



# Annual Impact Report



September 2021 - August 2022



### *Dear friends,*

In this Annual Impact Report, we highlight the ways that you, our community, have made a difference in people's lives. Whether you're reading stories of real people or reviewing the data, we think there will be something for everyone. We hope it will be an encouragement to you in the same way it's an encouragement to us.

First, we would like to thank Alice Plug-Buist, our outgoing Board President, who has served in that capacity for four years. She's presided over a period of tremendous growth, but also gave guidance during the challenges of the pandemic. Her humble and heartfelt leadership, thoughtful questions, and helpful

insights have been a blessing. She'll continue serving on the board, for which we're all grateful. In line with our vision of *hope and homes for all*, growth is required. That has been a theme for this past year with 57% growth in 2022, totaling 386 new homes opened. Indwell is now supporting people in 1,062 homes—truly a cause for celebration! We know the impact of a permanent supportive home—that people can truly afford on their limited fixed income—begins a ripple effect in most individuals' lives, reaching to family members and friends, our neighbourhoods, and even health and other public systems.

We also don't want to ignore some of the hard things of this past year:

- The ongoing pandemic has challenged so many, and its impact continues to be felt by the most vulnerable even as many of us are comfortable enough to move on;
- An increase in inexpensive synthetic opioids has been devastating for tenants with substance use disorders, and this impacts their neighbours and families;
- As our tenants age in place, we are seeing more age-related illnesses and deaths. Our communities grieve losses of people who have become dear to us;
- Inflation and its impacts are so much more difficult for those on fixed low incomes. How can tenants stretch their few dollars even further?

Yet there are countless reasons to hope. As we look ahead to 2023 and beyond, we're confident that we can move forward together to continue to support people seeking health, wellness, and belonging—whether they're already living with us or hope to in the future—whether it's individuals, churches, other agencies or governments working for solutions to homelessness. More people are unhoused, but homes are the solution to homelessness and supportive housing helps people stay housed. Please continue to (or begin to) give to Indwell, so we can serve more people.

Thank you for taking some time to peruse this report. We hope you'll feel encouraged by our growth, and hopeful for our future.

Paul, a follower of Jesus about 2,000 years ago, often gave this kind of greeting in his letters, and we pray this for you as well: **May God our Father and the Lord Jesus Christ give you grace and peace.**

Sincerely,

John Nyholt  
President, Board of Directors

Jeff Neven  
Chief Executive Officer



## About John Nyholt

- Indwell board member since 2022
- Served on Audit and Governance Committees
- 35 years with PwC Canada
- Extensive board experience in local and national organizations

*I was drawn to Indwell by its clear focus on hope and homes for all. I'm captivated by the teaching of Jesus, that "whatever you did for one of the least of these brothers and sisters of mine, you did for me." As amazing as Indwell's growth has been, the need for housing is so great—we have work to do!*

## TENANT SPOTLIGHT



### Lori - Woodfield Gate, London

*"Since coming to Indwell, I have friends, and a lot of good people [around me] making good choices. The programs I've attended are filled with a world of knowledge that I use in my day-to-day life, like 'Feed the Good Wolf'—a group that allows me to be around positive people."*

Since she's no longer worried about losing her home, Lori reports her stress is "at an all-time low." The kitchen staff has helped her with a protein deficiency, which allows her to work out. She hasn't been in the hospital since 2018, and loves having independence. Lori sums it up with, "Now, since being at Indwell, I know what home is. I have a new way of life—one I can be proud of."

Featured on cover, left to right: Laura (pg. 7); Carol (pg. 15); interior of Dogwood Suites, Simcoe; Juan, tenant entering new apartment at Embassy Commons, London; exterior of Lakeshore Lofts, Mississauga; exterior of Dogwood Suites, Simcoe; exterior of The Oaks, Hamilton; Russell (pg. 11); interior of Ain - dah - ing, The Oaks, Hamilton; Lori (pg. 3)



SEPT 2021 TO AUG 2022

— A YEAR OF DYNAMIC PROGRESS

# Growth in *Motion*

While we continually face growing challenges (ex/ faltering government grants) we celebrate that many more people have affordable housing with the supports they need to thrive.





We welcomed **292** people  
into their **new homes**



**92%**  
of people coming from  
homelessness **remain**  
in Indwell housing **for**  
longer than one year



**132**  
**VOLUNTEERS**  
gave a  
total of **1,327**  
hours of  
their time

**126** **STAFF**  
**PROVIDING**  
**DIRECT**  
**SUPPORTS**



**60%**  
of Indwell  
tenants had  
**reduced**  
**healthcare needs**  
after 18 months in supportive housing



## COMMUNITY PERSPECTIVES

A tenant, pastor, housing support staff and Shkaabewis share their thoughts on living, partnering, and working at Indwell. We are grateful to all our staff, tenants, and partners—together, they contribute to a caring and vibrant community.



