



IMPACT REPORT 2024-2025

WYNDHAM HOUSE



OVERVIEW

WHO ARE WE?

Wyndham House is more than a roof overhead; we offer a variety of programs in Guelph that ensure all youth, regardless of where they are at in life, are given the opportunity to make healthy decisions and bring greater stability to their lives ensuring a bright future. We continue to provide a spectrum of housing, health and education services to youth in Guelph as we move forward with a prevention-based model of services.



TWO, 8-BED YOUTH SUPPORTIVE HOUSING RESIDENCES



16-BED YOUTH EMERGENCY SHELTER



CONCURRENT SPECIALIZED YOUTH HUB



NEW WAY EDUCATION AND COMMUNITY PARTNERSHIP PROGRAM



YOUTH IN TRANSITION PROGRAM



HOUSING STABILITY OUTREACH TEAM



RAPID REHOUSING AND DIVERSION

NEW PROGRAM OFFERINGS!



FAMILY AND NATURAL SUPPORTS PROGRAM



YOUTH EMPLOYMENT SKILLS AND STRATEGIES

NEW



BELLEVUE



SUFFOLK



SHELTER



NEW WAY EDUCATIONAL PROGRAM



CONCURRENT YOUTH HUB

110 clients were supported to secure independent long-term housing

44 clients were housed in supportive housing

193 clients were successfully diverted from the shelter

25% reduction in the # of unique clients who accessed the shelter

2 clients graduated from the New Way Educational Program

37 credits were earned at the New Way Educational Program

471 *UNIQUE
CLIENTS
SERVED*

1884 *COMMUNITY
RESOURCE
REFERRALS*

THEORY OF CHANGE

In June 2024, Wyndham House launched a new theory of change to drive our work and focus our mission to achieve the most meaningful impact in youths' lives. This theory of change captures the current housing crisis, opioid crisis, and increased complexity and mental health needs of youth in the wake of the COVID-19 pandemic, which together changed the nature and complexity of our service landscape. While chronic youth homelessness has significantly declined in Guelph-Wellington, Wyndham House is seeing more referrals than ever before for diversion, rapid re-housing and support around complex intersecting needs of youth in our community. Although our work as a homelessness organization has changed shape, our efforts are as important as ever to prevent an influx of chronically homeless youth and ensure those with the greatest depth of need receive timely, wrap-around support.

The process of developing our strategic articulation and new Theory of Change began in 2024 and involved extensive engagement, consultation, consideration, and review. Wyndham House collaborated with Openly Inc., who supported the development of a cross-sectional advisory group and led engagements with employees, past and present clients, community partners, and our Board. The result is a comprehensive and nimble Theory of Change that can respond to the ever-changing landscape of challenges in housing work, as well as an activation framework that will lead us in the next few years.

Our Theory of Change informed our newly updated mission statement and our key values as an organization. This report will outline the past year of work at Wyndham House in the context of our strategic priorities and provide an update on where we are headed.

MISSION STATEMENT

With creative persistence, and low barrier, wrap-around support, Wyndham House meets youth needs to ultimately set them up for their own version of successful living.

KEY ORGANIZATIONAL VALUES

Compassion: We listen actively, empathize, and respect without judgement.

Equity: We recognize and address systemic barriers, ensuring everyone receives the support needed for success.

Person-Centered: We provide low-barrier, asset-based care that meets people where they are.

Creative Persistence: We are responsive to complex needs and tenacious in overcoming systemic challenges to leave no one behind.



STRATEGIC PRIORITIES FOR ACTIVATION

As part of our new Theory of Change, we developed our Strategic Priorities for Activation and an Activation Framework to help us determine the main priorities for Wyndham House from June 2024 to June 2027. By having specific and actionable strategic priorities, we can ensure all our actions as an organization stay aligned with these priorities and our mission. We developed the following four key priorities as part of the activation framework:

