

# 2022-2023 Annual Report

ChristianHorizons

"Therefore, encourage one another  
and build one another up, just as  
you are doing."

*1 Thessalonians 5:11, ESV*



**M****VING**  
FORWARD TOGETHER  
BUILDING POSSIBILITIES

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Sara and Cindy at a community picnic, 2023

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# Message from the CEO and Board Chair

We are grateful to celebrate this past year.... grateful for the opportunity to support amazing people; grateful for our remarkable employees and volunteers for their phenomenal work; grateful for our resources from the government and donors. We are so grateful for the gift of God's love and faithfulness.

It has indeed been a busy year as we have thought deeply about how we support people, worked hard to recruit and retain the best employees, and recovered from the difficult years of COVID-19. We continue to face challenges with needs that outweigh our resources, both in Canada and globally. These past years have taught us that not everything can be perfectly planned, but we can always rely on the steadfastness and love of God, our Father, in all circumstances.

As we reflect on the past year's achievements and challenges, we have been inspired by our theme for the year, "Moving Forward Together: Building Possibilities." This year we have been on an exciting journey of "moving forward together," which symbolized the collaborative efforts of our entire organization. "Building new possibilities" has involved building accessible spaces, creating relational bridges, and tearing down barriers for greater inclusion.

Our focus for the upcoming 2023/2024 year will include our new brand rollout. Remaining true to our Christian faith roots, we will focus on clarifying the services we provide, opening the door for more people to feel welcome and find the support they need, and preparing for the future of Developmental Services. We eagerly look forward to the journey ahead, and the changes that are coming. We will look to increase our dedication to sustainability and social responsibility, understanding the impact our actions have on the environment and the communities we serve. As we move forward, we are committed to making a positive difference.

We hope that the stories, statistics, charts, and photos in this report, inspire you to keep moving forward because there is so much joy, change, and opportunity awaiting us. We pray for strength as we begin new journeys, encourage each other, and build communities where Everybody Belongs!

"Therefore, encourage one another and build one another up, just as you are doing." (1 Thessalonians 5:11 ESV)

With sincere appreciation,



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

Janet Noel-Annable, CEO



A handwritten signature in black ink that reads "Rick Elliott".

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 organizations are related 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.



# 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.

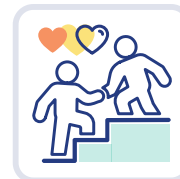


## How we're meeting our outcomes

Investing  
in people



Recruitment and  
Retention



Positive and  
Effective Leadership



Engaging  
Stakeholders



Equipping  
Communities

Investing in  
service model  
transformation



Independent Facilitated  
Personal Planning



Person Directed  
Funding



Menu of  
Services

Outcomes

Areas of Focus



# Person-Directed Services



Creating services that empower people to live the life they dream of living.

We're exploring an approach to person-directed services that embeds choice at a foundational level. In this new approach, people will choose the services they want based on the resources they have. In this way, supports become a partnership that welcomes people's strengths and gifts, the strengths and resources of their family and friends, the supports and services available in their community, and the unique services and supports that we offer-- all of us coming together to support people to live a full and meaningful life.

Our investment in [independent facilitated personal planning](#) is a first step in this journey- giving people the platform they need to dream big about their life goals and the places and spaces they want to contribute and belong to while also describing the services they need in their daily lives.

## Onward Strategic Plan Accomplishments



personal plan facilitators who empower people to take control of their lives



of people using services have had a facilitated Personal Plan -- on target to reach 100% by 2025



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



We are on target with our 3 year plan of having people using a trained facilitator to support them with their Passport Planning

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

# Richard's Story – Finding the Right Fit

What does it look like when somebody directs their own services?

We've known Richard for a long time -- since he was a child, using respite support offered by Christian Horizons. Several years ago, he moved into a home on MacFarlane Road in Ottawa, ON, living with housemates and following a behaviour support plan with a therapist. Living with housemates was okay for Richard, but he wanted something different. After Richard successfully achieved his goals in his behaviour support plan, he created a new goal: to live more independently.

