



## HOPE IN ACTION:

*Communities Where Everybody Belongs*

"For I know the plans I have for you,"  
declares the Lord, "plans to prosper  
you and not to harm you, plans to  
give you hope and a future."  
(Jeremiah 29:11, NIV)

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On the cover (left to right): Earl, 2019; Debbie and Tara, 2020; Chidera and Filipe, 2019; Womens Financial Self Help Group in Ethiopia, 2015. This page: Casey and Nola, 2020.

Some photos in this report were taken before COVID-19 or at different times throughout the pandemic.

# Message From Our CEO and Board Chair

Our 2021 theme is "Hope in Action: Communities Where Everybody Belongs," and we are excited to share glimpses of this hope with you in our Annual Report. Through this pandemic, we've redefined hope over and over again, together with people who use our services, families, employees, and communities. We have rallied together, dedicating ourselves to protecting each other's health and wellbeing.

Connecting virtually became a lifeline for everybody during COVID-19. Together, we found new ways to engage with each other, understanding that relationships are not defined by physical presence only. Christian Horizons knows the benefits of diversity, acceptance, and belonging in communities. By connecting in new ways due to COVID-19, endless possibilities of inclusivity and presence have been defined, acknowledged, and created. Our community leaders have come together and understand this need better than ever before.

Even though we have all felt isolated at times over the past year, new avenues of accessibility have opened. Our hope is returning, and we look forward to seeing much-needed action in the future. Hope will inspire us to promote communities of belonging that are more accessible for everyone. Hope also challenges us to press forward with innovation and open hearts for the years ahead.

This Annual Report is more than just statistics, data, and stories; these are examples, testimonies, and experiences of "Hope in Action" at Christian Horizons. Our strength as a community has revealed our ability to come together, persevere, and accomplish today's goals and have real hope for the future.

*But those who hope in the Lord will renew their strength. They will soar on wings like eagles; they will run and not grow weary, they will walk and not be faint.*  
Isaiah 40:31



A handwritten signature in black ink that reads "Janet Noel-Annable".

Janet Noel-Annable, CEO



A handwritten signature in black ink that reads "Clare Lebold".

Clare Lebold, Board Chair

# Organizational Structure

Christian Horizons is comprised 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, each contributes 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 services. 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) covers our domestic work that is not funded directly by the government, including Family Camps and leadership development.

**Christian Horizons Global** – In partnership with local organizations around the world, Christian Horizons Global supports inclusive education and development programs to nurture 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. 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.

# Strategic Plan

As part of our outcome-based community planning, we worked together with people who use services, family members and employees to develop four outcomes that guide our work and make sure we are all aligned.



# Resilience Through COVID-19

Over the past year, spending time at home didn't stop Delia and Patti-Ann from enjoying their friendship and trying new things.

When asked about the effects of the pandemic, Delia answered, "It was a tough year for me." When asked what helped Delia and Patti-Ann get through it, they began by saying, "going for walks..." and then listed all the stay-at-home adventures that kept them busy!

Delia learned to make cheese, created collages and celebrated her birthday online with members of her local advocacy group, Our Voices Matter. Patti-Ann exercised on the treadmill, rode her bike, and used her Passport funds to connect with people online.

Together they also had picnics in the park near their apartment, went to Tim Hortons often, learned to shop online, painted watercolour pictures, and got their vaccinations.

Patti-Ann summed it up by saying, "It was a good year for me."



Delia and Patti-Ann's story is an example of all four of our Onward strategic plan outcomes (page 5): people experience our core values, direct their services, experience growth & development, and experience communities of belonging.





Destiny and her daughter, 2021

## Reuniting Mother and Daughter

Destiny is a 22-year-old woman who is compassionate and resilient. She loves sports, music, and math. She volunteers at her school and the homeless shelter where she used to live. When we first met Destiny, she was living in a youth shelter and her 2-year-old daughter was in foster care. Destiny's goal was to reunite with her daughter and get their own place. However, during the COVID-19 lockdown she was up against a two-week deadline set by Family and Children's Services and needed to establish a stable environment quickly. Destiny's story is an incredible one that shows the impact of a community supporting one of its members to reach their goals.

The youth shelter worked with Destiny to find a stable place to live. They continue to be involved in supporting her mental health care. Lumenus Community Services matched Destiny with support from their mental health program, Doorways, to help with her anxiety. Surrey Place and the Jane Street Hub also provided Destiny with parenting training and access to a Parenting Therapist. Now Destiny and her daughter have one Child and Youth worker to oversee their needs. Our role has been providing daily support to Destiny as she navigates the different services and resources in her community and pursues her goals.

As a result of these supports and partnerships between agencies, Destiny has since graduated from high school with her diploma that she now displays in her new apartment. Destiny's second day in her new place involved grocery shopping in her new neighbourhood – embracing the space and people now in her life. She also signed up for Emergency First Aid to ensure safety for herself and her family. But the best part is that Destiny was reunited with her daughter! On March 12, Destiny's daughter moved in! We celebrate a community coming together and making it possible for Destiny to pursue the relationships and services that are most important to her.



Destiny's story is an example of all four of our Onward strategic plan outcomes (page 5): people experience our core values, direct their services, experience growth & development, and experience communities of belonging.