1

ENHANCE UPSTREAM PREVENTION AND INTERVENTION THROUGH STRATEGIC PARTNERSHIP

2

MAINTAIN COMPLEX CAPABLE, ACCESSIBLE HEALTHCARE SUPPORT

3

ADVANCE ORGANIZATIONAL SUSTAINABILITY AND DIVERSIFY FUNDING

4

FOSTER EMPLOYEE WELLBEING



STRATEGIC PRIORITY #1

ENHANCE UPSTREAM PREVENTION AND INTERVENTION THROUGH STRATEGIC PARTNERSHIP

Wyndham House is committed to ending chronic youth homelessness in Guelph-Wellington by 2026. This is a lofty goal that will be challenging, but we know it is completely possible and within reach. We have already seen a 78% reduction in the number youth experiencing chronic youth homelessness as a result of Wyndham House's efforts, in a context where homelessness overall is increasing. Achieving this goal will not be possible without addressing the root causes of youth entering into homelessness and providing options for prevention and intervention. Focusing on prevention means that we can address youth needs to prevent them from coming into homelessness in the first place. These efforts, however require a large overlap with other sectors, as such, this priority seeks to address strategic partnerships in order to promote prevention across systems of care. Over the last year, the main reasons for admission to the emergency shelter are as follows:

- 67%** of admissions to the Youth Emergency Shelter were due to family breakdown
- 15%** of admissions to the Youth Emergency Shelter were due to discharge from corrections or the hospital
- 6%** of admissions to the Youth Emergency Shelter were due to evictions from independent housing

As part of our theory of change, we assessed these salient reasons why youth are entering into homelessness. We noticed that many clients were coming to us due to family or relationship breakdowns. In other cases, they were coming out of a personal crisis, such as discharge from hospital or corrections. To prevent these instances of homelessness as well as associated adverse health outcomes, we need to enhance upstream prevention and intervention through strategic partnership. This led us to develop a Family and Natural Supports program, the Suffolk Care Collaborative model, and to foster our partnership with Family and Child Services of Guelph-Wellington, among other burgeoning initiatives.

PREVENTION & INTERVENTION

THE SUFFOLK CARE COLLABOARTIVE

As we continue to identify creative solutions for preventing and ending youth homelessness, troubling trends in the foster care system have come to our attention. In Ontario alone, an average of 8,200 children and youth are in care each month. Yet, despite this demonstrated need, there has been an alarming 34% provincial decline in foster care homes since 2020. Not only are more homes desperately needed, but this youth population, which endures higher mental health issues and requires more intensive services, is experiencing compounded trauma from ongoing placement breakdowns due to ill-equipped foster care homes.

Therefore, we have decided to launch a thoughtful and innovative foster care model called the “Suffolk Care Collaborative.” In Spring 2026, this 6-bedroom detached single family house, located in the heart of town, will become the home to 6 youth aged 13-18

where they will receive the support of attentive 24/7 staff. Our vision is not simply about providing a place to stay but creating a home that can facilitate a young person's journey in healing from trauma, reconnecting with others, building life skills, and finding purpose. We are currently in the planning/development phase of this project in collaboration with Family and Children Services, research partners and lived experts, and are seeking to secure funding.



74 Suffolk St. W,
Guelph ON



FAMILY AND NATURAL SUPPORTS



As an organization we recognize the profound impact of family and community connections in a young persons journey to stability and recovery. Over the last year, 67% of our shelter and housing admissions were a direct result of family or relationship breakdowns. Strong emotional ties are crucial to youth's emotional and psychological well-being and provide them with a sense of identity, belonging, and inclusion. Because of this, Wyndham House has launched a Family and Natural Supports program that has been integrated into regular recreational programming, supported a dedicated FNS case manager, and resulted in FNS training for the entire outreach team. This allows Wyndham House to provide enhanced and targeted support to families that are facing challenges with young people in hopes of addressing holistic needs and promoting stability.

STRATEGIC PARTNERSHIPS

FAMILY AND CHILDREN SERVICES OF GUELPH AND WELLINGTON COUNTY



Over the last year, Wyndham House has focused on strong and strategic partnership with Family and Child Services of Guelph and Wellington to ensure we are taking steps towards prevention for youth in crisis. FCSGW is committed to our mission of ending chronic youth homelessness in Guelph by 2026. As an organization, they see and understand the intersection of child welfare and youth homelessness and want to participate in the interruption of that negative pattern. We are currently partnered with FCSGW on three major projects: The Suffolk Care Collaborative, The New Way Educational and Community Partnership Program, and the new Flanders Transitional Program.

