

DONATIONS AND GRANTS RECEIVED

**262**

NEW DONORS

**1,734**

TOTAL DONORS

**\$153,320**

DONATED BY

**84 CHURCHES**

### DO YOU WANT TO GIVE A UNIQUE AND MEANINGFUL GIFT?

Throughout the year, you can give through the Christian Horizons Gift Catalogue. We have a range of gifts for you to choose from – sponsoring a child internationally, supporting families, investing in education or purchasing livestock.

Visit [christian-horizons.org/gifts](http://christian-horizons.org/gifts).

## Ryan's Rays

Thank you for raising over

**\$63,878** through Ryan's

Rays Gala and Auction 2018.

These funds were used in Ethiopia to:



SUPPORT A SCHOOL WITH OVER

**4000 students**

AS THEY WELCOME STUDENTS WITH DISABILITIES

FUND THE DISABILITY PROGRAM AT HORIZONS ACADEMY,

**supporting 15 students**



ASSIST WITH **training 615**

**teachers** TO WELCOME STUDENTS WITH DISABILITIES IN THEIR CLASSROOMS FOR THE FIRST TIME



**Print 2000 textbooks**

TO EQUIP TEACHERS TO EDUCATE CHILDREN WITH DISABILITIES





## RELATIONSHIPS: EVERYBODY BELONGS

Each year, people develop personal plans to direct their services and achieve their goals. These can include developing and enhancing relationships within their community, as well as faith and culture preferences.

**100%** OF PERSONAL PLANS IDENTIFIED  
IMPORTANT RELATIONSHIPS\*

ON AVERAGE, PLANS\*  
IDENTIFIED 2.7 UNIQUE  
RELATIONSHIPS INCLUDING:

**40.0%**  
FRIENDS/PEERS

**33.5%**  
NEIGHBOURS/HOUSEMATES

**32.3%**  
COMMUNITY MEMBERS



**100%**  
OF PLANS  
ARTICULATED  
THE FAITH AND  
CULTURE DESIRES  
AND PREFERENCES  
OF THE PERSON  
RECEIVING  
SERVICES\*



## Community Connections and Personal Plans

Delbert threw a party this year. It wasn't an ordinary party; this was an awesome personal planning party.

Annually, people supported by Christian Horizons participate in a personal planning meeting to update and create their goals for the upcoming year. People meet with family members, employees and others who have a significant relationship with them. Delbert invited six people who were important to him to his party. Each person plays an important part in his life.

Delbert loves music. A park in Orillia, Ontario, near his home, has a piano and Delbert enjoys going to the park to play a few tunes. People have joined him and played along, including Alan who plays several instruments.

As Delbert uses a wheelchair, he needs a wheelchair accessible bus to visit friends. He has made friends with the bus driver, who greets him by name each time they meet.

The church Delbert attends is within walking distance of his home. Delbert has become friends with the church organist and pastor. The organist will often play for him as he sings along.

These were four of the people who came to Delbert's personal planning party. Together they talked about how they, as Delbert's new friends, would be there alongside him this coming year.

As Delbert, in his friendly manner, continues to connect with people in his community, we wonder how many new friends he will have by this time next year.



\*based on a sample of personal plans  
from people receiving services





## *Never Give Up on Your Dreams* **BY DZIDRA HALAR**

My name is Dzidra and I live in Toronto, Ontario. I live in my own apartment with my boyfriend Casey. I work as a cleaning person and help take care of my mom. Casey is currently in project work and helps take care of my mom as well. But it wasn't always this way.

Four years ago, my old roommate invited this cute boy over. When Casey walked through the door I just knew he was mine. It turns out that Casey and I had so much in common. But Casey was supported by another agency and Casey sensed they were not supportive of the relationship. We thought it would be impossible for us to live together.

Our families challenged whether we should be together; some people even said it will never happen. But we kept telling people what we wanted, even when we were discouraged. I wrote a letter to the Christian Horizons executives asking for help. I even called the Ministry, which I think may have caused a little trouble.

The Program Manager where I live said we were groundbreakers, making our own path. She also reminded us we had our rights and our relationship was worth fighting for.

Meetings began to happen between our agencies to try to figure out how Casey and I could live together. They also helped us understand what it would take to help win over Casey's family so that they would support our relationship.