# Achieving Goals Virtually

Fraser is a firecracker of a man. He loves music, socializing, and adventure! When creating his Personal Plan last year, Fraser had many goals. Most of all, Fraser wanted to go skydiving! He confirmed to staff that he wanted to jump out of a plane with a parachute. Fraser's support team brainstormed ways this could be achieved. The first thought was to attempt an indoor skydive at iFly. Kayla, Fraser's passport worker, started making phone calls and getting the paperwork ready to make this possible... and then COVID-19 hit. The team felt stumped about what they could do to help Fraser achieve this goal that was so important to him.

During a COVID Check-In with his Independent Facilitated Personal Planner, Jody, Fraser continued to talk about skydiving while working on other goals. Jody wondered if a Virtual Reality system called Oculus could help. She explained how it allows the user to experience different activities like skydiving in a realistic way and Fraser was sold!

Fraser used some of his Passport funds to purchase the equipment that has become a regular part of his week. He loves going skydiving virtually and also got to experience rollercoasters, visit space, deep-sea diving, riding alongside Batman in his Batmobile, and even going to an Elvis concert, his all-time favourite artist.

In his own words, Fraser said, "I feel young again!" For someone who struggled significantly when he lost some of his mobility, through the support of his staff and an Oculus, he has been able to have new experiences that mean so much to him.



Fraser's story is an example of all four of our Onward strategic plan outcomes (page 5): people experience our core values, direct their services, experience growth & development, and experience communities of belonging.



Fraser using his Oculus, 2021

## Creativity Through COVID



COVID-19 affected Shawna's life through the restrictions as well as through the loss of loved ones. Despite it being a difficult year, Shawna grew in her ability to advocate for herself. During this time, she also discovered a new passion and talent using a Cricut machine that cuts materials for craft projects. Shawna enjoyed expressing her creativity, sharing her love for these new skills with her friends at our virtual Host Family Forum. She can't wait to share her love for crafting with even more people once everything re-opens!

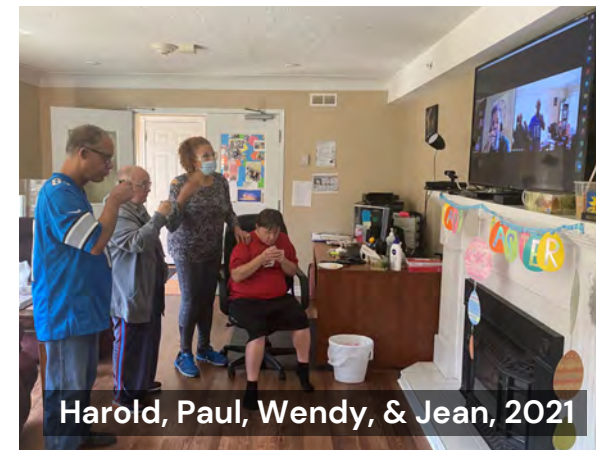
## Hearts and Walls of Hope



Across Saskatchewan, we put our "Hope in Action" by decorating windows with handmade hearts to spread kindness to our neighbours. They were a reminder that although there were fewer people passing by, we could still send love to each other!

Inside many homes, we did the same thing! In pursuit of stability, community, and as an expression of joy, people who use our services transformed empty spaces into "Walls of Hope" by posting thoughts of gratitude and encouragement. These small tokens of love meant so much to so many people.

## Community in Communion



In Windsor, Harold, Jean, Paul, and Ken missed their faith community this year. Before COVID-19, they all looked forward to pasta dinners on Fridays and church gatherings on Sundays. Wendy, who supports them, reached out to their pastor to see how they could stay connected. He was thrilled to host a virtual communion!

With Wendy's support, some crackers, and juice, they all gathered in the living room for communion. Now, virtual communions have become a monthly event so that everybody can continue to feel connected to their faith community!



These stories are examples of all four of our Onward strategic plan outcomes (page 5): people experience our core values, direct their services, experience growth & development, and experience communities of belonging. They show how we experienced "Hope In Action" during the pandemic. Hope grows as we partner with people, organizations, and faith communities to meet one another's needs and celebrate each other's gifts.

# Race for the Vaccine

Moustafa, Harold, Kyle, Jimmy, and Chris live in Hamilton and enjoy regularly walking around the block where they live together. Kat is one of their support staff who is also a fitness instructor. While out for a walk one day, Kat asked Moustafa if he would like to run instead of walk. Moustafa was excited and said, "yes!" Running farther and farther distances soon became a goal of Moustafa's.

Kat supported the housemates to stay active throughout COVID. Together, all the men agreed to participate in a local event called, 'Race for the Vaccine.' What is normally a 5 km walk/run event around Bayfront Park was adapted to a distance of 1.5 km. To prepare for this race, Kat and Moustafa and his housemates walked or ran three times a week.

Everyone participated on the big day. Kyle listened to his favourite music and danced and sang his way around the course; Jimmy enjoyed his Power Bar; Harold used his wheelchair and completed the course twice (earning two medals!) and Moustafa accomplished his goal of running the race. They are already training for the next walk/run event around Bayfront Park!



Moustafa and his housemates' story is an example of all four of our Onward strategic plan outcomes (page 5): people experience our core values, direct their services, experience growth & development, and experience communities of belonging.