FOSTER CARE

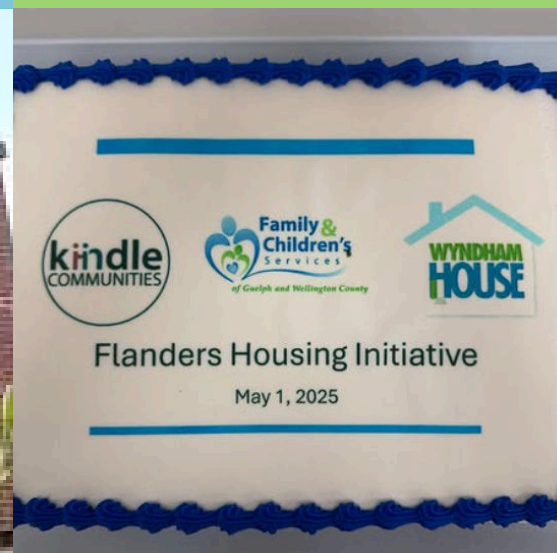
Wyndham House is working closely with FCSGW to develop the model for our new Foster Care program. This partnership has been integral in the identification of needs, overcoming obstacles, and in receiving adequate funding for this project.

NEW WAY

The New Way School Program is an educational and community partnership with the UGDSB and FCSGW. This classroom is geared at high school completion and specialized support for youth involved with child welfare and criminal justice.

FLANDERS

Flanders is a new transitional program for youth aging out of Wyndham House's care. This program was established in partnership with FCSGW & Kindle in an effort to create more diverse housing options in our youth in our community.



STRATEGIC PRIORITY #2

MAINTAIN COMPLEX CAPABLE, ACCESSIBLE HEALTHCARE SUPPORT

A key aspect of our Theory of Change is supporting clients with wrap-around, holistic care, including meeting their healthcare and safety needs. This informed our second strategic priority, which is to maintain complex capable, accessible healthcare support.

In 2020, community agencies serving transitional-aged youth observed rising numbers of youth using substances who were experiencing adverse outcomes such as overdoses, hospital stays, violent situations, suicide, and death. Many of these youth were not accessing appropriate mental health and substance-related services at the time of these adverse events. These agencies recognized a need to develop a more low-barrier complex-capable service, that met the needs of youth with co-occurring mental health and substance use concerns. In 2021, the concept of a low-barrier wrap-around service commenced in the form of the Concurrent-Specialized Youth Hub. The goal of this service was to provide rapid, complex-capable mental health and health care to youth with co-occurring mental health and substance use concerns and other complexities in one low-barrier location which is familiar to youth and provides basic needs support. Currently, the Hub is the only service in Guelph-Wellington that provides concurrent-focused care to Transitional-Aged Youth.

We know based on analysis and data collection that this model works. Hundreds of clients a year access the Concurrent Youth Hub and receive life changing support, including healthcare. Youth who did not have previous access to primary care now have a full-service team of support and experience fewer adverse outcomes, greater life stabilization and greater engagement with meaningful activities of daily living. Other key improvements we have seen as a result of the Concurrent Youth Hub are more access to care, life stabilization, and reduction in hospital admissions.

As an agency, Wyndham House has also expressed a recommitment to the Ontario Health Team (OHT) as an investment in our pursuit to maintain complex care and accessible healthcare support and promote overall population health. Through this partnership, Wyndham House is providing leadership and support to the OHT in the space of mental health and addictions and is committed to further integrating healthcare in our community.



**Guelph
Wellington**
Ontario Health Team

THE CONCURRENT YOUTH HUB

The Concurrent Youth Hub is a warm and welcoming space where harm reduction meets traditional substance use treatment. Youth are celebrated and cared for based on who they are, regardless of abstinence or other complexities. Young people can be supported either on a short-term or long-term basis and are encouraged to set their own goals to improve their safety and/or overall health and wellness. The Hub provides a wrap-around model of support that takes a biopsychosocial approach to healthcare, and is focused on supporting youth facing a high degree of complex intersecting challenges. The Hub offers diverse services to youth so that every aspect of their needs is met in order to improve their health outcomes.