On October 10, 2018, Casey's mom came over with some staff from Casey's agency, and she received an introduction to Christian Horizons and the support Casey could receive. She recognized that our relationship was genuine and agreed to let Casey move to Christian Horizons. On January 21, 2019, Casey moved into my apartment and now it is our home.

We are celebrating our four-year anniversary and are planning to be married. We want people to know that they should never give up on their dreams. What once was called impossible can be a dream come true.





## MOVING TO THE CITY

Michael had been living in Warman, Saskatchewan for three years. As much as Michael enjoyed his time in Warman, his goal was to have his own place in his favourite city, Saskatoon.

In February 2019, Michael's dream became a reality when he moved into a house in Saskatoon with two separate suites – an upstairs suite for Michael and a basement suite for a neighbour.

Michael enjoys his new place and his independence and has recently joined a ball hockey team in the city. He is learning to take city transit and likes being within walking distance to many of his favourite restaurants and malls.

Michael is happy to have a place to call his own and looks forward to what he will accomplish in the future.



## A GROWING FRIENDSHIP

Larry had the opportunity to move into his new home in Cobourg, Ontario, a newly-built, three-bedroom home where he could live with two friends. When one bedroom remained available after the move, Larry had an idea.

Larry and his good friend Michael, who lived in Port Hope, enjoyed getting together for coffee and connecting. Larry thought that it would be great to invite Michael to move into the available room and Michael readily agreed. Together they worked out the details to move into their new place.

Michael and Larry met with Diane, who works where Larry lives now, and together they outlined all the reasons Michael should move from Port Hope into the home in Cobourg. Michael soon became Larry's new roommate.

Now, Larry and Michael are enjoying lots of coffee together and both men think this is terrific.







## A KEY TO GREATER INDEPENDENCE

Helen recently achieved two great goals.

Helen has always been an active, involved person. She goes to the gym, has her own vegetable garden, volunteers at Habitat for Humanity and Peoples Animal Welfare Society (PAWS), and helps with the clothing ministry at her church.

But Helen was looking for more independence and she got it – with a key to her own home. Helen says it feels good to be able to enter her house without having to wait for others. And with her key, she can help her housemates get through the door faster.

The second goal for Helen was that she wanted paid employment, even though she was busy almost every day with her volunteer activities. After an interview at Sarah's Farm Market in Chatham, Ontario, she was offered a job watering flowers.

Congratulations Helen on your accomplishments. We are looking forward to hearing about what you will do next.



## BELONGING IN THE KITCHEN

Zac has found a place to belong – and he loves it.

After high school, Zac was feeling lost. Although, as he acknowledged, he has a “big passion for food”, he didn’t know what to do. That is, until he learned about the Kitchen Steward program at Algonquin College in Ottawa, Ontario.

After completing the four-month course, Zac was ready to put his passion to work and now he has two jobs. In the evenings and on weekends, Zac works as a prep chef at a sports bar in Ottawa. At lunchtime, Monday to Friday, Zac is head chef at “Lunch Matters” at Issacs restaurant.

Lunch Matters is a teaching kitchen that supports the learning of students with developmental disabilities. All meals are prepared, cooked and served by current and graduate students of the Algonquin program, including Kyle and Ata who work alongside Zac.

Zac excels at his job. He loves preparing food and is good at it. While preparing lunch for up to 30 patrons, Zac is focused and determined.



Presentation, he says, is as important as taste.

Zac’s goal is to open his own restaurant. And, knowing that working in the food industry is where he belongs, he is making it happen.



## Life After Graduation

June 5, 2018 was a night to remember for the 11 graduates at Humber College in Toronto,

Ontario. That night, they received their Basic Culinary Skills Certificate after successfully completing 34 challenging weeks of education and training.

“I did it! I have friends and now I am ready to work,” said one graduate, Michelle. “I learned employment skills and now I can have a picture on the wall at home for graduation just like my sister.”

While looking for employment, Michelle continued to keep up her culinary skills by making meals at home and also serving at her church.

When Michelle interviewed for a position at the local Tim Hortons, she was well prepared. As part of the interview process, Michelle was asked to prepare food at the food prep station. The interviewer was so impressed with her knowledge of safe food handling protocol, her ability to follow all instructions and that she answered all the interview questions with confidence that she was offered a position on the spot.