### Geralda, Haiti, 2021

Geralda submitted this photo of herself for a contest in her community showcasing the gifts and beauty that everyone, including people with disabilities, have.

## Hope and Confidence

Geralda is a woman with a quick wit and an infectious laugh. She has found belonging and the ability to be herself and contribute her gifts at her local church in Archahaie, Haiti. If you stopped by one Sunday, you would find her talking and laughing with the teachers or the pastor.

Ten years ago, Geralda was with a group of people by the side of the road when they were all struck by a moving vehicle. Seven people lost their lives that day and Geralda lost her leg. With a newly acquired disability, she struggled to adjust. She describes herself in those days as having "little confidence or hope". She dropped out of school and isolated herself.

In 2017, she met people who were part of a local church. "They joked with me and talked with me like people did before I had a disability," she said. Through the church, she became connected to Christian Horizons' sponsorship program. Working together, Geralda found a place to belong – a second home. Sponsorship helps her meet daily basic needs and also made it possible for her to go back to school. Now, at 26, she is finishing high school. She even participated in a local photo contest in her community to show that everyone with disabilities has gifts and is beautiful.

She has come a long way thanks to her spirit of determination, a caring, local church, and faithful sponsors who help her thrive.



Geralda's story is an example of all four of our Onward strategic plan outcomes (page 5): people experience our core values, direct their services, experience growth & development, and experience communities of belonging.



Geralda, Haiti, 2021

# Onward Strategic Plan Accomplishments



## INDEPENDENT FACILITATED PERSONAL PLANNING



**10** Facilitators hired and trained. Launched COVID Check-ins, with a target of 100% completion by the end of the next fiscal year.

## INDIVIDUALIZED FUNDING



Conducting research to understand costs related to housing and staffing. Ensuring people are supported to use their financial resources effectively.

## POSITIVE & EFFECTIVE LEADERSHIP



Developing tools and delivering training to make sure that managers have the time and resources needed to coach and support employees effectively.

During COVID-19, people have made discoveries about themselves and the things that are important to them. Resources are being used to accomplish goals, develop skills, and access support.

We're working hard to attract a diverse workforce of engaged and dedicated staff who are passionate about supporting people.

## RECRUITMENT & RETENTION



**445** Attendees at our two virtual job fairs



**1,124** Employees participated in our engagement survey



Efficiencies in online recruitment and hiring process.

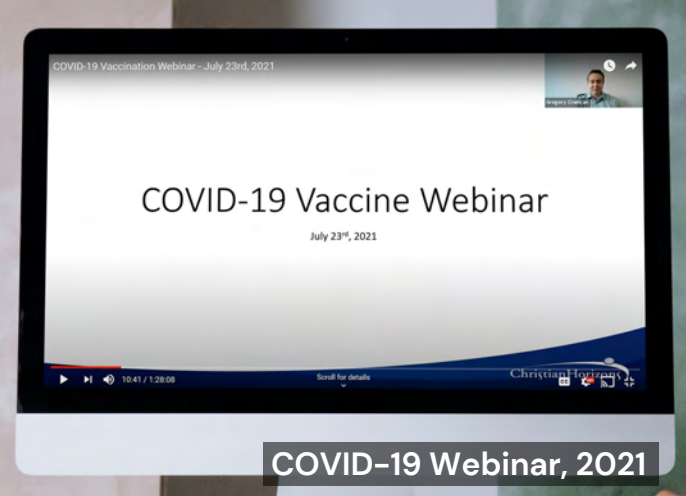
## ARRAY OF SERVICES



**2** Affordable housing initiatives launched



Supported development of 10 Advocacy groups and 1 organizational council of advocates to contribute ideas to work related to the services we offer.



COVID-19 Webinar, 2021



Creating Gifts for Neighbours, 2020



Ingrid, 2021

## Operational Accomplishments



**1,513**

People attended vaccine webinars as of February, 2021.



**10**

Vaccine webinars delivered to people who use our services, families, and employees.



We celebrate that so many people who use our services and employees have received vaccines.



**191**

Community donors gave gifts through handwritten cards, handsewn masks and gowns, and meals as COVID-19 support.



**20,000**

People reached with the message of disability theology and equipping through videos and resources.

While COVID-19 caused us to put many of our plans on hold, our employees quickly pivoted to provide excellent support that prioritized the health and wellbeing of people who use our services and the needs of their team. Some of our accomplishments looked different than what we had originally anticipated, but we celebrate finding new ways to share information and stay connected with each other.

We offer a big thank you to each of our volunteers, donors and church partners who continued to support us this year. We received thousands of gifts whether monetary, or handsewn PPE, or homemade meals, that were always delivered to those who needed them most.

