



ChristianHorizons

2021-2022  
*Annual Report*

GROWING TOGETHER  
JOY ON THE JOURNEY

**"You make known to me the  
path of life; in your presence  
there is fullness of joy."**

*Psalm 16:11 ESV*

Mary Ryan

Joycelyn James



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Rick Wood



# Message from the CEO and Board Chair

It started with a video call with members of Our Voices Matter, an advocacy group of people who are supported by Christian Horizons. From there, it was considered by our Onward champions, employees from across the organization who have been leading our strategic planning work. And finally, after a call out to all team members through On the Horizon, our weekly newsletter, our theme for this year was created: Growing Together, Joy on the Journey!

Joy? Growing? A journey? You might wonder why we would use such terms during this difficult time. The pandemic has been ruthless, especially for those who need support from others to live their lives. For people with disabilities, senior citizens, those with nowhere to live, and people in developing communities, COVID-19 has been particularly harsh. At Christian Horizons, like many other organizations, our teams are exhausted due to staffing shortages, constantly changing protocols to keep everyone safe, and managing outbreaks. It has been a very difficult year.

Through all of this, stories of resilience, happiness, change, and success emerge! We hope you enjoy reading a few stories highlighted in this Annual Report. These stories show the capacity and contribution of the people who use our services and our teams' work to help people live good lives in their communities here in Canada and through our partners in other parts of the world. There is so much joy to celebrate!

Our journey will continue. Like choosing this year's theme, we are working together with people who use services and team members to design services for the future. We are investing in technology to streamline and strengthen service provision and information collection to help us make good decisions. We are implementing a person-directed planning tool that we expect will empower people with disabilities and their families to better choose how they will live their lives in their communities. We are indeed Growing Together!!

We pray that the end of the pandemic is close, as it has indeed been a journey of its own. Our hope is that together, we continue on our journey as people who use our services and their families, our team members, our government, church, and community partners; all of us contributing to communities where Everybody Belongs!

*"You make known to me the path of life; in your presence there is fullness of joy." (Psalm 16:11 ESV)*



Janet Noel-Annable, CEO



Rick Elliott, 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.



Christian Horizons International



Christian Horizons



Christian Horizons Canada



Christian Horizons Global



Xeorixs Homes



# 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.



# Our 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 ensure we are all aligned.



## How we're meeting our outcomes



Outcomes

Areas of Focus



# Growing in Independence

After a year of many changes, V Rock feels "footloose and fancy" about how far she has come. One of V Rock's goals has always been to grow in independence; this year, she moved in with Darla. V Rock and Darla can always count on each other to be there if someone needs to talk; they are each other's confidantes. This connection is important because V Rock and Darla are home-sharers: the first support model of its kind, offered by Christian Horizons in Saskatchewan. In this model, people with developmental disabilities are matched with a family or person who shares common interests. Together, they experience life with that extra bit of support.

Living more independently has been great for V Rock's confidence and self-esteem. She has made great strides, using Saskatoon's City transit system by herself to attend different appointments around the city. After living with Darla for nearly a year, V Rock has some new goals and a plan to achieve them all. V Rock began her classes in a nail technician course, and she dreams of opening her own business one day.

V Rock and Darla love a good party, and V Rock's move was celebrated with her parents, her brother, Darla's family, friends from her pottery class and other people supported by Christian Horizons. In the future, V Rock would like to live completely on her own in the Christian Horizons Supported Independent Living Program.



We're exploring new service options in collaboration with people who use our services, their families, and their community through our Onward focus, *Menu of Services*.



Scan to watch  
the video





# Coming Together to Help a Friend

Last Winter, Donna, a behavioural consultant with Canopy Support Services, slipped on ice while visiting Eric's home. She broke both her elbows and had surgery, resulting in a loss of mobility in her arms for six weeks. Later, Donna shared the story of how Eric and Kevin, two men supported by Christian Horizons, played a role in her recovery.

Kevin and Eric phoned daily to get updates on her progress and provided words of encouragement. Both men dropped by her home to deliver anything she needed, to give messages of care and support, and share cards, balloons, and tasty desserts, all hoping to make Donna's recovery easier. Kevin was particularly familiar with the sudden change in Donna's independence. After years of honing his skills and becoming independent, he suffered a debilitating stroke while living in his apartment and now resides once more in a group setting.

Eric and Kevin understood Donna's need for care. In fact, they loved the opportunity to be part of the reciprocal support needed in communities.



Communities thrive when we care for and support each other. We're equipping communities to be welcoming of people with disabilities through sustainable, inclusive development projects both in Canada and abroad through our Onward focus, *Equipping Communities*.



Scan to watch  
the video





# The Joy of Music

When the pandemic started, Philip, Gary, Brendon, Christian, and Christin found joy in new activities they could do from home. Music was a home run. As they sang and played instruments together, they experienced hope, laughter, and joy and realized it helped them cope with the realities of isolation. They used their Passport funding to buy musical instruments and then started an online music party on Fridays where they invited other people using Christian Horizons services to join. A year ago, they were finally able to have people join in person at their home with Andy, a music instructor who helped the group form a community drum circle. Christin has also been doing in-person music therapy with Danielle, which helps her cope with life's stresses. The group included their families and community in this journey. They hosted an online concert on Mother's Day and a Christmas concert with everybody's favourite carols and hymns.