Congratulations Michelle!





## *Making a Difference in My Community*

### **BY JUSTIN STAINES**

I am living independently at Christian Horizons in the Supported Independent Living program in Guelph, Ontario. I have been working a steady job now for almost 10 years at McDonald's in the kitchen as a cook and I like the work I do.

I have helped the Guelph community by fighting for the bus system to have a time change to make things better for my bus route. I helped my neighbours in my local area when there have been emergencies. I was able to create a group called Guelph Rainbows to be inclusive for people of all orientations to have a safe place to meet people and make friends. I joined the Green Party as a volunteer and went door-to-door campaigning and was able to help the Green Party Candidate, Mike Schreiner, get voted in.

I am proud of myself because I now take the bus regularly and can get around town on my own. I used to be very nervous, but now I'm good at it.

I have made friends with refugee families that live in my building and like to give them gifts for the holidays. I like to help people in whatever way I can, so I have been part of a "free scarf for the winter" program. I have also helped my landlords with some cleaning and volunteered to impersonate Elvis for some events. But most of all I like to have fun and make people laugh.







## HITTING IT OUT OF THE PARK

Tyler has always loved sports, particularly baseball and hockey. When he was young, he watched his big brothers play ball and was always included in family sports activities. He still loves to get together with his brothers to practice ball in their hometown of Chatham, Ontario.

When a friend asked Tyler if he wanted to play baseball, he quickly said “yes.” On Thursdays, he looks forward to the game. His pitch is strong and his swing is powerful. He recently started using a wheelchair, and he loves being pushed as he runs the bases.

When he joins his friends on the ball diamond each week, Tyler has a place where he belongs.



## *Belonging at the Market*

When Kerry is working at the Saskatoon (Saskatchewan) Farmers’ Market, she comes to life. Kerry is a quiet, shy person who generally doesn’t quickly connect with people when she first meets them. But, all that changes when she’s selling wares at the market.

People who use services through Christian Horizons started selling their products at the market early in 2019. They sell items created at the Wood n’ Needle store in Waldheim, such as wall hangings and unique blankets and quilts, as well as items produced by Menno Industries, known for its creation of “distressed” furniture.

Kerry greets everyone who comes to the booth and, because she also works at the Wood n’ Needle, is able to give a “back story” to every item sold.

Kerry is making herself known at the market. She has fostered a friendship with some of the food vendors who routinely seek her out to share food samples. And, everyone who works at the stall with Kerry agrees that food samples are very welcome.



## ENTREPRENEUR GROUP IN SIRE, ETHIOPIA

Christian Horizons helps facilitate entrepreneur groups across Ethiopia. In Sire, 16 parents of sponsored children have joined together to start a laundry business.

Here's how it works:

Each member initially contributes something towards the startup costs. Through generous donor support, the group has been able to purchase a semi-manual clothes washing machine. Since hydro power is not consistent in Sire, the semi-manual feature allows the machine to function even when there is no electricity. So, at a cost of 10 birr per shirt and 15 birr per pair of pants, they are making a good income and providing support to their families.

By supporting Christian Horizons, donors and sponsors have helped projects like this happen. Christian Horizons is active in supporting businesses like this so people can support their families and contribute to their communities.

Maron, the leader of the group, expressed gratitude saying, "Thank you very much. We are very encouraged and we plan to do more in the next coming years."

Your donations and faith in the global work of Christian Horizons has real, tangible results: a growing business that is changing lives.



## INCLUSIVE EDUCATION IN EL MORRO, GUATEMALA –

### *A Place Where Everybody Belongs*

Elder, age 10, is learning from his teachers and plays with his friends, smiling along with them as they all learn together.

In the remote mountain village of El Morro, Guatemala, a school has been built on the side of the mountain. Christian Horizons has been supporting the school since 2007 and, as it has grown from two to 10 classrooms, educating all the children in the community. In the center of the school is a building that was renovated for a very important purpose: a resource room for children with learning differences to come for specialized help. Most of the children come for learning sessions and are then integrated into other classes for the majority of the time. For many, the resource room has allowed them to attend school for the first time in their lives.

Elder is one of those children. His grandmother faithfully brings him to school each day. That is not easy in El Morro, as every direction is either steeply uphill or downhill.