- 103** occupational therapy assessments were completed
- 347** initial and follow-up registered practical nursing appointments provided
- 303** assessment and treatment sessions were provided by concurrent clinicians
- 120** psychiatric assessments were completed

The Concurrent Youth Hub recognizes that for youth with a high degree of complexity, substance use treatment cannot occur absent of integrated mental health care, case management and basic needs supports. Youth who require psychiatric care are able to receive assessment and medication needed to treat underlying mental health conditions. Often these needs can be further complicated by additional neurodiversity such as Autism or Fetal Alcohol Spectrum Disorder. The hub is inclusive of youth with these concurrent diagnoses to ensure that no young people are being excluded from service due to complexity. This treatment model is unique in our community, in that it provides a “one-stop-shop” where various needs can be met in one low-barrier environment.

STRATEGIC PRIORITY #3

ADVANCE ORGANIZATIONAL SUSTAINABILITY AND DIVERSIFY FUNDING

As an agency, Wyndham House prioritizes actions that will ensure a viable future for our agency, as such, we made our third strategic priority for the next three years to advance our organizational sustainability and to diversify our funding.

A key part of organizational stability for Wyndham House is to focus our efforts on creating built-for-purpose spaces for both employees and clients. In 2023, we opened our Bellevue Project which a newly renovated residence that serves as permanent supportive housing for 8 youth in a space that was planned and developed based on the needs of our specific client population. This strategy of has proven to be successful and one that we will be soon replicating with the creation of the Suffolk Care Collaborative and Welcome 2 Waterloo.

Wyndham House has been working towards diversifying our funding to ensure long-term sustainability of our organization. Recently, Wyndham House has entered into an agreement with the Guelph Community Health Centre to deliver a youth component of the Hart Hub Services initiative. This agreement is part of a three year demonstration project that has funded the Concurrent Youth Hub until 2028, allowing us to maintain the important services provided there.

We have also received new funding for Strengthening Family & Natural Supports to Increase Education & Employment Outcomes for Youth with Employment & Social Development Canada, under the Youth Employment & Skills Strategy, with A Way Home Canada. This initiative delivers funding to programs that can help serve young people, along with family & natural support or chosen family, with employment and/or education. With this funding, we have been able to hire a Concurrent Clinician and a case manager to support clients in achieving their employment, school, healthcare, and housing goals.

Furthermore, the Wyndham House Board of Directors is working on the redevelopment of structures and resources to ensure meaningful contribution of the board and risk assumption. These changes will contribute to creating efficiencies and maintaining organizational sustainability.



WELCOME 2 WATERLOO!



107-109 Waterloo Avenue,
Guelph ON

Our “Welcome 2 Waterloo” project is a crucial next step in expanding our programming and achieving the goal of ending chronic youth homelessness in our area by 2026.

Located at 107-109 Waterloo Avenue, Guelph, this project will diversify and expand our programming with a unique layout that features two discrete halves. 109 Waterloo will transform into a deeply affordable 10-unit supportive living program with an innovative apartment-style design. This intentional layout will encourage independence and life-skill development alongside embedded 24/7 wrap-around on-site services. Each of the three floors will be fully equipped suites that include a modern, updated kitchen, bathroom, spacious bedrooms, and a cozy living room. Meanwhile, 107 Waterloo is a triplex that will largely remain unchanged, offering three transitional independent living units for youth while keeping meaningful support within arms reach. These apartments will uniquely serve youth whose backgrounds present as a barrier to congregate living, including young parents and those with experiences of domestic violence or human trafficking.



At Wyndham House, we understand the importance of a built-for-purpose design and have taken great care in using our expertise to design spaces that meet the unique health and wellness needs of our client population. Not only has the layout been intentionally designed, but interior fixtures have been meticulously selected for a balance between commercial strength and a “homey,” residential feel. This approach aims to promote safety, ensure resistance to wear and tear, and foster a sense of belonging. The design also aligns with neighbourhood feel and heritage design elements so that the building has curb appeal and blends into the neighborhood.