While sitting down to create a Personal Plan, Richard told us about wanting to live more independently and having his own schedule. He told us he still needed to have some support to help him maintain a routine. Richard found a new place, an apartment at a Christian Horizons home in his city, and he began planning what he wanted his new supports to look like.

With his Passport funding, Richard hired staff to come to his home on weekday mornings to help him get ready for the day. He also bought a TV and an exercise bike to put in his new apartment. With the individualized funding and with the Personal Plan, Richard was able to map out what he wanted his life to look like. Now on his own schedule, Richard goes to the gym, and attends social and recreational programs around the city by himself, and with friends.

As needs change, so should services! Richard demonstrated to his family and to the staff teams at his home that services can be built on individualized plans and funding.



Richard riding his bike in his new neighbourhood, 2023

# Engaging People

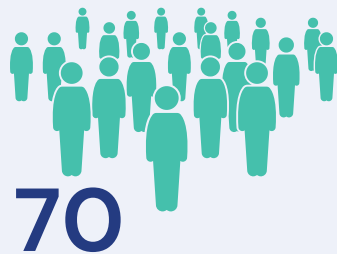
Co-creating new service options with people who use our services, their families, and their communities.

We're re-thinking how we build our services. Rather than pre-designing housing and supports, we're co-creating services that empower people to live the lives they dream of. This year has been all about creating spaces and platforms for people and their families to have a voice and co-design the next step in our journey together.

Our Voices Matter (OVM) is a group of self-advocates connecting throughout Ontario and Saskatchewan. We collaborate with the OVM group, seeking input and ideas, working together in committees and break-out groups, and co-designing policy.



self-advocates are a part of organizational working groups, rethinking how people choose and plan their services and what services we could offer in the future



Our Voices Matter members, 7 OVM groups, and an OVM org advisory council



Our Voices Matter Ottawa-Kingston, enjoying a BBQ, 2022



# Ryan's Story – Trying New Things

What can we accomplish when we have more choices?

These days, Ryan is out and about in his community, selling produce at the farmer's market on the weekends, going to the movies, and spending the day at Canada's Wonderland. He loves that he has no bedtime, his own apartment, and support close by if he needs it.

This time last year, while Ryan was living with his sister and her family, he decided he was ready for a change. Ryan and his friend Skylar, another person using Christian Horizons services, began apartment hunting. Ryan told us that it wasn't easy finding an accessible apartment for him, and they looked at five or six places before deciding.



Ryan makes himself a coffee in his own apartment, 2023

He said that while he lived with his sister, he learned that it's a lot of work to take care of your own space. "I just had to work towards it," Ryan said. He also mentioned that it's better because he's not alone – he has Skylar.

"I pretty much cook my own dinner, lunch, and breakfast," Ryan told us with a smile.

Living on his own has allowed Ryan to try new things, especially with his Passport funding. This year, he's planning on playing golf and soccer, two sports that he's never tried before.

Ryan gets to choose what his days look like, and he makes time for what is important to him, like having dinner at his pastor's house, and spending more time alone. Ryan said, "It's more freedom!"

# Equipping Our Team

Recruitment and retention, diversity and inclusion, and positive and effective leadership.

Our employees advocate for inclusion and are a driving force for radical and lasting change. They are foundational in paving the way and removing barriers so people with developmental disabilities are empowered to live the lives they want to live and belong in communities that welcome and embrace their contributions. We actively work to foster a supportive work environment that promotes employees' wellbeing and professional development while also valuing their diverse skills, knowledge, and identities.



A fun, team-building exercise, 2023

**13**   
members on the Diversity, Equity, and Inclusion working group

**246**   
leaders trained in Power, Privilege, and Prejudice

**13**   
people using services ask new hires questions through a video recruiting platform

**19**   
employees with specialized training on a new Conflict Resolution Support Team

**44**   
leaders trained in Informal Coaching and Mediation

  
new Performance Development Review tool that focuses on coaching and mentoring

**20**   
employee engagement reps who can directly hear the experiences, ideas, and desires of employees

## Services Provided



1,925

People Supported\*\*



114

Communities



996

Community  
Residences



278

Supported  
Independent  
Living (SIL)