**Evadney (Eva)**  
TENANT  
LAKESHORE LOFTS,  
MISSISSAUGA



**Maria Yaguas**  
HOUSING SUPPORT  
EMBASSY COMMONS,  
LONDON



**Steve Dozeman**  
PASTOR  
TALBOT STREET  
CHURCH, LONDON

I became part of the Indwell community because an affordable unit became available, and I'm on a fixed income. The support offered by staff provides the stability I needed as I transferred from a basement unit in the Durham area.

Whenever I tell others about Indwell, I boast about the newly designed building, its location on Lakeshore [Road], a bus stop at the door, GO transit accessibility, highways nearby and the amenities located in the area which are all within walking distance to the building. There are a mixture of people occupying the building, and it's quiet, which I enjoy.

I worked at a shelter for nearly 10 years, but a shelter will never be a home. As I see people who've been homeless for years move into their own apartments, it's moving to see their joy; something so precious has come to them.

Indwell is the best place to work and live. My mother-in-law told me she noticed a glow about me when I talk about Indwell.

When I ran coffee hour last week, we played bingo, and it was so fun to see people laughing and happy and belonging to a community that really cares.

We serve a diverse population as a downtown church and are very aware of the lack of affordable housing. Homelessness causes so much human suffering, and we are excited to be part of a solution.

I personally know numerous tenants who have been given a fresh shot at life by living at Indwell. It's a Christian worldview that deeply shapes the way staff view and serve people, and this is part of what makes them so good at what they do!



**Demi'in Kwe**

SHKAABEWIS  
HAMILTON  
REGIONAL INDIAN  
CENTRE, HAMILTON

Demi'in Kwe of the Hamilton Regional Indian Center comes to McQuesten Lofts (home to many Indigenous people) as a Shkaabewis (traditional Anishinaabe helper) on a regular basis to share Anishinaabe teachings, Full Moon ceremonies, Changing World ceremonies, and activities out of the healing garden and the common room. In her words,

I am from the Bear Clan of the Anishinaabe Nation, in particular the Three Fire Confederacy of the Potawatomi, Ojibwe, and Odwa. I have blood connections to the families of the following First Nations: Nipissing First Nation (Garden Village), Wikwemikong Unceded First Nation, Neesawjiiwiin, located on the northern part of Sagamok Anishinaabek First Nation, and Anishinaabek in the Land of the Big Knives (USA). These claims are recognized as belonging to 1790 101601 as per the Indian Act. I am the daughter, granddaughter, great-granddaughter, cousin, and niece of Residential School Survivors.

I became involved with Indwell because I was offered semma (tobacco) to share some Anishinaabe teachings and conduct Ceremonies for both First Nations, descendants of the original immigrants to Turtle Island, and Indwell community members who were interested in learning and socializing. I am always grateful for how welcoming Josh and the Indwell tenants are to me and fellow Shkawaawis (drummers and singers) and enjoy having sacred shkode (fire) in the beautiful fire pit.

## TENANT SPOTLIGHT



**Laura - Dogwood Suites, Simcoe**

Laura moved into the brand-new Dogwood Suites building when it opened in 2022 and has been loving her new place, saying, "It's great to live in a small comfortable apartment. I enjoy homey apartment living. I have access to great opportunities in the building and lots of social activity." Her favourite part of living at Dogwood Suites is the nice people she's met and the caring staff. Living in a central downtown location has made her work and achievements more accessible. In her own words, "I have a good job, I'm a good cook, I work hard at swimming and basketball, and I'm a caring friend."

# CURRENT AND FUTURE COMMUNITIES

AS OF DEC 31, 2022

**The Oaks,  
Hamilton**

OPENED JUL 2022



## 1,062 *Homes* in 25 Programs

+ 11 FUTURE PROGRAMS



**Lakeshore Lofts,  
Mississauga**

OPENED FEB 2022

**LONDON**  
138 PEOPLE IN 138 APARTMENTS  
1 FUTURE PROGRAM (2 BUILDINGS)

**CHATHAM-KENT**  
1 FUTURE PROGRAM





## Dogwood Suites, Simcoe

OPENED MAY 2022



## NEW APPROACHES

### S.T.A.R.T. Team

S.T.A.R.T. (Short-Term Assistive Response Team) is an interdisciplinary team of regulated healthcare professionals—such as nurses and social workers—working alongside Housing Support Staff within the Hamilton Apartments Program to provide holistic care, collaboration, and communication with tenants and their circle of care.