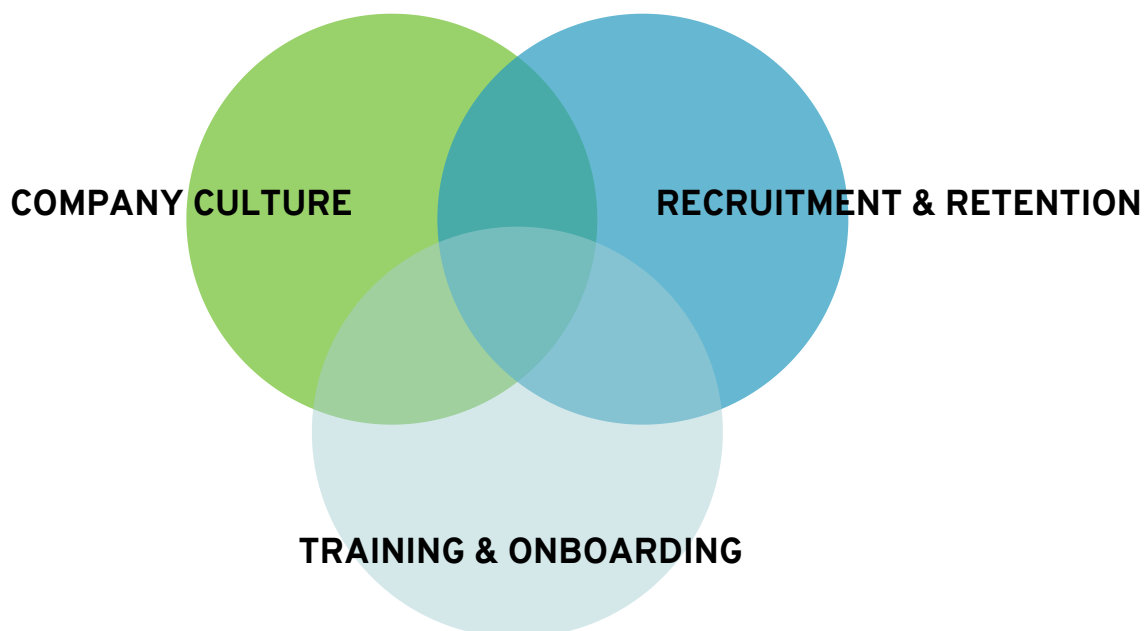
Welcome 2 Waterloo exemplifies our dedication to offering secure, customized housing solutions for complex youth overcoming various challenges. Our priority is to promote the comprehensive well-being of young individuals, both physically and mentally, throughout their housing journey. By offering youth a safe and stable environment alongside comprehensive wrap-around support that addresses underlying issues, this project will help youth break the detrimental cycle of homelessness to avoid its associated trauma, violence, and isolation.

STRATEGIC PRIORITY #4

EMPLOYEE WELLBEING

Across the field of social services, there are challenges being faced by organizations across health and social services that are making it increasingly difficult to ensure employee wellbeing. Many organizations are dealing with an increase in volume of clients and an increase in the complexity of these clients. Alongside these complexities, systemic strain and increasing systemic barriers are making it more difficult to deliver important and impactful services. As a result, Wyndham House has been concerned with promoting employee wellbeing and retention.

During strategic planning, Wyndham House chose to prioritize fostering and improving employee wellbeing for all levels of the organization. Based on our strategic activation, employee surveys, and focus groups, we identified key areas that we could make efficient and lasting changes that would improve employee wellbeing overall. The three main areas for improvement were as follows:



↑
Increased
complexity of
clients

↑
Increased
volume of
clients

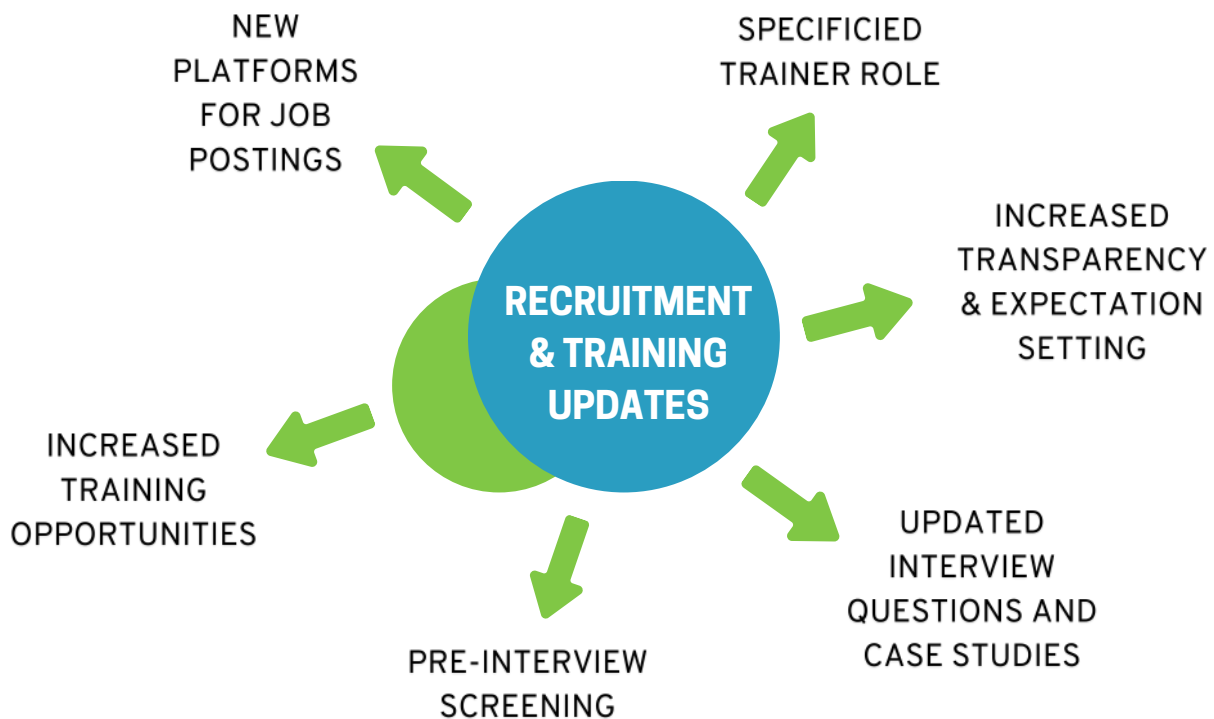
↑
Increased
system strain

↓
Decreased
employee
Retention

↓
Decreased
employee
wellbeing

RECRUITMENT & TRAINING

During pulse employment satisfaction surveys and focus groups, we discovered some key issues surrounding training and recruitment. For recruitment, we found that some new employees had a misunderstanding of their role prior to starting and that the job descriptions did not describe the full extent of the role. Moreover, we discovered a need for better onboarding, more training and more effective training for all new employees. Over the last year, we prioritized making changes to the recruitment and training processes that we believe will make a lasting impact on employee wellbeing.



As shown above, we took various actions to revitalize our recruitment, training, and onboarding processes in collaboration with front-line staff, specified shift trainers, and the leadership team. These specific steps were taken to ensure that our new and current employees feel adequately trained and confident in their roles. As a secondary result of these efforts, we have been able to attract more qualified, skilled, and values aligned candidates to our agency. We saw some clear positive statistics when comparing data from employee pulse surveys taken in 2024 and in 2025:

12.5% increase in the rating of employees overall experience working at Wyndham House

29.1% increase in employee rating of the quality of supervision provided to front-line staff from their direct supervisor

32.1% increase in employee rating of the training provided by Wyndham House for new employees joining the team

COMPANY CULTURE

As a part of our strategy to improve overall employee wellbeing, we identified some key issues that were reducing employee wellbeing across the agency, including, lack of diversity of options for debriefing, inconsistent accountability of employees, challenging working schedules, and desire for more options for supervision. To address these issues we implemented some of the following strategies.