# Services Provided



1,596

People Supported



110

Communities



1,035

Community Residences



243

Supported Independent Living (SIL)



578

Community Participation Supports (CPS)\*



120

Host Family Services



42

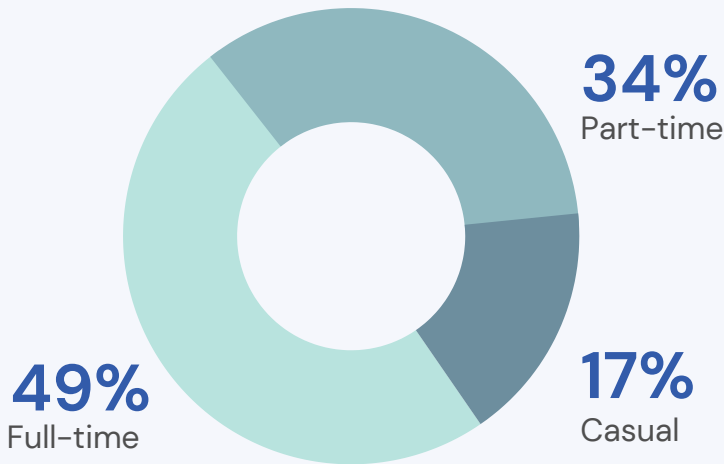
Respite\*

# Employee Data



3,485

Employees in Ontario and Saskatchewan



9 YEARS  
Average employee tenure

\*Due to COVID-19, CPS and Respite programs were closed in 2020-2021. All data on this page is as of March 31, 2021.



Ride For Refuge, 2019

## Community Engagement

**\$2,090,785**

Received in donations and grants\*



**1,589** **254**  
New Donors

Donors gave to Christian Horizons, many of whom have given for **over 15 years**.\*



**63**  
Church Donors\*



**4,964**

Average **weekly visits** to  
Christian Horizons website.  
[christianhorizons.org](http://christianhorizons.org)

**1,023**

Average **monthly visits** to  
Disability & Faith Forum.  
[disabilityandfaith.org](http://disabilityandfaith.org)



**6,145**  
Facebook  
Followers\*\*

/FriendofCH  
/ChristianHorizonsGlobal  
/ChristianHorizonsSK  
/ChorizonsCentral  
/CHWestServices

/CHorizonsEast  
/ChristianHorizonsSouth  
/ChristianHorizonsNorth  
/ChristianHorizonsCentralEast



**1,570**  
Instagram  
Followers\*\*

/Christian\_Horizons  
/ChristianHorizonsSask  
/Christian\_Horizons\_East  
/Christian\_Horizons\_West  
/ChristianHorizonsSouth  
/CHNorthDistrict



**1,778**  
Twitter  
Followers\*\*

@CHorizons  
@CHGlobal



**78,052**  
YouTube Channel  
Video Views\*\*



**3,375**  
LinkedIn Followers\*\*

\*Between April 1, 2020 – March 31, 2021

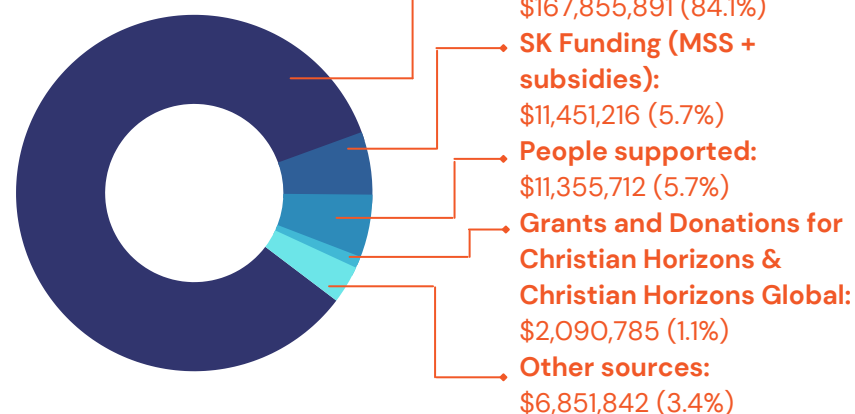
\*\*Combined followers for all Christian Horizons' communities, global and corporate pages.

Data as of July 7, 2021

# Canadian and Global Stewardship

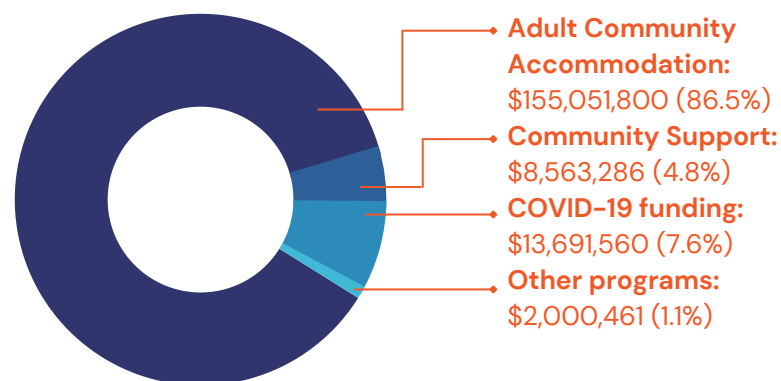
**\$199,605,446**

Total funding received



**\$179,307,107**

MCCSS/MSS Funding Allocated

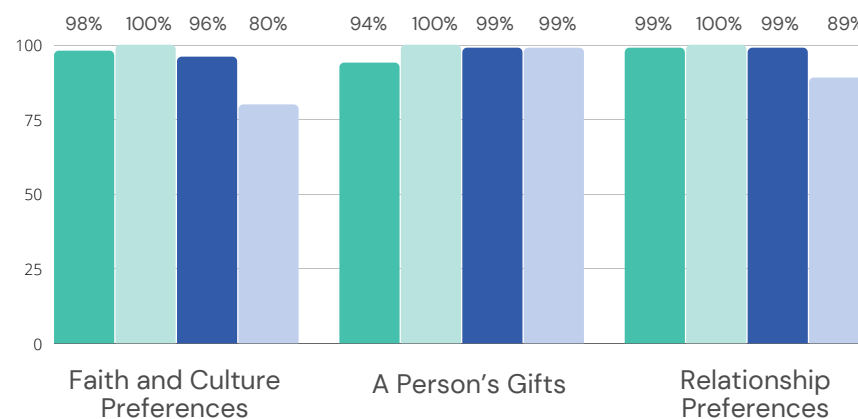


# Quality Assurance **97.4%**

We regularly review our services to monitor quality.