Music is truly a gift from God, and it has the ability to lift us out of seasons of great difficulty. Philip, Gary, Brendon, Christian, and Christin have all experienced their gifts, and paired with their faith, the love of music can be a wonderful part of our everyday life while strengthening our faith and bringing others joy.



People flourish when they can use Passport funding to try new hobbies, explore their gifts and talents, and connect with others in their community. We're expanding opportunities for people to use the various resources they have available to plan and choose their services through our Onward focus, *Self-Directed Funding*.



Scan to watch  
the video



# Advocating for Accessibility

Doing things by herself is very important to Jane, and getting around independently has always been one of her main priorities. She recently set a goal to commute to some of her appointments alone and successfully navigated the Moose Jaw Paratransit system. Jane loves moving around independently, but some parts of her community are not accessible.

For a while now, Jane has been using her gifts of advocacy and compassion to create change in her community. During the last federal election, Jane faced accessibility barriers when entering the voting station.

While it was nice that others took notice and supported Jane in entering the building, being unable to access the voting station independently was frustrating for Jane. After she finished voting, Jane advocated that the voting station be made accessible for other community members.

Jane was thanked for taking notice of such an important need, and the community made adjustments to the curb, sidewalk, and walkway to ensure the building was accessible to all people.

This spring, Jane sent requests to the City of Moose Jaw for a sidewalk and pedestrian walkway with flashing lights to be installed. Jane advocated that this would provide a safe passage across the street for her and hundreds of people in the community. The city is currently discussing what can be done to address this need.

Jane has become an integral member of her community, creating a more accessible Moose Jaw for everybody to enjoy.

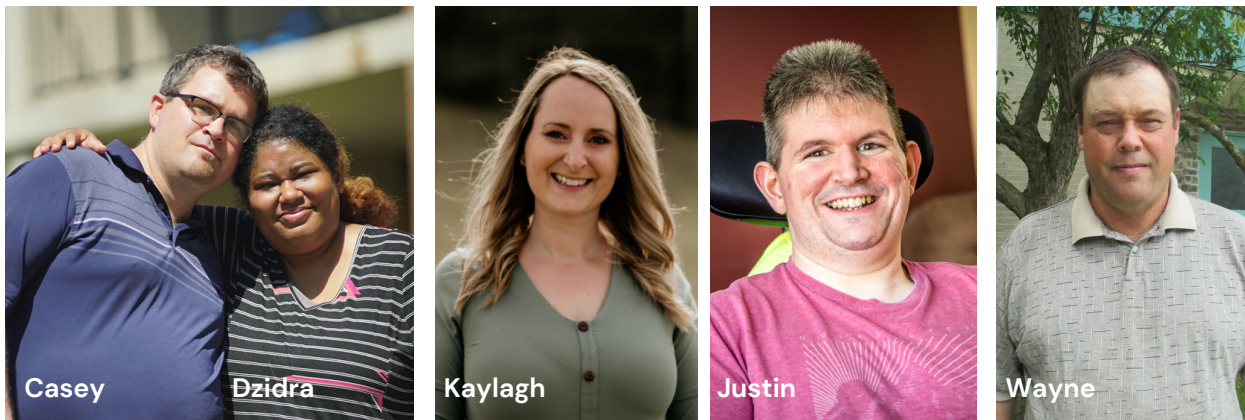


Scan to watch  
the video



Jane set a goal to advocate for greater community inclusion in her annual personal plan. Jane's goals benefit herself and her whole community. We're supporting people to explore, discover, and describe their goals and dreams through our Onward focus, *Independent Facilitated Personal Planning*.

## Collaborating Together



For the past three years, Dzidra and three other Our Voices Matter members, Justin, Casey, and Wayne, have been co-researchers in a participatory action research study with Kaylagh, a member of our Onward team who is a Master's student from Wilfrid Laurier University. The self-advocates were awarded a scholarship from the Ontario Association on Developmental Disabilities to support their participation in this research.

The team created a toolkit on empowering ways for service users to participate in Ontario developmental services organizations. Since creating this toolkit, the team has presented their research findings at three sector conferences and was recently nominated for the Gold Medal of Academic Excellence from Wilfrid Laurier University.

Dzidra shared: "Our research team was made of staff and people who use services, but during the whole research project, we were looked at as a team of equal researchers. When organizations include us—they gain our trust and respect. I hope that one day there will be more changes that will improve the sector. Service users can help make those improvements. We can make things better. I hope organizations will accept us and our voices more and more, and we'll become a team in designing services."

Scan for the PDF toolkit ➤



These stories are examples of how Christian Horizons values the gifts, knowledge, and lived experience of people who use our services. We're creating more ways to engage with service users in our Onward focus, *Engaging Stakeholders*.