Carla, the classroom teacher, is trained as a speech and occupational therapist. With her help, Elder has made great progress, including taking his first steps on his own. Though he requires support to walk, therapy has made it possible for him to move enough to go in and out of his home when he desires. He no longer has to wait for help to move around.

Thanks to sponsorship and inclusive education for making the school in El Morro a place where everybody belongs.



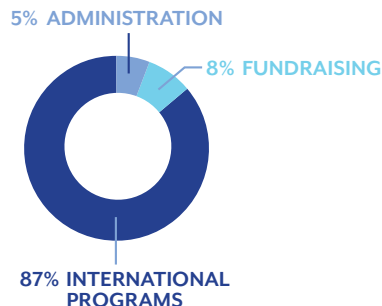


# Christian Horizons Global

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 sustainable development for families and communities by equipping communities to care for one another and earn a livelihood.



## DISBURSEMENT OF FUNDS



**249** CHILDREN WHO EXPERIENCE DISABILITIES ATTEND SCHOOL



**235** OF THESE CHILDREN ARE INTEGRATED INTO INCLUSIVE CLASSROOMS

**1192** SPONSORED CHILDREN

**3302** CHILDREN SUPPORTED IN EDUCATIONAL PROGRAMS



**648** CHILDREN RECEIVE WEEKLY NUTRITION SUPPORT

**511** INDIVIDUALS ARE IN COMMUNITY ENTREPRENEUR GROUPS



## RESPONSIBILITY OF FINANCIAL REPORTING

**Board of Directors** – The financial statements for the year ended March 31, 2019 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, who are 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 ended March 31, 2019, KPMG LLP was appointed by the members to audit the organizations' financial statements [Christian Horizons, Christian Horizons (Canada), Christian Horizons Global and Xeorixs Homes]. A Summarized Combined Financial Statement Prepared by Management is presented on page 16.

**For a complete set of audited financial statements, please contact us 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, 2019, with comparative information for 2018

	Operating Fund \$	Capital Fund \$	Restricted Fund \$	Total 2019 \$	Total 2018 \$
<b>ASSETS</b>					
<b>CURRENT ASSETS:</b>					
Cash	9,913,979	-	91,321	10,005,300	9,399,534
Restricted cash	248,949	-	-	248,949	227,931
Short-term investments	4,649,619	-	660,552	5,310,171	5,143,011
Loans receivable	2,854,611	-	-	2,854,611	-
Accounts receivable	3,188,944	756,263	-	3,945,207	3,874,127
Prepaid expense and deposits	259,427	-	-	259,427	246,153
	21,115,529	756,263	751,873	22,623,665	18,890,756
Capital assets	3,327,760	34,332,113	-	37,659,873	38,394,621
	<b>24,443,289</b>	<b>35,088,376</b>	<b>751,873</b>	<b>60,283,538</b>	<b>57,285,377</b>
<b>LIABILITIES AND FUND BALANCES</b>					
<b>CURRENT LIABILITIES:</b>					
Accounts payable and accrued liabilities, including interfund balances	17,418,464	532,349	(1,720,782)	16,230,031	12,651,563
Deferred revenue	204,397	30,000	-	234,397	347,051
Current portion of long-term debt	473,687	1,083,096	-	1,556,783	1,179,043
	18,096,548	1,645,445	(1,720,782)	18,021,211	14,177,657
Long-term debt	2,866,453	2,319,276	-	5,185,729	6,549,150
	20,963,001	3,964,721	(1,720,782)	23,206,940	20,726,807
Fund balances	3,480,288	31,123,655	2,472,655	37,076,598	36,558,570
	<b>24,443,289</b>	<b>35,088,376</b>	<b>751,873</b>	<b>60,283,538</b>	<b>57,285,377</b>