524

Community  
Participation  
Supports (CPS)\*



96

Host Family Services



31

Respite

## Employee Data

As of January 4, 2023

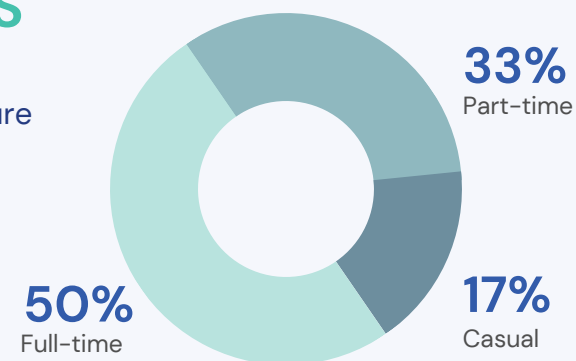


3,312

Employees in Ontario  
and Saskatchewan

9 YEARS

Average  
employee tenure



\*\*Total by Service Type is a count based on the type of services provided and therefore a same person might be counted twice or more depending on the service type the person is receiving



# Employee Milestones

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

## 20 YEARS

Adebimpe Ogunye  
Anderson Harper  
Alyson Woods  
Beate Turton  
Bertrand VandeKuyt  
Bridget Simon  
Carleen Morris  
Cheryl Lynch  
Christa Irvine  
Cindy Davis  
Ebahi Ikuenobe  
Esther Sweeney  
Hawa Massaquoi  
Henrick James  
Herma Alridge  
Hillary Warner  
Imaculada Vieira  
Jeannine Lavoie  
Joseph Tchamo  
Joyce Green  
Julie Horlings  
Kevin Isaac  
Kristy Schriver  
Laverne Boyce  
Linda Beatty  
Lisa Burnett  
Lisa Harmon  
Lisa Ryckman  
Lorraine Lindeman  
Lurline Gooden  
Mary Barkey  
Mary Lou Kelly  
Mibrak Araya  
Meli Muzia  
Sarah Guenter

Scott Pearce  
Sean Bateman  
Selvaranee Vyravipillai  
Tammy Vanidour  
Tim McGinn  
Ufuoma Igbiniedion  
Valerie Mourot  
Viktor Medvedyuk  
Vinansio Wani-La  
Wendy Jackson

## 25 YEARS

Angella Tardieu  
Augusta Elabor  
Carlene Wisdom  
Caroline Munro  
Caron Langman  
Cynthia Carey  
Darlene Stuckless-Ellis  
Diane Edmondson  
Heidi Pluim  
Jennifer Malott  
Jennifer Villeneuve  
Julie Anne Vanderlinde  
Krista Melanson  
Lynn Gadawski  
Michelle Bax  
Mike Thompson  
Rebekah O'Leary  
Samantha Steel  
Stacey Maguire  
Tania Evans  
Tanya Eagleson

## 30 YEARS

Ann Colley Kerri  
Ann Gyurmancki  
Christina Hurrell  
Christine Ranger  
Cindy Van Til  
Craig Mueller  
David Petkau  
Elizabeth Boudreau  
Fanny Lee  
Frank Thurston  
Gloria De La Hamaide  
Kerri Winteler  
Jennifer Laws  
Jacqueline Campbell  
Juan Lee  
Lorna Barry  
Margaret Larabie  
Paul Brown

## 35 YEARS

Bonnie Dutrisac  
Brigitte Roeder  
Douglas Smith  
Heather Nowee  
Kenneth Martin  
Luisa Robert  
Mark Elliott  
Patti Wilson  
Peter Wyngaarden  
Sherrie Brown  
Sherry Dobson  
Sindy Bruce-Wilson



The drum circle "The Realists" performing at an Employee Milestones Breakfast, 2023



Lisa Geerlinks presenting Catalina Hernandez an award for 15 years at Christian Horizons, 2023

# Equipping Communities

Many people have goals and dreams to make a difference, leave a mark, and make the world a better place. We are building communities where everybody belongs, and in doing so, we want to unleash the power each person holds to care for, shape, and transform their communities. Together, we are building opportunities to rally communities and their collective gifts, strengths, and dreams in building something bigger and better than each of us could ever do alone. We want to see communities transformed such that people with disabilities experience radical access, welcome, and participation.