- 1 Introduction of a more interdisciplinary team
- 2 Implementation of a clear shift plan
- 3 Increase in the number/types of debriefing options
- 4 Increased capacity of the management team, reduction in supervision ratios
- 5 Increase in schedule options for frontline team



Another key part of our strategy to improve company culture at Wyndham House was to create more opportunities for connection outside of the working environment. Over the last year we hosted various Staff, Family & Friend events like picnics, game nights, holiday parties, and sporting events. Looking forward, we have committed ourselves to hosting about one event per month to promote a positive company culture and opportunities for social connection.

WYNDHAM HOUSE

STAFF & FAMILY PHOTOGRAPHY EVENT

12PM to 4PM | Friday, October 4th, 2024
Exhibition Park | 81 London Rd W, Guelph, ON



We are offering free professional photography appointments for all Wyndham House Staff. You are welcome to use these sessions for any type of photos including headshots and family photos. To book a time, please reach out to admin@wyndhamhouse.org.

In case of inclement weather, the location will be at the Concurrent Youth Hub (132 Woolwich St. Guelph, ON).

WYNDHAM HOUSE

STAFF AND CLIENT GAME NIGHT!

FREE SNACKS

MARCH 19, 2025
4PM @ The Hub
133 Woolwich St. Guelph, ON

COME JOIN US FOR VIDEO GAMES, BOARD GAMES AND A CHANCE TO CONNECT!

You're Invited!

Cookies, Cocoa & Company

Tuesday, December 17th, 2024

3pm - 7pm, 77 Westmount Road, Guelph, ON, Unit 300
Refreshments Provided

We are inviting all Wyndham House staff, family & friends to join us for cookies, cocoa & company in a cozy-in style event to celebrate the holiday season!



RSVP

CONCLUSION

To conclude, our agency has been working diligently to implement strategic priorities, to ultimately improve youth wellbeing in Guelph Wellington.



We are thrilled as we look to the year ahead, creating more intentional, built for purposes spaces to house and support young people; supporting the development and implementation of upstream prevention work, and continuing our work of advancing organizational sustainability and fostering employee wellbeing.

Here are some of the exciting things to look forward to in 2025-2026:



OUR THIRD ANNUAL GIFT OF HOME FUNDRAISER



THE GRAND OPENING OF THE WELCOME 2 WATERLOO DEVELOPMENT PROJECT



THE LAUNCH OF THE SUFFOLK CARE COLLABORATIVE



NUMEROUS ENGAGEMENT EVENTS

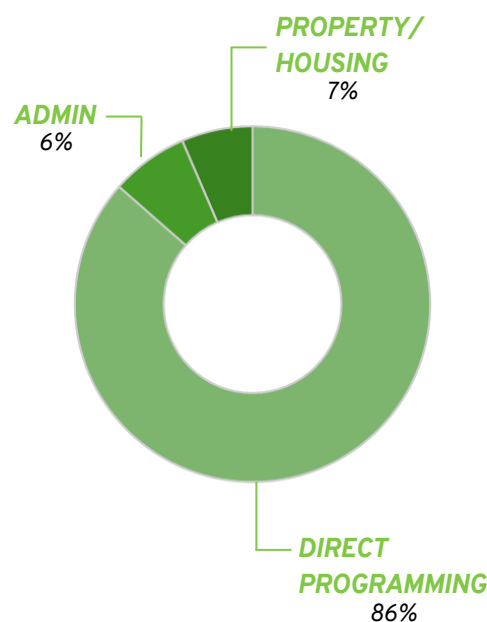
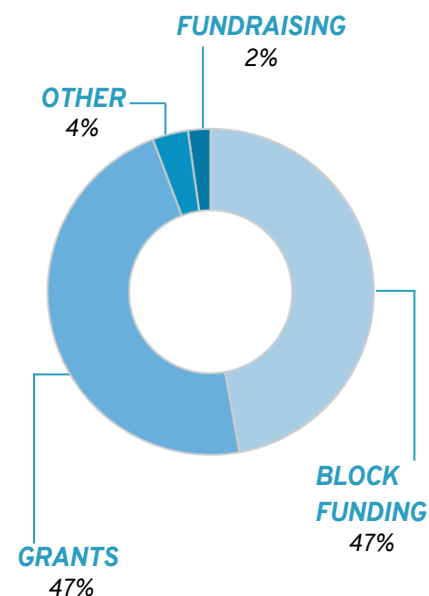
*FOLLOW US ON SOCIAL MEDIA OR SIGN UP FOR OUR MAILING LIST TO RECEIVE UPDATES!
(SEE PAGE 20)*