## Advocating for Change



Ray always challenges us to grow and reimagine what support is available for people with disabilities.

Over the past years, he has established a strong relationship with his MPP, advocating for the \$3/hour pandemic pay for DSPs to be made permanent. Ray's MPP responded by writing a letter to the Minister of MCCSS on behalf of Ray and Our Voices matter. The \$3/hour pandemic pay for DSPs is now permanent in Ontario!





The Caballero Family, 2022

## The Power of Community

We are all called to work together to support our neighbours. For the Caballero family in Nicaragua, their local church saw their neighbours in need and, like the good Samaritan, stepped in with support.

When we first met the Caballero family, they lived in a house made of recycled materials. The three children, Nahomy, Eberth, and Lorena, were not in school and did not know any other children in their community. Members of what is now their church, gathered together to build a new home out of sturdier materials to withstand the rain and running water.

Nahomy, Eberth, and Lorena were welcomed into our child sponsorship program. With the help of an after-school tutor and weekend day camps, they are all caught up in school. The stability of having a home and being in a community with other children has allowed Nahomy, Eberth, and Lorena to make friends and find joy in togetherness.

## Empowering Women in Business

During a community outreach, our partners in Kenya met Margaret. Margaret has a physical disability and uses crutches to assist her in walking. Like many parents in her community, Margaret and her family were economically impacted by the pandemic. Part of the work we fund in Kenya with our global partners is to provide business training and boost existing businesses.

Margaret attended our training and told us about her life before moving to the community. She bravely fled a violent domestic situation and now raises her children alone in a new place. In her new community, she was given a shanty house and washed clothes for a living.

Our training, funded by Christian Horizons Foundation, empowered Margaret to start her own business near her home. Her opening day was very successful, and she is working on restocking her store and supplying products to nearby retailers. Every time we visit Margaret, there is so much joy and hope on her face. She is determined to grow her business and create a better life for her and her family.



Margaret and her family, 2022



Communities are stronger when everybody contributes and belongs. We're equipping communities to be welcoming of people with disabilities through sustainable, inclusive development projects both in Canada and abroad through our Onward focus, *Equipping Communities*.

# Onward Strategic Plan Accomplishments

We're investing in seven areas of work to move us closer towards our four Onward outcomes.

## INDEPENDENT FACILITATED PERSONAL PLANNING

Supporting people to explore, discover, and describe their goals and dreams in a plan that captures how they want to live and the services they choose.


**96%**   
of people using services had a check-in during the pandemic to reflect on life plans and goals.


**26**   
expert facilitators were equipped.

## MENU OF SERVICES

Greater collaboration with people who use our services, their families, and their community to identify new service options and partnership opportunities.

 **14**  
champions equipped to facilitate community collaboration

**643**   
people provided input on future services through Stakeholder Engagement Sessions.

**2**   
affordable housing initiatives underway

## SELF-DIRECTED FUNDING

Helping people understand what different services cost and to use the various resources they have available to plan and choose their services.

**812**   
people chose to use their Passport\* funding with Christian Horizons. People purchased staffing, bus passes, iPads and activities to connect with their communities.

 **2** community research projects initiated to understand costs related to housing and staffing.

\*Self-directed funding from Ontario government for people with disabilities

## POSITIVE & EFFECTIVE LEADERSHIP

Equipping leaders with the time and resources they need to coach and lead their teams more effectively.

**135**   
leaders equipped through Queen's University to support mental health in the workplace and coach teams during the stresses of the pandemic.

 **95%**  
of leaders completed "Transforming Conflict" mediation workshop.



## RECRUITMENT & RETENTION

Like the Healthcare and Education sectors, we continue to face staffing pressures resulting in more employees leaving than ever before. We're working hard to recruit and retain a committed, engaged, and diverse workforce.

**578** Hired  
**672** Left us

2021



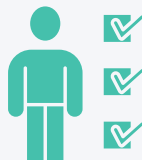
**Diversity and inclusion** working group formed to foster inclusivity.

**29%** increase in new applications started through new hiring strategies.



**1,164** candidates were invited to a first interview using our NEW virtual recruiting platform between December 1, 2021 and March 31, 2022.

**8,138** potential candidates screened from April 2021 – March 2022.



Investment in **New Recruitment Strategies:**



1. Social media ads
2. Virtual job fairs
3. Community college partnerships
4. Multilingual promotional materials
5. New, efficient online application system

## ENGAGING STAKEHOLDERS

We're equipping and engaging stakeholders to collaborate together with us in co-designing new services and advocating for community change.

**8** Local Our Voices Matter (OVM) Advocacy Groups



**42** Community Advisory Network group members

**1** Organizational Advisory Council of Service Users



### OVM Key Accomplishments



1. Hosted a voting simulation event to equip people for voting
2. Created an accessible feedback form for annual employee reviews
3. Co-authored an article with Citizens for Public Justice
4. Collaborated in research about services

## EQUIPPING COMMUNITIES

We're equipping communities to be welcoming of people with disabilities through sustainable, inclusive development projects both in Canada and abroad.