People were happy or very happy with the services

## Personal Plan Quality From a Sample of Plans



% of plans reviewed identified these items in...

2017 - 2018 2018 - 2019 2019 - 2020 2020 - 2021

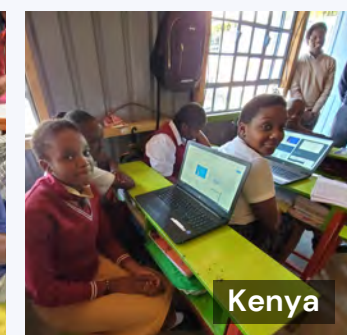
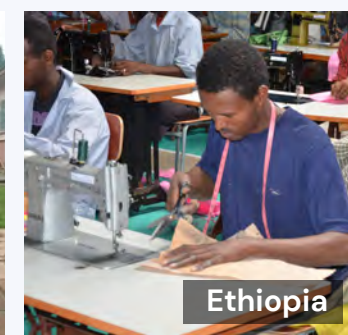
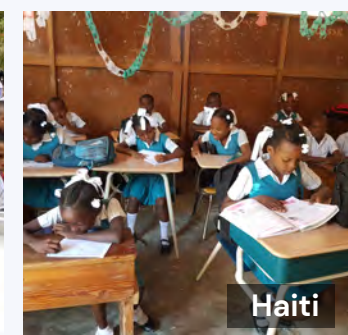
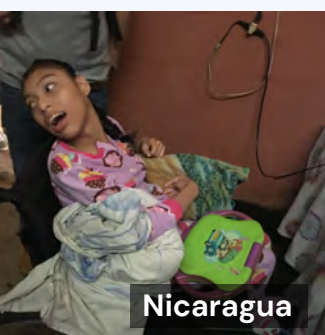
In 2021, Christian Horizons planned a variety of satisfaction-related initiatives, including:



A special research project to improve engagement with people using services in satisfaction-related research and knowledge gathering activities.



Understanding satisfaction and support themes through experiences expressed through independently facilitated personal check-ins.



**Nicaragua**  
Angelica,  
a Sponsored Child, 2018

**Guatemala**  
After-School Nutrition  
Program, 2019

**Haiti**  
Accessible Education,  
2019

**Uganda**  
Hannifer's New  
Prosthetic Leg, 2021

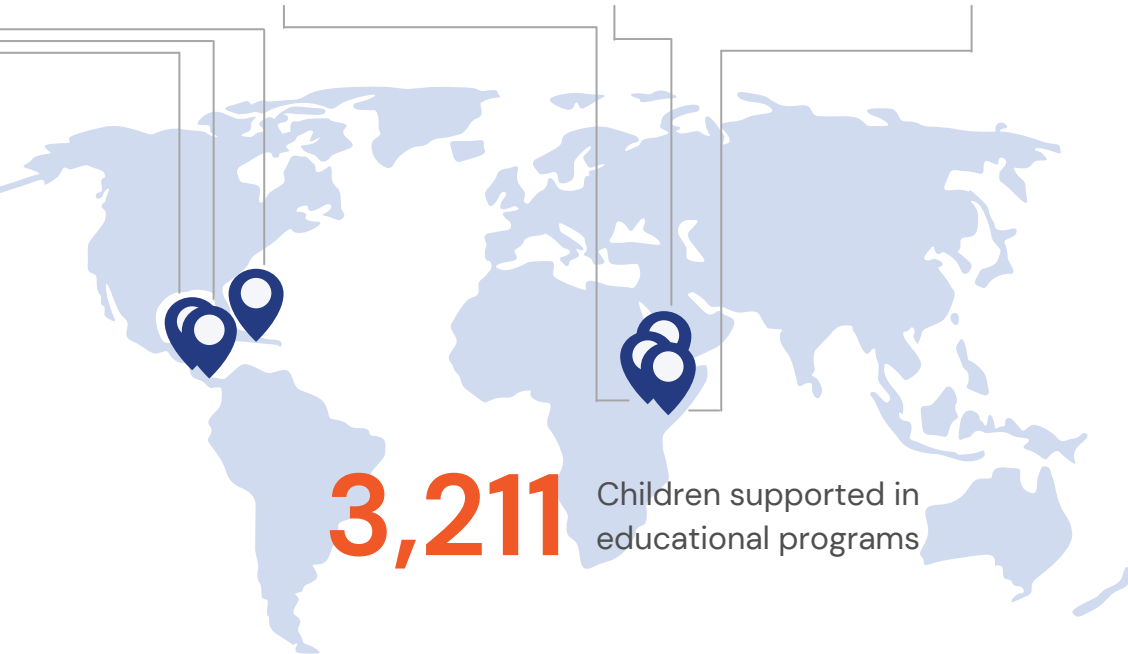
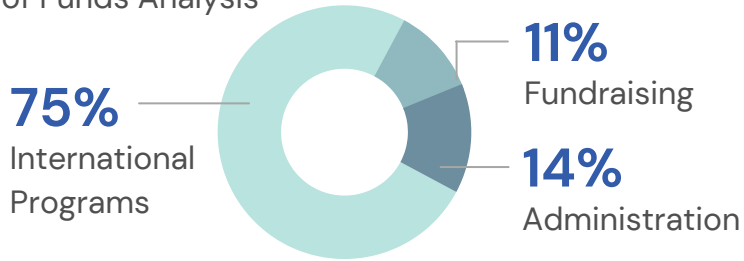
**Ethiopia**  
Vocational Skills  
Training, 2019