**3**

In-person Family  
Camps hosted in  
2022-2023



**35**

families attended  
our 3 family camps



**20**

connections made  
with local churches,  
through picnics,  
partnerships, the  
Belongathon, and  
more



**50**

volunteers at family  
camp



(top two) Family Camp Summer 2022, (bottom) Family Camp Winter 2023



# Becky's Story – Reimagining Communities

How can we make our communities more accessible?

For Becky, Family Camp was nearly the opposite of what she experienced in her everyday life.

At Family Camp, Becky's wheelchair did not stop her from doing anything. She could boat with her mom and feel the cool, lake breeze on her face with the other campers. The tables were a good height for her to eat meals with everybody else, and her mom or a volunteer were always close by to help her if she needed it.

Becky wants to participate – she loves being a part of a group and she wants to share her gifts with her community. At church, Becky wanted to sing in the choir but could not get up the stairs in her wheelchair. She advocated for herself and asked the church to build a ramp to the stage. In no time, the congregation put together enough money and a ramp was installed!

We invited Becky to speak at the Belongathon about her advocacy journey and about accessibility in communities. A passionate public speaker and overall friendly person, at the Belongathon, she talked to more people, daring them to reimagine what their spaces would look like if they were more accessible.

A ramp is not just a ramp – it's an open door, an invitation, and a welcome sign for people who use wheelchairs or other assistive devices to move around. The ramp enables Becky to participate in the choir and it's there for anybody else in the future who might need it.



Scan to  
the video

Becky speaking at the Belongathon in Waterloo, 2023



# 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...

- Andy Macpherson
- Angela MacKinnon
- Ben Groombridge
- Branka Sekulic
- Carolyn Lee-Jones
- Claudette Dwyer
- Clyde Brookes
- Courtney Gomez
- David LeBlanc
- Debbie Covert
- Debbie Manahan
- Dr. Keith Warriner
- Dulciano Pimenta
- Elizabeth (Lil) Boudreau
- Elvie Jones
- Gary Arcand
- Greg Moore
- Hetty VanDasselaar
- Jackie Taylor
- Jaimie Fehr
- Jennifer Abbott
- Jim and Harriett Lamb
- Jonathan Bryson
- Judah Danter
- Judy Kirkwood
- Kaitlyn Schultz
- Karen Jenkinson
- Kent 1 Employee Team
- Kyle Gowdy
- Marcie Hradowy
- Maria Dyck
- Michelle Sin
- Never Enough Acres
- Niju Koshy
- Patricia Morgan
- Rachel Barber
- Ray Ellis
- Rebecca Shelley
- Rejeanne Cooper
- Romana Pharmacy
- Ross Sweet
- Rutvi Rathod
- Samantha Poirier
- Sara Harrison-Rickert
- Seamless Care
- Second Harvest
- Shane Inkster
- Shanna McCallum
- Shawn Abbott
- Stacey Hewitt
- Stan Igboanugo
- Stephanie Russel
- The Bridle Street Team
- The Mill Restaurant & Golf Club
- Tori Day
- Toronto 30 Employee Team
- Tracey Geerlinks
- Tracy Summerfield
- Tyrell Scott
- Wayne Jones



"The Bridge of Determination" by Marth Ramirez

## 2023 Excellence in Action Artist: Marth Ramirez

Marth is an artist who enjoys making traditional and digital art. This passion for art started around the age of 7 and began as a way to get out of his comfort zone and to explore his creativity. During a trip to Barcelona, Marth was inspired by Picasso's later work and his style of using simplicity in art.

One day while Marth was walking in the park, he saw a bridge and imagined that as he walked across it, he was leaving behind all his self-doubt and insecurities. And that on the other side of the bridge, he would be met with confidence and integrity. This was the inspiration for his painting.

Marth is really inspired by the way leaves change colour in the fall. The yellow and orange leaves in his painting represent justice and bravery that are welcoming him on the other side of the bridge. And like the water in the painting, Marth likes to imagine himself as one of those leaves that floats on the water.

Marth always has a great time sharing his creativity with others. He paints and draws in the Toronto area.