Chidera and Filipe

## Services Provided



1,974

People Supported\*\*



116

Communities



1,038

Community  
Residences



259

Supported  
Independent  
Living (SIL)



526

Community  
Participation  
Supports (CPS)\*



116

Host Family Services



35

Respite\*

## Employee Data

as of January 4, 2022

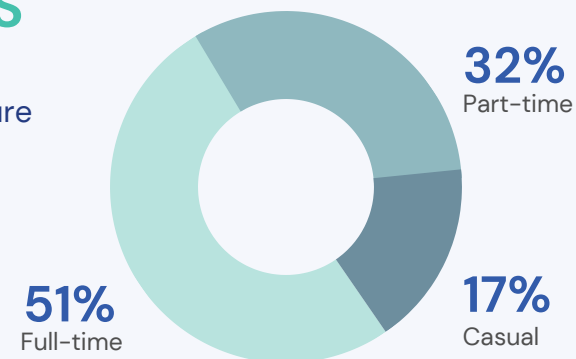


3,373

Employees in Ontario  
and Saskatchewan

9 YEARS

Average  
employee tenure



\*Due to COVID-19, we have resumed CPS and Respite programs in some capacity, mostly virtually in 2021-22. All data on this page is as of March 31, 2022.

\*\*Based on the number of services provided hence a person can be counted more than once if they are receiving more than one type of services.





From left to right: Brent, Daniel, Earl, and April

## Community Engagement

**\$1,342,210**

Received in donations and grants\*



**1,472**

**193**  
New Donors

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



**61**

Church Donors\*



**5,541**

average users visit our website **weekly**  
[christianhorizons.org](http://christianhorizons.org)

**1,216**

average users visit the forum **monthly**  
[disabilityandfaith.org](http://disabilityandfaith.org)



**6,733**

Facebook Followers\*\*

/FriendofCH  
/ChristianHorizonsGlobal  
/ChristianHorizonsSK  
/ChorizonsCentral  
/CHWestServices

/CHorizonsEast  
/ChristianHorizonsSouth  
/ChristianHorizonsNorth  
/ChristianHorizonsCentralEast



**1,824**

Instagram Followers\*\*

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



**1,834**

Twitter Followers\*\*

@CHorizons  
@CHGlobal



**89,427**

YouTube Channel Video Views\*\*



**4,055**

LinkedIn Followers\*\*

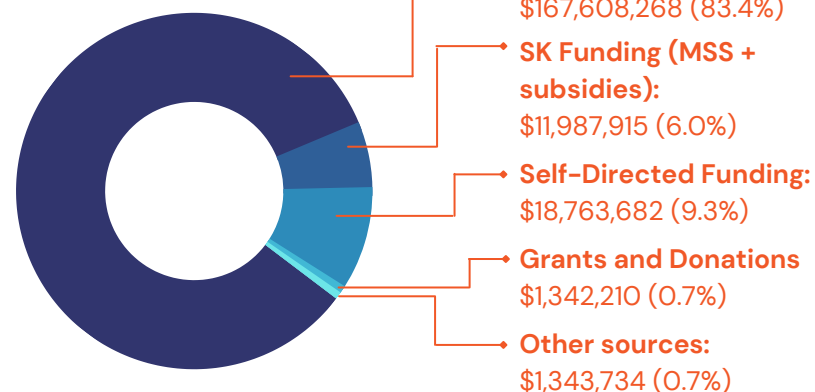
\*Between April 2021 – March 2022

\*\*Combined followers for all Christian Horizons' communities, global and corporate pages. Data as of August 4, 2022