**Kenya**  
Computer Education  
Program, 2020


# Christian Horizons Global

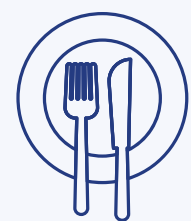
DONOR-FUNDED

## Disbursement of Funds Analysis



 **1,141**  
Sponsored children

 **247**  
Children who experience disabilities attend school

 **855**  
Children receive weekly nutrition support  
  
This includes an additional 300 children supported through the **COVID-19 Nutrition Fund** as emergency temporary support over a six-month period.

 **549**  
People are in community self-help groups

 **174**  
Local volunteers in our global programs

# Employee Milestones

We are grateful for our dedicated employees. Congratulations to those who celebrated a milestone anniversary this year!

## 35 YEARS

Florence Lafleur  
Jackie Monforton  
Lee Thorsby  
Mary Roberts  
Paulette Numekevor

## 30 YEARS

Annette Ashman  
Antoinette Alicia Soares  
Bruce Macmillan  
Carlene Wilson  
Carmen Fearon  
Christine Albert  
Elaine Benoit  
Ingrid Dykstra  
Ivy Peart  
Janna Lewis  
Jennifer Ward  
Jody McIntyre  
Josita Mendiondo  
Kathleen Donston  
Leroy Wright  
Lesley Train  
Lisa Jones  
Lori Lei Hetherington  
Renee Sologuren  
Sandra Westby  
Shamile Lloyd (Butters)  
Shelley Cossar  
Veronica Hotson

## 25 YEARS

Beatrice Boahene  
Betsy-Marie Warnar Tan  
Bill White  
Christine Wamboldt  
Cynthia Yatkowski  
Darise Boudreau  
David Bee  
Delani Parsons  
Grant Carr  
Gregory Trenholm  
Jennifer Philp  
Jo Herrfort  
Judy Karn  
Juliann Hayes  
Karen Justason  
Kathy McLaren  
Kelly Phillip  
Kelly Raney-Taylor  
Kim De La Hamaide  
Linda Klassen  
Margaret Keeping  
Michelle Dorrell  
Mike Fletcher  
Naresh Chand  
Norman Stewart  
Paul Smith  
Renata Zanella  
Renee Gunter  
Richard Raaflaub  
Rosemarie Myers  
Scott Crawford  
Shawna Bryant  
Sherry Ruscica  
Susan Harrison  
Tina Calbury

## 20 YEARS

Alicia Soucie  
Andrea Matthews  
Ann Bacher  
Buchai Otong  
Cory Madsen  
Darlene Smith  
Denise Paxman  
Doris Osemwengie  
Eloise Remy  
Evelyn Jansen  
Heather Fernandez  
Hendi Horlings  
Janet Walcott  
Joanna Goheen  
Joy Ajang  
Julie Brodie  
Karen Komdeur  
Karen Paige  
Karen Proudlove  
Lana-Joy Wierdsma  
Lo-an Tran  
Louise Goudie  
Margaret Mcmurtry  
Margaret Olarinmoye  
Marjorita Whyte  
Michael Easterbrook  
Michelle Popp  
Opalyn Ellis  
Sherrice Williams-Boothe  
Susan Battista  
Velvet Steffen  
Walda Williams



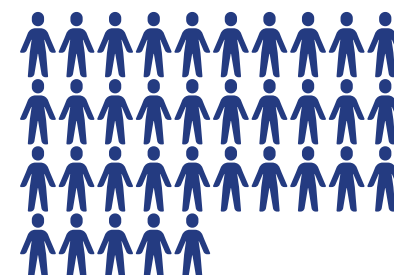
Steven Reese, 2018 Waterloo Office Open House



**2**  
Canadian  
Provinces



**1,596**  
People  
Supported



**3,485**  
Employees

# EXCELLENCE in Action

The ministry of Christian Horizons has been strengthened by the dedication of people who share Christian Horizons' vision, that people who experience disabilities belong to communities in which their God-given gifts are valued and respected. People who use our services, employees, community members, family members, advocates, and friends were invited to nominate someone who has demonstrated Excellence in Action by promoting communities where everybody belongs, demonstrating innovation in supports, ensuring people are recognized for their gifts or being a champion of Christian Horizons' vision.