# Belongathon

On June 10, Christian Horizons hosted its first-ever Belongathon, an accessible walk, run, and roll community outreach and fundraising event. We had so much fun reconnecting with people in our community after years of lockdowns, and we made so many new friends along the way.

During the Belongathon, we got the chance to speak to our neighbours about our mission, our organization, and about people with disabilities in Canada and around the world. Funds raised went to our global projects in Bekoji, Ethiopia, and to some local projects like Family Camps and other retreats.

We can't wait for next year!



Belongathoners in Saskatoon, SK, 2023



Christian Horizons CEO, Janet Noel-Annable; Waterloo Regional Councillor, Chantal Huinink; Mayor of Waterloo, Dorothy McCabe; and MP Bardish Chagger



**1,300**

Belongathoners on  
151 different teams



**\$108,204**

\*raised by teams at  
the Belongathon



**16**

different events in  
cities in Ontario and  
Saskatchewan

\*These funds were raised in June 2023 and will not be reflected in the summarized combined financial statements on pages 20-21.



# Ayantu Chala's Story – Weekends in Bekoji

How can services elevate entire families?

The town of Bekoji is in the heart of Ethiopia. It's been nicknamed "a town of runners" in honour of the many athletes born there. It also has an unusually large percentage of people with disabilities. Last year, our partners in Bekoji started to renovate an old munitions storage building into a Community Development Center where kids like Ayantu Chala can learn, play, and grow amongst friends.



Ayantu has an intellectual disability and a speech impairment. She is full of energy and is very restless – fitting for somebody born in the town of runners! The local school in Bekoji does not offer inclusive education, so 20-year-old Ayantu stays home with her mom most days, but not on the weekends.

Every Saturday and Sunday in Bekoji, our partners run a day-program for people with disabilities, like Ayantu. At the day program, Ayantu can play soccer, make crafts, and enjoy snacks with volunteers and other people in her town with disabilities. These activities give her a chance to be as energetic as she wants to be and it also lets her mother focus her attention on other things, like taking care of the home, raising their sheep, and running her small business. Once renovations are finished on the Community Development Center, there will be more opportunities for Ayantu to connect, learn, and grow with other people in her town.

Through generous donors, Ayantu receives child sponsorship funds that help her family afford necessities like medication and nutrition. With assistance from our small business self-help group, Ayantu's mother expanded her business selling produce and rearing sheep. Ayantu and her mother both feel encouraged and excited for all that the future holds!



Scan to  
the video





Nicaragua

Celebrating the end of the first semester, 2022



Guatemala

Recess at the Horizons Academy, 2023



Haiti

A third grade class, 2023



Uganda

Accessibility training graduation, 2023



Ethiopia

Kindergarten graduation, 2022



Kenya

Community outreach, 2023

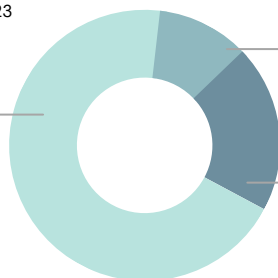
## Christian Horizons Global DONOR-FUNDED