# Canadian and Global Stewardship

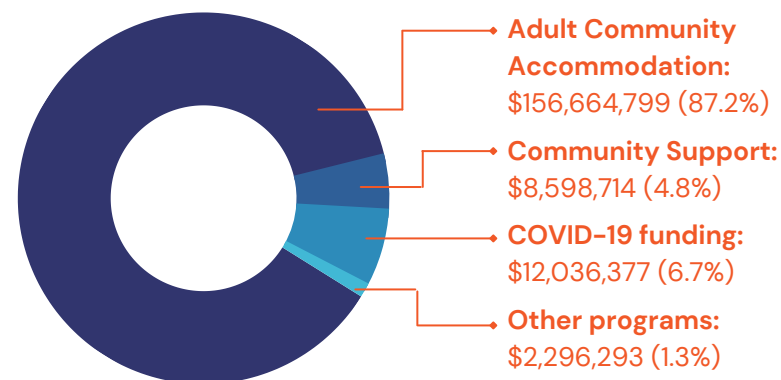
**\$201,045,809**

Total funding received



**\$179,596,183**

MCCSS/MSS Funding Allocated

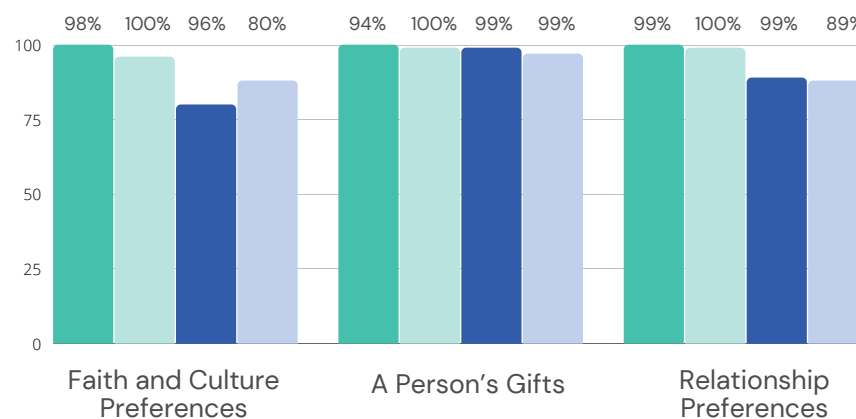


## Quality Assurance **96.7%**

We regularly review our services to monitor quality.

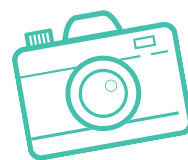
People were happy or very happy with the services

### Personal Plan Quality From a Sample of Plans



% of plans reviewed identified these items in...

2018 - 19    2019 - 20    2020 - 21    2021 - 22



Through a photovoice research project, people using services told us how direct support professionals (DSPs) supported them to connect with the people and activities they love.

### We learned DSPs do a great job:



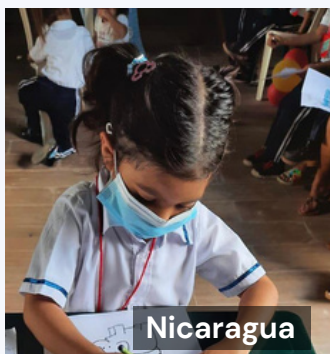
Modeling and teaching new skills and activities

Finding opportunities for people to use their gifts



"Christian Horizons believes in your gifts and talents and gives you opportunity to showcase your skills."  
Photovoice Participant