- |   |   |                             |
|---|---|-----------------------------|
| • Alana Heath   | • Guido Cattoni   | • Mary Ann Kulchyski        |
| • Alanna Olisoff  | • Heather Moran   | • Meisha Taylor             |
| • Albert Mueller  | • Herb Goodhoofd  | • Melody Rose               |
| • Alice Charlton, Pip Bruce-Robertson, Paul Carson, Ryan Smith, and Dorothy So from Orillia 4 | • Holly Newman-Booth  | • Michele Morningstar       |
| • Allan Kula  | • Ingrid Clifford, Alicia Carmichael and Tina Guilbeault from Peel Children's Respite | • Monica Leavoy             |
| • Ana Amorim  | • Iris Reeves   | • Noreena Vioria            |
| • Andy Osazuwa  | • Jackie VanHuisstede   | • Nytosha Kober             |
| • Ben Tinholt   | • James Palmer  | • Peggy Pettifer Jones      |
| • Bert VandeKuyt  | • Jane and Don Curtis   | • Rick Normoyle             |
| • Carolyn Engen   | • Jane Miller   | • Rikky Salihu              |
| • Chantal Marsolais   | • Jasmine Duckworth   | • Santino De Amicis         |
| • Christiaan Wasserman  | • Jean Garneau  | • Sarah Heard               |
| • Christine Wamboldt  | • Joan Lavoie   | • Sarah Sowrey              |
| • Coralie Lennea  | • Johannes Richards   | • Sarah Trolley             |
| • Daniel Mazza  | • Karel Smits   | • Shawna May                |
| • Debbie Bruce  | • Kathleen Braun  | • Shelley Green             |
| • Deborah Hogan   | • Katryna Pellington  | • Shirley Griffin           |
| • Downtown Veterinary Hospital and Lisa Mason   | • Ken LeBrun  | • Stacey Ventura            |
| • Elizabeth McDonough   | • Liana Arnold  | • Susan Cooper              |
| • Emile Van Hanegem   | • Lila Paravinja  | • Takura Masanganise        |
| • Expert Panel of Doctors and Scientists regarding COVID-19                                   | • Lynn Brown  | • Tania Evans               |
|   | • Maggie Pinsonneault   | • Tashauna Klein            |
|   | • MaReyma Pareno-Eastman  | • The Ottawa Rotary Home    |
|   | • Margaret Bain   | • The Village               |
|   | • Maria Mistratta   | • Yvonne Gibson             |
|   |   | • Zach and Tina Charbonneau |

## 2021 Excellence in Action Artist

Since childhood, Lisa Edmonds has found joy in creating, particularly in painting and crafting. She lives at home with her loving parents and two adorable Border Collies. Her friends describe her as an independent and caring person who has a passion for connecting with and helping others.



Lisa's Artwork: "Belonging, Being, Becoming"

# Summarized Combined Statement of Financial Position

CHRISTIAN HORIZONS GROUP

March 31, 2021, with comparative information for 2020

	Operating Fund \$	Capital Fund \$	Restricted Fund \$	Total 2021 \$	Total 2020 \$
<b>ASSETS</b>					
<b>CURRENT ASSETS:</b>					
Cash	23,045,286	—	91,754	23,137,040	13,361,235
Restricted cash	296,216	—	—	296,216	274,458
Investments	5,313,691	—	752,121	6,065,812	4,844,436
Accounts receivable	2,851,056	—	—	2,851,056	3,602,919
Prepaid expense and deposits	99,081	—	—	99,081	100,889
	<b>31,605,330</b>	<b>—</b>	<b>843,875</b>	<b>32,449,205</b>	<b>22,183,937</b>
<b>CAPITAL ASSETS</b>	2,760,308	31,479,830	—	32,240,138	35,685,208
	<b>34,365,638</b>	<b>31,479,830</b>	<b>843,875</b>	<b>66,689,343</b>	<b>57,869,145</b>
<b>LIABILITIES AND FUND BALANCES</b>					
<b>CURRENT LIABILITIES:</b>					
Accounts payable and Accrued liabilities, including					
Interfund balances	26,616,066	(336,123)	(3,283,119)	22,996,824	15,156,550
Deferred revenue	607,900	—	—	607,900	212,712
Current portion of long-term debt	368,092	2,517,562	—	2,885,654	1,321,075
	<b>27,592,058</b>	<b>2,181,439</b>	<b>(3,283,119)</b>	<b>26,490,378</b>	<b>16,690,337</b>
<b>LONG-TERM DEBT</b>	2,404,596	462,077	—	2,866,673	4,930,666
	<b>29,996,654</b>	<b>2,643,516</b>	<b>(3,283,119)</b>	<b>29,357,051</b>	<b>21,621,003</b>
<b>FUND BALANCES</b>	4,368,984	28,836,314	4,126,994	37,332,292	36,248,142
	<b>34,365,638</b>	<b>31,479,830</b>	<b>843,875</b>	<b>66,689,343</b>	<b>57,869,145</b>