# CHRISTIAN HORIZONS GROUP OF COMPANIES

## SUMMARIZED COMBINED STATEMENT OF OPERATIONS

Year ended March 31, 2019, with comparative information for 2018

	Operating Fund \$	Capital Fund \$	Restricted Fund \$	Total 2019 \$	Total 2018 \$
<b>REVENUE:</b>					
Provincial subsidy	163,525,197	-	-	163,525,197	152,245,685
Residents	12,352,705	-	56,145	12,408,850	13,455,890
Donations and grants	2,182,072	-	1,077,314	3,259,386	3,143,140
Other	4,002,639	3,151,126	44,997	7,198,762	5,518,244
	182,062,613	3,151,126	1,178,456	186,392,195	174,362,959
<b>EXPENSES:</b>					
Salaries and benefits	142,772,662	-	4,330	142,776,992	131,762,824
Physical facilities	21,200,218	-	33,237	21,233,455	21,322,729
Other operating costs	17,254,412	576	1,017,376	18,272,364	17,939,655
Amortization	278,014	3,010,691	-	3,288,705	3,101,391
Interest on long-term debt	152,903	118,526	-	271,429	275,860
	181,658,209	3,129,793	1,054,943	185,842,945	174,402,459
<b>Excess (deficiency) of revenue over expenses before undernoted</b>	<b>404,404</b>	<b>21,333</b>	<b>123,513</b>	<b>549,250</b>	<b>(39,500)</b>
Change in fair value of investments	35,054	-	-	35,054	111,315
Excess of revenue over expenses	439,458	21,333	123,513	584,304	71,815
Fund balances, beginning of year	3,107,106	31,102,322	2,349,142	36,558,570	36,449,381
Remeasurement gains and losses and capital replacement fund	(66,276)	-	-	(66,276)	37,374
<b>Fund balances, end of year</b>	<b>3,480,288</b>	<b>31,123,655</b>	<b>2,472,655</b>	<b>37,076,598</b>	<b>36,558,570</b>



The ministry of Christian Horizons has been strengthened by the dedications 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 to our 2018-2019 Recipients*

ACS Construction	Habitat for Humanity	Matt St. Louis
Anca Mihaila	Harold Shreve	Megan Lindgren
Angella Tardieu	Isaac Flagg	Micah Elson
Barb Labombarbe	James Oltean	Neil Pinto
Barrie Christian Hockey League	Jeannette Boyes	Nepean Seventh Day Adventist Church
Blake and Eileen Holton	Jennifer Ward	Nicole Giesbrecht
Brad Frenette	Jennifer Beneteau	Noel Lake
Caroline Zwiers	Joanne Maiorano	OASIS
Carolynne Phillips	Joanne Lalonde	Patrick Erb
Casey Reilly	Judy's Community of Belonging - Guelph/Wellington LifeShare	Patti Bakker
Cathie Jaynes	Justin Cook - Edvance	Paul McPhail
Chantal McFadden	Kevin Schenk	Peter Roorda
Cory and Heidi Kostyra	Kristen Essery	Phillip Miller
Crystal Ayers	Kyle Hutchinson	Rachel Holmes
Darlene Bramer	Larissa Rompe	Sam Thomas
Diana D'Intino	Leslie Daniels	Sara Pot - Edvance
Doctor Carson Kwok	Linda Coe	Saskatchewan Association of Rehabilitation Centres - Training and Education Department
Dzidra Halar	Lisa Parker	Sherrie Brown
Emily Blatz	Manfred Hodder	Sherrylyn Loewen
Ernie Battelle	Marion Myles	Sinavere Tahiraj
Glenn McBeath	Marsha Rogers	
Gloria Noseworthy	Mary Drury	

Stefan Thomas
Terry Isherwood
United Brethren in Christ Denomination
Velvet Tate
Vickie Verhoeven
Xperience Home Health Care
Yvonne Bom-Horne

## *Excellence Award Artist*

A print of Avnish Puri's artwork, entitled *Pride and Joy*, is given to each 2019 Excellence Award recipient. Avnish enjoys painting because it helps him concentrate and focus. Looking at his artwork, one can't help but notice that he loves working with bright colors.

## *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 who experience disabilities.

## 20 YEARS

Kenneth Achioso	Eric Horne
Ola Adekolu	Cindy Hunter
Claudia Albin	Mary Isaac
Kay Archie	Vinus Kalonga
Lisa Barkey	Jacque Leroux
Michelle Brown-Wright	Doreen Mccunn
Lorna Cameron	John Mcmillan
Linnette Chevannes	Andrea Miller
Colleen Christianson	Marlene Myers
Anne Clarke	George Needles
Carmen Clarke	Nancy Paul
Gloria Conway	Michelle Peacock
Harvey Conway	Bernie Pot
Jennifer Crilly-Glover	Nathan Reed
Julie Custeau	Iris Reeves
Kerry Daley	Claudette Reid
Aida Dalupan	John Ricci
Esther Dekker	Yvonne Robinson
Patsy Descent	Marcia Rodney
Laurie Dryden	Cindy Scouten
Aynalem Esayas	Randy Sheppard
Christina Gayle	Tonya Smids
Benedict Gomez	Debbie Storrng
Linda Gordon-Tennant	Brock Wager
Daniel Grace	Yvonne Warsop
Leona Halpenny	Joy Weber Blatchford
Beverly Hart	Leigh Woolner
Ingrid Hayes	Andrea Wright
Priscilla Holden	