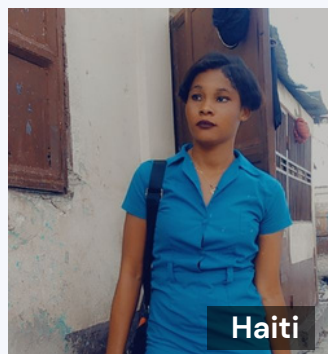
Nicaragua

New Inclusive  
Kindergarten, 2021



Guatemala

Kindergarten  
Graduation, 2022



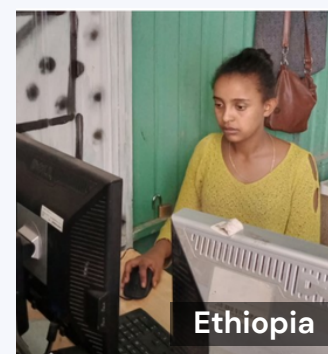
Haiti

Shenaicka, a Medical  
School Student, 2022



Uganda

Meeting Accessibility  
Needs, 2021



Ethiopia

Empowering Women  
in Business, 2021



Kenya

Community  
Outreach, 2021

## Christian Horizons Global

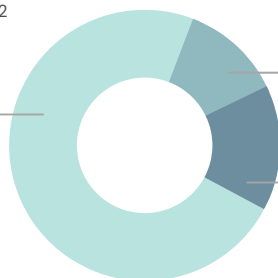
DONOR-FUNDED

### Disbursement of Funds Analysis

April 1, 2021 – March 31, 2022

**73%**

International  
Programs

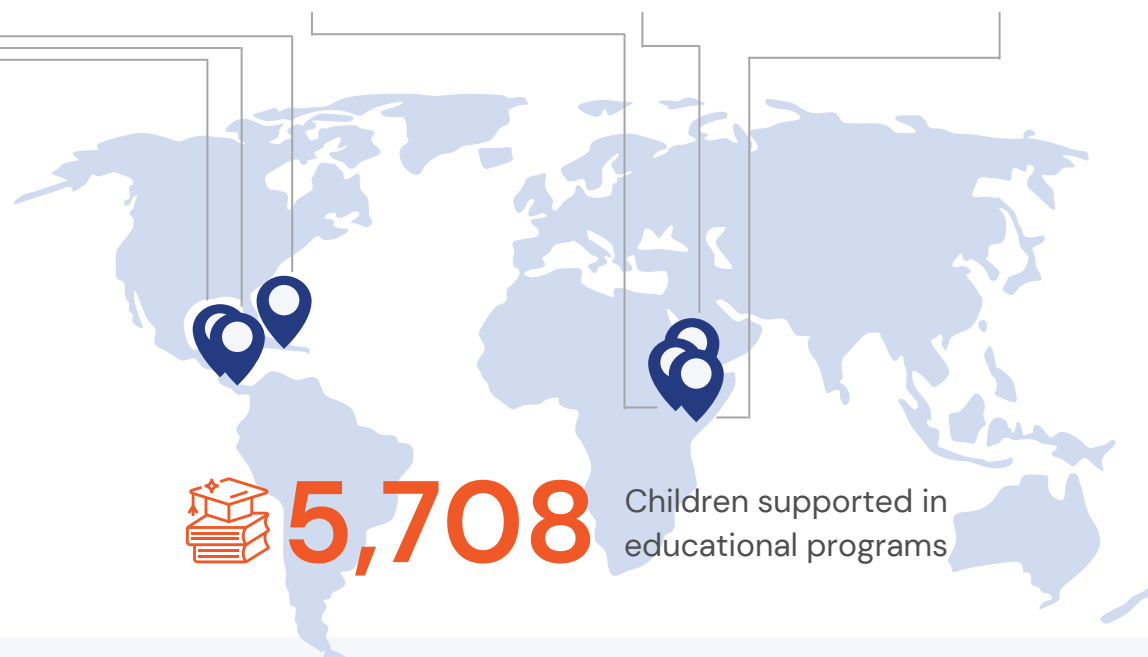


**12%**

Fundraising

**15%**

Administration



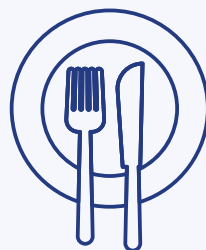
**1,140**

Sponsored children



**277**

Children who experience  
disabilities attend school



**486**

Children receive  
weekly nutrition  
support



**4,050**

People attended disability  
awareness sessions



**98**

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!

## 20 YEARS

Abigail Izirein  
Abimbola Olajide  
Advira Mckenzie  
Alice Agada  
Amber Chenier  
Aminat Akande  
Anne Slack  
April Cleugh  
Aynalem Gebremeskel  
Barbara Telfer  
Berethia Evans  
Bernardo Munoz  
Beth French  
Bonita Gentle  
Bonnie Demelo  
Carmen Melnyk  
Chealsea Van Dusen  
Chris Malott  
Cindy Gosso  
Clifton Smith  
Colleen Leclair  
Cynthia Roberts  
Dany Mercado  
Darlene Fallow  
Darlene Schmitt  
Deborah Parker Morrisette  
Deborah Runstedler  
Denise Tarte  
Denise Mather  
Dustin Luckett

Elizabeth Perez  
Elizabeth Sheffield  
Emmanuel Ameyaw  
Emmanuel Adebayo  
Erika Banninga  
Faith Dodds  
Felicia Onyeka  
Gail Matthie  
Gerald Nganjue  
Grace Ann Barrett  
Jacqueline Charlton-Craig  
Jacqueline Bos  
Jane Snider  
Janelle Sloetjes  
Jennifer Snelgrove  
Joan Davis  
Jodie Onishenko  
Joel Van Arragon  
Josh Davy  
Judy Duval  
Kari Kantola  
Karlene Baert  
Katie Gibbs  
Kimberly Osborne  
Kristine Skeggs  
Landon Vincent  
Lesley Boileau  
Louise Francis  
Marilyn Skinner  
Marlene Smith

Maureen Madill  
Michael Robertson  
Michael Robertson  
Morganey Robinson  
Nelly Amanquah  
Osarumen Izevbigie  
Patricia Passaro  
Patrick Erb  
Paula Samuda  
Relina D'Amico  
Shannon Impens  
Sherry Williams  
Sybil Christian  
Tammy Smith  
Terry Oviawe  
Timothy Esdaile  
Wilton Gillard  
Xuyen Larsson

## 25 YEARS

Angela Veldstra  
Anna Ielo  
Connie Loker  
Corinne Callaghan  
Eugene Versteeg  
Hyacinth-Melody Marriott  
Janet Perl  
Julie Doughty  
Kathy Mckay  
Laura Watson  
Linda Dowswell  
Lorraine Samis  
Marcia Cole  
Margaret Mckie  
Marsha Rogers  
Patricia Jones  
Roderick Burrell  
Sandra Kenny-Veech  
Sarah Hobbs  
Sherry Ann Hart  
Stacey Gray  
Wilma Vandenboogaard  
Yolanda Akhtar

## 30 YEARS

Darlene Bramer  
Debbie Covert  
Donald Riley  
Donald Watson  
Edward Bukenya  
Eileen Fuller  
Emmanuel Uzukwu  
Florence Shinde  
Frank Maissan  
Glen Byers  
Howard Shank  
Ivona Borovski  
Jack Osborne  
Jeffrey Jefford  
Jodi Holsey  
Kathy Vanden Boogaard  
Nancy Palmer  
Paige Brown  
Paul Catania  
Sandra Eddison  
Stephen Peacock  
Tracey Young

## 35 YEARS

Bryan Broomfield  
Cathy Sheppard  
Christine Sills  
Dorothy Girling  
Erna VanGorkum  
Frank Catrambone  
Gord Wiens  
Marlene Slack  
Patty Vlaar  
Sharon Dam  
Verleta Small

## 40 YEARS

Nelson Pencarinha  
Patricia McLennan



**1,974**

People Supported

**3,373**

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.