FINANCIAL REPORTING

STATEMENT OF OPERATIONS FOR THE YEAR ENDED MARCH 31, 2025

*This statement of operations has not yet been ratified by the board of directors for Wyndham House, this ratification will take place on June 24, 2025.

	2025	2024
REVENUE		
Per Diem Billings and Block Funding	1,778,017	1,499,507
Grants - Other	1,033,867	658,399
Grant - City of Guelph	511,666	497,890
Grant - Housing Support Workers	153,240	154,406
Donations - General	98,872	149,242
Fundraising	84,394	(7,334)
Grant - United Way	71,016	72,725
Investment Income	23,291	26,263
Rental Income	11,100	0
Grants - Pandemic Assistance	4,703	4,576
Grant - Health Canada	0	547,570
Other Income	0	47,339
	<u>3,770,166</u>	<u>3,650,583</u>
EXPENDITURES		
ADMINISTRATIVE		
Office Supplies and promotion	89,826	59,830
Professional fees	51,108	68,648
Rent	30,865	25,253
Telephone	29,009	22,771
Donations	20,000	0
Mileage	17,912	21,524
	<u>238,720</u>	<u>198,026</u>
PROGRAM		
Wages	2,584,265	2,597,370
Employee Benefits	312,792	340,711
Program Supplies	141,910	155,451
Food	73,110	62,530
Staff Development	49,002	38,253
Rent	28,301	39,663
	<u>3,189,380</u>	<u>3,233,978</u>
SHELTER		
Repairs and Replacements	81,045	63,493
Amortization	69,891	66,958
Rent	38,400	33,286
Utilities	37,789	38,032
Mortgage Interest	16,365	0
Insurance	12,236	10,179
Capital Improvements	4,835	0
	<u>260,561</u>	<u>211,948</u>
TOTAL EXPENDITURES	<u>3,688,661</u>	<u>3,643,952</u>
NET SURPLUS FROM OPERATIONS	<u>81,505</u>	<u>6,631</u>
OTHER REVENUE	<u>28,563</u>	<u>23,113</u>
EXCESS OF REVENUE OVER EXPENDITURES FOR THE YEAR	<u>110,068</u>	<u>29,774</u>



THANK YOU!

VOLUNTEERS

Thank you to the volunteers who donate their time and passion to support our community.



STAFF TEAMS

Thank you to the dedicated team at Wyndham House. Staff have shown outstanding leadership and commitment across all programs to meet the needs of youth we serve each day.



YOUR IMPACT

Wyndham House is grateful to all funders and supporters. We would like to extend our thanks for the many individuals and groups that provided financial and in-kind support to us this past year.

The County of Wellington
The City of Guelph
The Home Depot Canada Foundation
United Way Guelph Wellington Dufferin
Community Food Centres Canada
Laura Beattie
TD Bank Group
Skyline Group of Companies
Bill Rose
Aaron Zuccala
B. Zee Brokerage Ltd.
Bruce Kirby

The Ministry of Children, Community and Social Services
Alectra Utilities
Fazlahmad Ashkar
Janet and Graham Bennett Family Fund
Mazon Canada
Wellington Laboratories Inc.
Katheryn Troubridge
Farm Mutual Reinsurance Plan Inc.
Gordon Street Chiropractic Centre
Part Time CFO Services Inc.

S.M. Blair Family Foundation, Scotia Wealth Mgt-National Foundations
Rotary Club of Guelph South
Sutherland Insurance Ltd.
Nicole De Francesco
Patrick Priestner
Guelph Toyota
Rotary Club of Guelph-Trillium
Enbridge Gas
Miller, Ornella & Peter
GAP Factory Store

NOTES

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