### Disbursement of Funds Analysis

April 1, 2022 – March 31, 2023

69%

International Programs



11%

Fundraising

20%

Administration



1,113

Sponsored children



618

Children who experience disabilities attend school



550

Children receive weekly nutrition support



720

people in economic empowerment programs



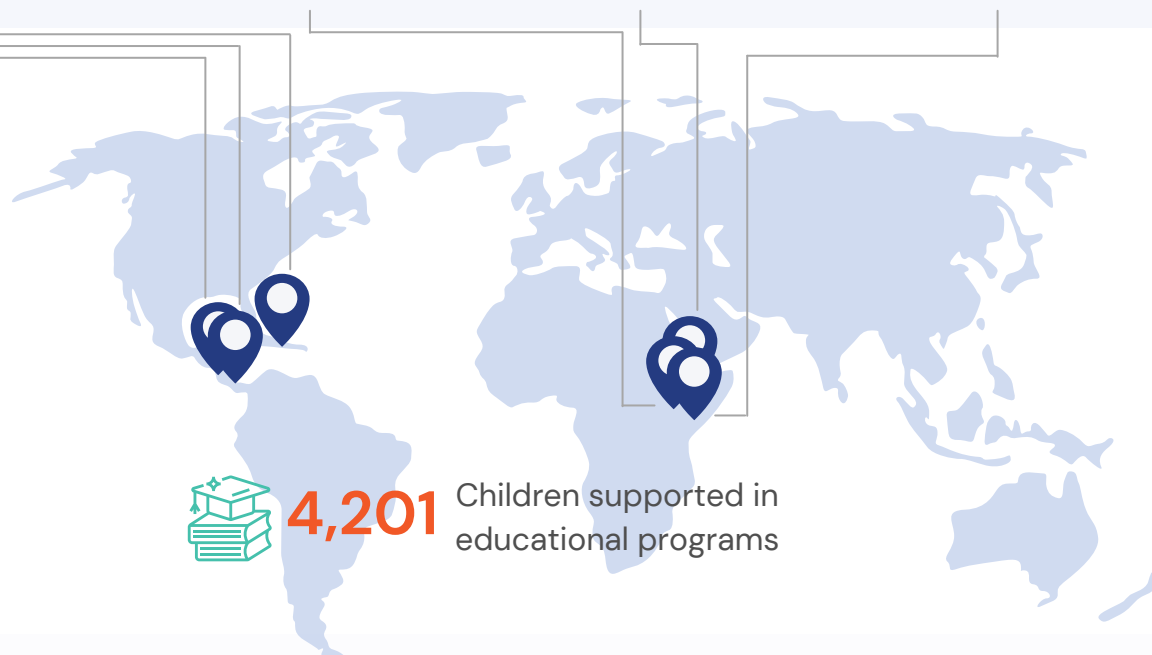
4,745

People attended disability awareness sessions



237

Volunteers in global programs around the world





A community picnic in Waterloo, 2023

## Canadian and Global Stewardship

**\$210,829,634**

Total funding received



- ON Funding (MCCSS + subsidies):  
\$174,179,659 (82.6%)
- SK Funding (MSS + subsidies):  
\$12,890,526 (6.1%)
- Self-Directed Funding:  
\$21,124,014 (10.0%)
- Grants and Donations  
\$1,228,588 (0.6%)
- Other sources:  
\$1,406,847 (0.7%)

**\$187,070,185**

MCCSS/MSS Funding Allocated



- Adult Community Accommodation:  
\$174,187,780 (93.1%)
- Community Support:  
\$9,469,601 (5.1%)
- COVID-19 funding:  
\$465,911 (0.2%)
- Other programs:  
\$2,946,893 (1.6%)



# Summarized Combined Statement of Financial Position

## CHRISTIAN HORIZONS GROUP

March 31 2023, with comparative information for 2022

	Operating Fund \$	Capital Fund \$	Restricted Fund \$	Total 2023 \$	Total 2022 \$
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash	13,999,808	-	105,121	14,104,929	15,956,051
Restricted Cash	320,368	-	-	320,368	290,702
Investments	8,471,349	-	2,272,155	10,743,504	9,196,857
Accounts receivable	3,663,494	-	-	3,663,494	2,619,041
Prepaid expense and deposits	1,495,104	-	-	1,495,104	388,190
	<b>27,950,123</b>	<b>-</b>	<b>2,377,276</b>	<b>30,327,399</b>	<b>28,450,841</b>
<b>Capital Assets</b>	2,152,475	27,937,321	-	30,089,796	32,630,416
	<b>30,102,598</b>	<b>27,937,321</b>	<b>2,377,276</b>	<b>60,417,195</b>	<b>61,081,257</b>
<b>LIABILITIES AND FUND BALANCES</b>					
<b>Current Liabilities</b>					
Accounts payable and accrued liabilities, including interfund balances	21,879,250	153,096	(2,299,990)	19,732,356	18,616,806
Deferred revenue	921,239	-	-	921,239	1,055,999
Current portion of long-term debt	316,380	904,028	-	1,220,408	569,883
	<b>23,116,869</b>	<b>1,057,124</b>	<b>(2,299,990)</b>	<b>21,874,003</b>	<b>20,242,688</b>
<b>Long-term debt</b>	1,848,479	2,257,240	-	4,105,719	4,657,910
	<b>24,965,348</b>	<b>3,314,364</b>	<b>(2,299,990)</b>	<b>25,979,722</b>	<b>24,900,598</b>
<b>Fund balances</b>	5,137,250	24,622,957	4,677,266	34,437,473	36,180,659
	<b>30,102,598</b>	<b>27,937,321</b>	<b>2,377,276</b>	<b>60,417,195</b>	<b>61,081,257</b>