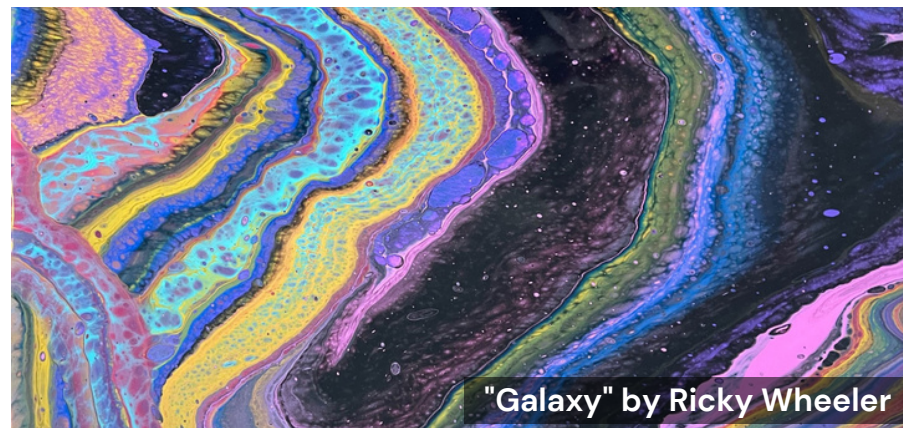
## and the winners are...

- |   |                      |   |
|---|----------------------|---|
| • Adam Shaw                             | • Diane Plug         | • Mary Dusuman                                |
| • Alan Russell                          | • Dr. Graeme Andrew  | • Michelle Dorrell                            |
| • Alicia Soares                         | • Mccrae Fraser      | • Michelle Norton                             |
| • Babajide Alfred-Akinremi              | • Ed Mills           | • Natasha Wilson                              |
| • Barb Meers                            | • Erica Kramer       | • Patricia Wright                             |
| • Bernice Fehr                          | • Evangel            | • Paul Hogeterp                               |
| • Brandon Heykoop                       | • Pentecostal Church | • Phyllis Elliott                             |
| • Brian Merrick                         | • Gary Campeau       | • Piece Works                                 |
| • Bruce Hagar                           | • Golam Mostafa      | • Robert Viruisis                             |
| • Cara Earle                            | • Greg Crunican      | • Robert Wee                                  |
| • Carl McCormick                        | • Hugh Nelson        | • Rylan Kwas                                  |
| • Charmaine Williams, MPP               | • Jacqueline Ayer    | • Sarah Coker-Murdy                           |
| • Chris Wiebe                           | • Jennifer Ward      | • Sarah Guenter                               |
| • Christine Gerris                      | • Jessica McLaughlin | • The People Who                              |
| • Copetown Lions Club                   | • Ji Hwan Yu         | • Live, and Work at                           |
| • COVID-19 Tracking and Reporting Group | • Julie Custeau      | • 8909 Wellington Road 50, Acton              |
| • Darlene Stuckless-Ellis               | • Kathleen Donston   | • The Team at 522 Upper Wentworth St Hamilton |
| • Darren Hepworth                       | • Katie Weir         | • Todd Smith, Minister of Energy              |
| • David Quick                           | • Kaylagh Vanwyck    | • Vincent Pang                                |
| • Dawn Hughes-Crooks                    | • Kim Fehr           | • Wayne Spraggett                             |
|   | • Lisa MacIver       |   |
|   | • Lisa Simmons       |   |
|   | • Locksley Robertson |   |
|   | • Madison Woodley    |   |
|   | • Mallory Branov     |   |
|   | • Mary Barkey        |   |

## 2022 Excellence in Action Artist

Ricky has always loved art; whether it was drawing, colouring with markers and pencil crayons, or even carving pumpkins. This past year, Ricky was faced with some challenges that impacted the use of his fine motor skills and hand-eye coordination. Ricky had to grow as an artist to find new ways to express his creativity.

Ricky was supported by his team at Christian Horizons to try a new medium: acrylic pouring. The artwork below was his first attempt at this new medium and we absolutely loved it. Ricky continues to expand and share his creative gifts with others while finding different ways to be an artist.