In Indwell's enhanced support buildings, the entire interdisciplinary team works within in one building, providing supports to all tenants that live there. As a standard support program, the Hamilton Apartments Program has a Housing Support staff person in each of its nine buildings. S.T.A.R.T. is mobile and able to support tenants in any of these buildings.

The S.T.A.R.T. model was developed with the goal of supporting new tenants as they transition into independent housing, particularly individuals coming directly from hospital. The team has a strong connection with hospitals and supports individuals as they transition from hospital to housing. They provide additional capacity to the Hamilton Apartment Team to support existing tenants, provide ongoing education and health promotion using their specialized education and training, and streamline communication and collaboration with local hospitals, healthcare agencies, and other community supports.

The Hamilton Apartment Program has seen an increased quality of care for tenants as there is more capacity for staff to track, follow-up, and coordinate care. They've seen people successfully transition from living in a hospital to living independently in their own apartments with the help of a strong system of supports. Tenants who have lived with us for many years are better able to work towards goals of health and wellness.



The S.T.A.R.T. team at their weekly meeting: Kylie Tindall (Registered Nurse), Jacqueline de Schutter (S.T.A.R.T. Program Supervisor), Rachelle August (Registered Practical Nurse), Miranda Crocket (Social Worker)

### Waterloo Region Programs

#### WORKING TOGETHER FOR LOVE, HOPE, AND DIGNITY

May 1, 2022 signalled Indwell's official partnership with Waterloo Regional Housing, and a new opportunity to provide supportive housing services within affordable housing operated by the Region of Waterloo.

For the tenants at Weber Street Apartments (Kitchener) and Robert Kerr Manor (Cambridge), the Indwell difference means access to a staff team for housing and health needs, a bridge to essential health services and a cultural shift with Indwell's community approach, including activities to build connections. Safety issues have been addressed and resolved, and for individuals with profound disabilities, housing assistance and access to health care was immediately secured.

## Railway City Lofts

### A UNIQUELY THERAPEUTIC PROGRAM

Railway City Lofts in St. Thomas, which opened in October of 2021, is unique to Indwell in many ways. It is our smallest program, housing 15 people, allowing for a staff to tenant ratio of 2:1. Funded by a provincial “Back to Home” grant and the City of St. Thomas, Railway City Lofts is an “enhanced-plus” program—an intensely therapeutic and rehabilitative program that works to facilitate housing stability by offering focused services that support residents as they move toward improving their health, wellness, and belonging. Indwell provides housing, life skills support, healthcare support, behavioural support, addiction support, food security, community-building activities, groups, and community linkages.

Residents experience stability as needs—such as physical health, mental health, addiction, life skills, and interpersonal skills—that are often overlooked are addressed with care. Residents report feeling safe and secure, and St. Thomas Police Chief Chris Herridge reported an **“80% reduction in police occurrences in the downtown core.”**



Railway City Lofts, St. Thomas, 2022

## TENANT SPOTLIGHT



### Russell - Parkdale Landing, Hamilton

Russell recently celebrated his one-year anniversary of living at Parkdale Landing. After spending some time in lodging homes, he loves the balance of independence and supports that Indwell provides. Some of his favourite things about the program at Parkdale Landing include the daily meal (his favourite is the meatloaf!), the sense of belonging, and the activities. Russell states:

“The support is really good. When you have a problem you can talk to someone. And right now they’re doing a Bingo game where if you help somebody out, you can win prizes!” Living at Parkdale has also helped Russell maintain a clean and tidy living space, which he is proud to call home.

## SEP 2021 TO AUG 2022 FINANCIALS

### \$65.6M

Total consolidated revenue  
in the past fiscal year

#### WE RECEIVED

**\$49.2M** for new buildings

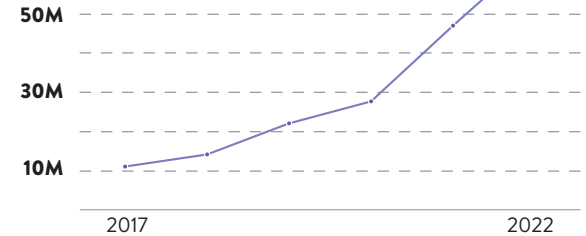
**\$16.4M** for operating and programs\*