# Summarized Combined Statement of Operations

## CHRISTIAN HORIZONS GROUP

Year ended March 31, 2023, with comparative information for 2022

	Operating Fund \$	Capital Fund \$	Restricted Fund \$	Total 2023 \$	Total 2022 \$
<b>Revenue:</b>					
Provincial subsidy	186,867,003	–	203,182	187,070,185	179,596,183
Self-directed funding	21,094,234	–	29,780	21,124,014	18,763,682
Donations and grants	668,073	95,980	464,535	1,228,588	1,342,210
Other	724,795	596,225	85,827	1,406,847	1,343,734
	<b>209,354,105</b>	<b>692,205</b>	<b>783,324</b>	<b>210,829,634</b>	<b>201,045,809</b>
<b>Expenses:</b>					
Salaries and benefits	171,013,572	–	–	171,013,572	164,517,296
Physical facilities	20,498,179	–	73,424	20,571,603	18,480,165
Other operating costs	17,681,244	160,799	412,641	18,254,684	16,385,906
Amortization	309,657	2,591,933	–	2,901,590	3,139,238
Interest on long-term debt	104,680	72,504	–	177,184	206,185
	<b>209,607,332</b>	<b>2,825,236</b>	<b>486,065</b>	<b>212,918,633</b>	<b>202,728,790</b>
Excess (deficiency) of revenue over expenses before undernoted	(253,227)	(2,133,031)	297,259	(2,088,999)	(1,682,981)
Change in fair value of investments	(483,852)	–	(75,501)	(559,353)	460,062
Excess (deficiency) of revenue over expenses	(737,079)	(2,133,031)	221,758	(2,648,352)	(1,222,919)
Fund balances, beginning of year	5,073,592	26,755,988	4,351,079	36,180,659	37,332,292
Remeasurement gains and losses and capital replacement fund	905,166	–	–	905,166	71,286
Fund balance transfers	(104,429)	–	104,429	–	–
Fund balances, end of year	<b>5,137,250</b>	<b>24,622,957</b>	<b>4,677,266</b>	<b>34,437,473</b>	<b>36,180,659</b>

# Responsibility of Financial Reporting

**Board of Directors** — The summarized combined financial statements for the year ended March 31, 2023 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, 2023, KPMG LLP was appointed by the members to audit the organizations' financial statements [Christian Horizons, Christian Horizons (Canada), Christian Horizons Global and Xeroxix Homes].

The summarized combined financial statements of Christian Horizons Canada, Christian Horizons Global, and Xeroxix Homes 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 to our donors!

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
- The Pointe Community Church
- The Harry E. Foster Charitable Foundation
- Rae & Lipskie Investment Counsel Inc.
- Coleta United Brethren Church
- Strategic Charitable Giving Foundation
- Woodland Christian High School
- J.P. Bickell Foundation, National Trust
- 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 Digital, Technology & Innovation

## 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  
 Jeff Ham, Digital, Technology & Innovation  
 Laura Watson, Recruitment & Retention  
 Lisa Geerlinks, Office of the CEO & Board Relations  
 Lisa Simmons, Human Resources  
 Margaret Lucas, Marketing & Communications  
 Peter Wyngaarden, Quality, Research & Practice Initiatives  
 Sayo Tola-Adenaike, Finance  
 Steve Snider, Workplace Learning  
 Stewart Davidson, Finance  
 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  
 Rebecca Evans, Member at Large  
 Marty Robinson, Member at Large  
 Tyler Bowman, Member at Large

## Directors

Hoa Pearce  
 Richard Williams  
 Clare Lebold  
 Shelley Conliffe-Wiens  
 Priscilla Stephen





# 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)