"Galaxy" by Ricky Wheeler

# Summarized Combined Statement of Financial Position

CHRISTIAN HORIZONS GROUP

March 31, 2022, with comparative information for 2021

	Operating Fund \$	Capital Fund \$	Restricted Fund \$	Total 2022 \$	Total 2021 \$
<b>ASSETS</b>					
<b>CURRENT ASSETS:</b>					
Cash	15,864,067	—	91,984	15,956,051	23,137,040
Restricted cash	290,702	—	—	290,702	296,216
Investments	8,444,736	—	752,121	9,196,857	6,065,812
Accounts receivable	2,619,041	—	—	2,619,041	2,851,056
Prepaid expense and deposits	388,190	—	—	388,190	99,081
	<b>27,606,736</b>	<b>—</b>	<b>844,105</b>	<b>28,450,841</b>	<b>32,449,205</b>
<b>CAPITAL ASSETS</b>					
	2,462,132	30,168,284	—	32,630,416	34,240,138
	<b>30,068,868</b>	<b>30,168,284</b>	<b>844,105</b>	<b>61,081,257</b>	<b>66,689,343</b>
<b>LIABILITIES AND FUND BALANCES</b>					
<b>Current liabilities:</b>					
Accounts payable and accrued liabilities, including interfund balances	21,464,765	659,015	(3,506,974)	18,616,806	22,996,824
Deferred revenue	1,055,999	—	—	1,055,999	607,900
Current portion of long-term debt	334,157	235,726	—	569,883	2,885,654
	<b>22,854,921</b>	<b>894,741</b>	<b>(3,506,974)</b>	<b>20,242,688</b>	<b>26,490,378</b>
<b>LONG-TERM DEBT</b>					
	2,140,355	2,517,555	—	4,657,910	2,866,673
	<b>24,995,276</b>	<b>3,412,296</b>	<b>(3,506,974)</b>	<b>24,900,598</b>	<b>29,357,051</b>
<b>FUND BALANCES</b>					
	5,073,592	26,755,988	4,351,079	36,180,659	37,332,292
	<b>30,068,868</b>	<b>30,168,284</b>	<b>844,105</b>	<b>61,081,257</b>	<b>66,689,343</b>



# Summarized Combined Statement of Operations

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CHRISTIAN HORIZONS GROUP

Year ended March 31, 2022, with comparative information for 2021

	Operating Fund \$	Capital Fund \$	Restricted Fund \$	Total 2022 \$	Total 2021 \$
<b>REVENUE:</b>					
Provincial subsidy	179,596,183	—	—	179,596,183	179,307,107
Self-directed funding	18,743,427	—	20,255	18,763,682	17,334,689
Donations and grants	713,319	32,316	596,575	1,342,210	2,090,785
Other	311,366	981,876	50,492	1,343,734	872,865
	199,364,295	1,014,192	667,322	201,045,809	199,605,446
<b>EXPENSES:</b>					
Salaries and benefits	164,517,296	—	—	164,517,296	161,185,350
Physical facilities	18,388,723	—	91,442	18,480,165	18,539,812
Other operating costs	15,871,568	162,543	351,795	16,385,906	16,351,993
Amortization	298,176	2,841,062	—	3,139,238	3,359,535
Interest on long-term debt	115,272	90,913	—	206,185	242,009
	199,191,035	3,094,518	443,237	202,728,790	199,678,699
<b>Excess (deficiency) of revenue over expenses before undernoted</b>	<b>173,260</b>	<b>(2,080,326)</b>	<b>224,085</b>	<b>(1,682,981)</b>	<b>(73,253)</b>
Change in fair value of investments	460,062	—	—	460,062	1,128,045
<b>Excess (deficiency) of revenue over expenses</b>	<b>633,322</b>	<b>(2,080,326)</b>	<b>224,085</b>	<b>(1,222,919)</b>	<b>1,054,792</b>
Fund balances, beginning of year	4,368,984	28,836,314	4,126,994	37,332,292	36,248,142
Remeasurement gains and losses and capital replacement fund	71,286	—	—	71,286	29,358
<b>Fund balances, end of year</b>	<b>5,073,592</b>	<b>26,755,988</b>	<b>4,351,079</b>	<b>36,180,659</b>	<b>37,332,292</b>

# Responsibility of Financial Reporting

**Board of Directors** — The financial statements for the year ended March 31, 2022 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, 2022, 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
- Bequests through Christian Stewardship Services
- Employment and Social Development Canada
- Second Harvest
- The Peoples Church
- Reinders Family Foundation
- Ride for Refuge Fundraisers
- Saint John's Legacy Foundation
- Coleta United Brethren Church
- Rae & Lipskie Investment Counsel Inc.
- The Pointe Community Church
- Fragrance Foundation
- Nu-co Plastics



# 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  
 Christian Otte, Vice President Information Systems & Technology

## Executive Directors

Ann Gyurmanczi, South District  
 Ingrid Dykstra, North District  
 Irene Moore, Central District  
 Jackie Monforton, East District  
 Mark Wallace, Organizational Culture & International Partnerships  
 Patty Vlaar, West District  
 Paul Gillam, Central East District  
 Stefan Thomas, Saskatchewan

## Department Directors

Barb Wallace, General Counsel, Privacy Officer  
 Dani Shaw, Legal Counsel  
 David Petkau, Community Engagement  
 Herb Zylstra, Finance  
 Jeff Ham, Information Systems & Technology  
 Laura Watson, Recruitment & Retention  
 Lisa Geerlinks, Office of the CEO & Board Relations  
 Lisa Simmons, Human Resources  
 Peter Wyngaarden, Quality, Research & Practice Initiatives  
 Steve Snider, Workplace Learning  
 Tiaan Wasserman, Business Resources

# 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

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

## Directors

Tim Epp  
 Lori Weiler-Thiessen  
 Aimo Manninen  
 Tyler Bowman  
 Hoa Pearce  
 Richard Williams



# ChristianHorizons

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[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! Send them to: [info@christian-horizons.org](mailto:info@christian-horizons.org)