# Summarized Combined Statement of Operations

## CHRISTIAN HORIZONS GROUP

Year ended March 31, 2021, with comparative information for 2020

	Operating Fund \$	Capital Fund \$	Restricted Fund \$	Total 2021 \$	Total 2020 \$
<b>REVENUE:</b>					
Provincial subsidy	179,307,107	–	–	179,307,107	164,820,918
Residents	11,355,712	–	–	11,355,712	12,186,238
Donations and grants	675,724	110,000	1,305,061	2,090,785	2,998,448
Other	4,619,427	2,186,390	46,025	6,851,842	8,787,754
	195,957,970	2,296,390	1,351,086	199,605,446	188,793,358
<b>EXPENSES:</b>					
Salaries and benefits	161,185,350	–	–	161,185,350	148,993,949
Physical facilities	18,494,042	600	45,170	18,539,812	18,971,995
Other operating costs	15,708,418	38,549	605,026	16,351,993	17,968,056
Amortization	288,393	3,071,142	–	3,359,535	3,036,723
Interest on long-term debt	125,026	116,983	–	242,009	255,732
	195,801,229	3,227,274	650,196	199,678,699	189,226,455
<b>Excess (deficiency) of revenue over expenses before undernoted</b>	<b>156,741</b>	<b>(930,884)</b>	<b>700,890</b>	<b>(73,253)</b>	<b>(433,097)</b>
Change in fair value of investments	1,128,045	–	–	1,128,045	(613,249)
<b>Excess (deficiency) of revenue over expenses</b>	<b>1,284,786</b>	<b>(930,884)</b>	<b>700,890</b>	<b>1,054,792</b>	<b>(1,046,346)</b>
Fund balances, beginning of year	3,054,840	29,767,198	3,426,104	36,248,142	37,076,598
Remeasurement gains and losses and capital replacement fund	29,358	–	–	29,358	217,890
<b>Fund balances, end of year</b>	<b>4,368,984</b>	<b>28,836,314</b>	<b>4,126,994</b>	<b>37,332,292</b>	<b>36,248,142</b>

# Responsibility of Financial Reporting

**Board of Directors** — The financial statements for the year ended March 31, 2021 for Christian Horizons, Christian Horizons (Canada), Christian Horizons Global and Xeorixs Homes have been approved by the Board of Directors, which has the overall oversight 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 the 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, 2021, KPMG LLP was appointed by the members to audit the organizations' financial statements [Christian Horizons, Christian Horizons (Canada), Christian Horizons Global and Xeorixs Homes].

Summarized combined financial statements prepared by management are presented on pages 20 and 21.

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).

# Thank You!

We are grateful for the ongoing generosity of our community organizations, churches, foundations and the continued support of government and in-kind gift partners for their commitment to promoting communities of belonging.

- Christian Horizons Foundation
- Ride for Refuge Fundraisers with support from Blue Sea Philanthropy Inc.
- Ontario Brain Institute
- Lyle S. Hallman Foundation
- Christian Stewardship Services
- The Harry E. Foster Charitable Foundation
- Link Charity Canada Inc.
- Reinders Family Foundation
- Second Harvest
- Ryan's Rays
- Fragrance Foundation
- Hope Church of North Carolina, Inc.
- The Pointe Community Church
- Rae & Lipskie Investment Counsel Inc.
- Saint John's Legacy Foundation
- Parkwood Gardens Community Church
- Church on the Queensway
- Dean Howard Family Trust
- OCAPDD
- Canada Employment and Social Development Canada

# 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 (Retired)  
Ann Gyurmanczi, South District  
Ingrid Dykstra, North District  
Irene Moore, Central District  
Jackie Monforton, East District  
Mark Wallace, Organizational Culture and International Partnerships  
Patty Vlaar, West District  
Paul Gillam, Central East District  
Shawn Eddison, Central East District (Retired)  
Stefan Thomas, Saskatchewan

## Department Directors

Barb Wallace, General Counsel, Privacy Officer  
David Petkau, Community Engagement  
Herb Zylstra, Finance  
Jim Van Elswyk, Information Systems & Technology  
Laura Watson, Recruitment & Retention  
Lisa Geerlinks, Office of the CEO and Board Relations  
Lisa Simmons, Human Resources  
Peter Wyngaarden, Quality, Research & Practice Initiatives  
Steve Snider, Workplace Learning

# Board of Directors

The Board of Directors governs the ministry of Christian Horizons. They meet five times each year, fulfilling both fiduciary and strategic governance responsibilities. We deeply appreciate this group of volunteers who are personally committed to our values, vision, and mission. Together, we promote communities where everybody belongs.

## Executive Committee

Clare Lebold, Chair  
Judy Eerkes, Vice Chair  
Rick Elliott, Vice Chair  
Mark Ghesquiere, Secretary  
Rebecca Evans, Member at Large  
Beth Woof, Member at Large

## Directors

Aimo Manninen  
Alisha Ramlogan  
Lori Weiler-Thiessen  
Marty Robinson  
Mike Wellman  
Tim Epp



Clarita, Ben, and Josita, 2020

# ChristianHorizons

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Email: [info@christian-horizons.org](mailto:info@christian-horizons.org) | Facebook: FriendofCH | Twitter: @CHorizons

For a digital copy of the Annual Report, visit [christianhorizons.org/mission-history](http://christianhorizons.org/mission-history)  
Your comments and feedback are welcome! Email [info@christian-horizons.org](mailto:info@christian-horizons.org)