## 25 YEARS

Melbourne Allen  
Patti Bakker  
Kifle Balcha  
Barbara Bender  
Patrick Bertulli  
Yvonne Bom-Horne  
Stacey Bridge  
Clyde Brookes  
Shannon Browning  
Kathy Buckley  
Lorna Davy  
Melzena Daws

Donovan Dyer  
Paul Gillam  
Shelley Green  
Amber Groeneweg  
Linda Hoekstra  
Theodora Johnson  
John Kaune  
Roger Lessard  
Lori Mckee  
Lilliam Medrano-Campos  
Gail Prime-Ramsay  
Carolyn Sherk Maddigan

## 30 YEARS

Jennifer Charlebois  
Kelly Cox  
Siobhan Debres  
Anna Dougherty  
Carolyn Hoekstra  
Marion Hull  
Irene Moore

Locksley Robertson  
Susan Rocheleau  
Betty Ryan  
Ingrid Saikkonen  
Steve Snider  
Colleen Whitfield

## Board of Directors and Leadership

The Board of Directors are called to govern the ministry of Christian Horizons. The Board meets five times each year, fulfilling both fiduciary and strategic responsibilities. We are deeply grateful for this competent group of volunteers who are personally committed to our values and vision and ensure that Christian Horizons stays on track to achieving its mission.

### LEADERSHIP

#### Senior Leadership Team

Janet Noel-Annable – *Chief Executive Officer*  
Eugene Versteeg – *Senior Vice President*  
Angelica DeVos – *Chief Financial Officer*  
Jennifer Gleva – *Vice President Human Resources*  
Dwayne Milley – *Vice President Operations*

#### Executive Directors

Anita Bacon – *South District*  
Ann Gyurmanczi – *Saskatchewan*  
Ingrid Dykstra – *North District*  
Irene Moore – *Central District*  
Jackie Monforton – *East District*  
Mark Wallace – *Global*  
Patty Vlaar – *West District*  
Shawn Eddison – *Central East District*

#### Department Directors

Ann Blondeau – *Human Resources Systems*  
Barbara Wallace – *General Counsel, Privacy Officer*  
David Petkau – *Transformation & Strategic Initiatives*  
Herb Zylstra – *Finance*  
Jim Van Elswyk – *Information Systems & Technology*  
Junior Bent – *Communication & Donor Relation Strategies*  
Lisa Simmons – *Employee Development*  
Neil Cudney – *Organizational & Spiritual Life*  
Peter Wyngaarden – *Quality, Research & Practice Initiatives*  
Phil Sheldon – *Facilities Management*  
Steve Snider – *Workplace Learning*

## BOARD OF DIRECTORS

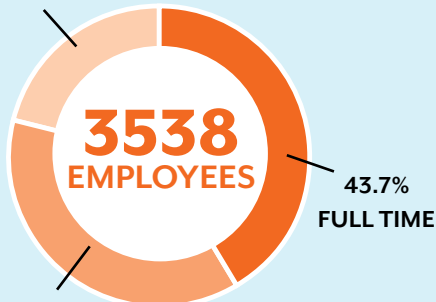
#### Executive Committee

Clare Lebold – *Chair*  
Beth Woof – *Vice Chair*  
Rick Elliott – *Vice Chair*  
Mark Ghesquiere – *Secretary*  
Randy Magnus – *Member at Large*  
Judy Eerkes – *Member at Large*

#### Board Members

Tim Epp  
Harvey D. Schindel  
Lori Weiler-Thiessen  
Murray Wellman  
Leah Gagnier  
Rebecca Evans

22% CASUAL



39.3% PART TIME





  
ChristianHorizons

INTERNATIONAL

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