#### WE SPENT

**\$71.7M** on new buildings

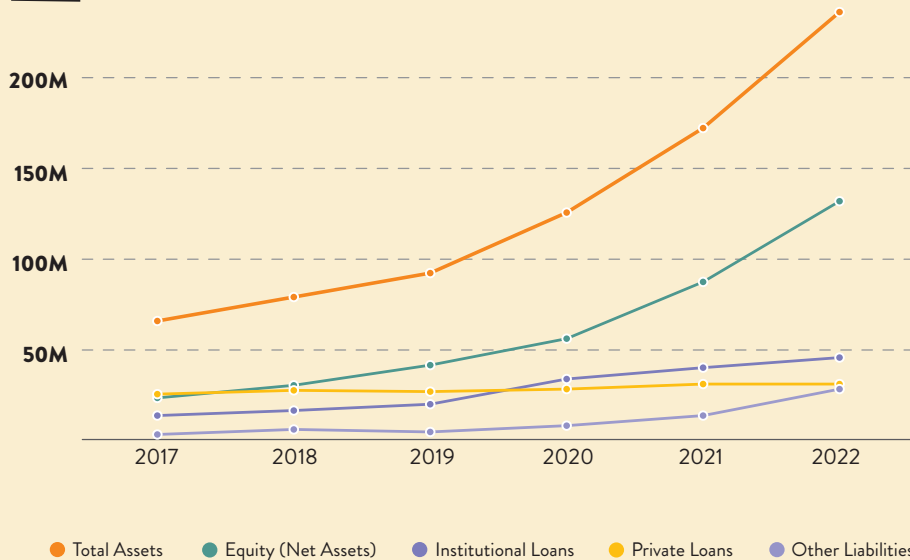
**\$16.8M** for operating and programs

#### CONSOLIDATED REVENUE



*Sustained, impactful  
growth*

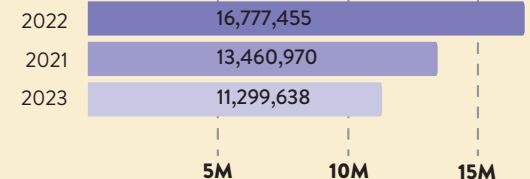
#### ASSETS AND LIABILITIES



#### OPERATING REVENUE \*\*



#### OPERATING EXPENSES

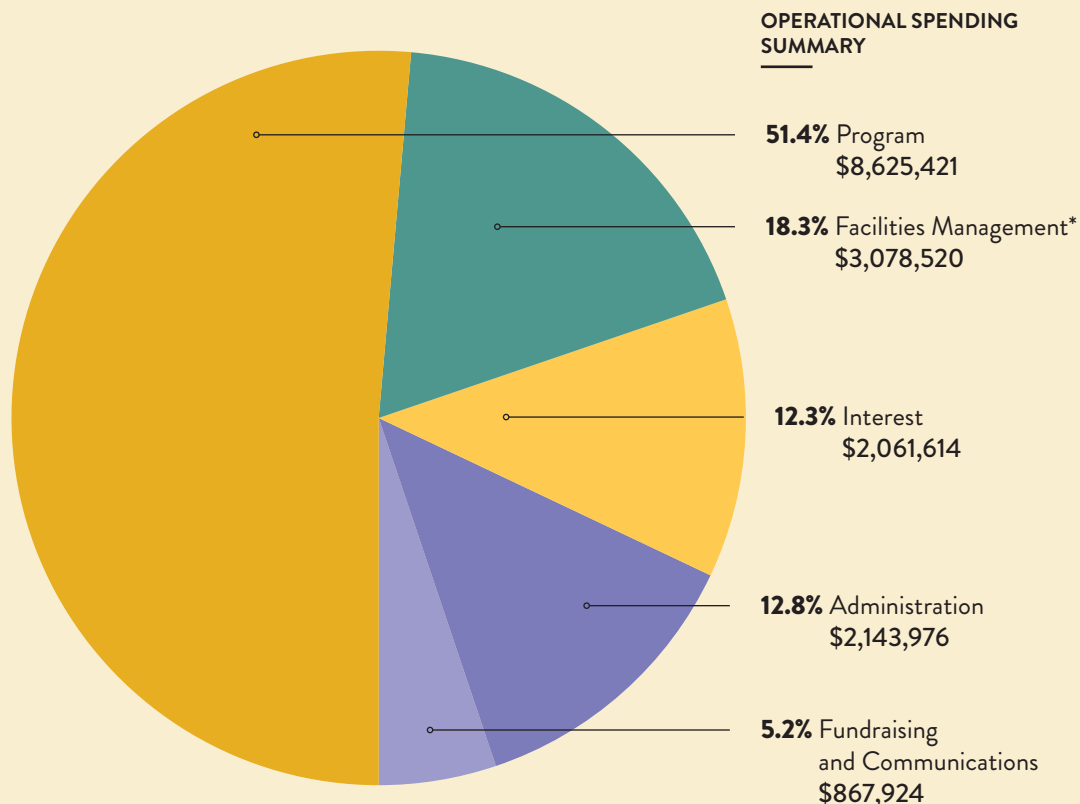


\* Does not include Flourish revenue

\*\* Includes Flourish revenue



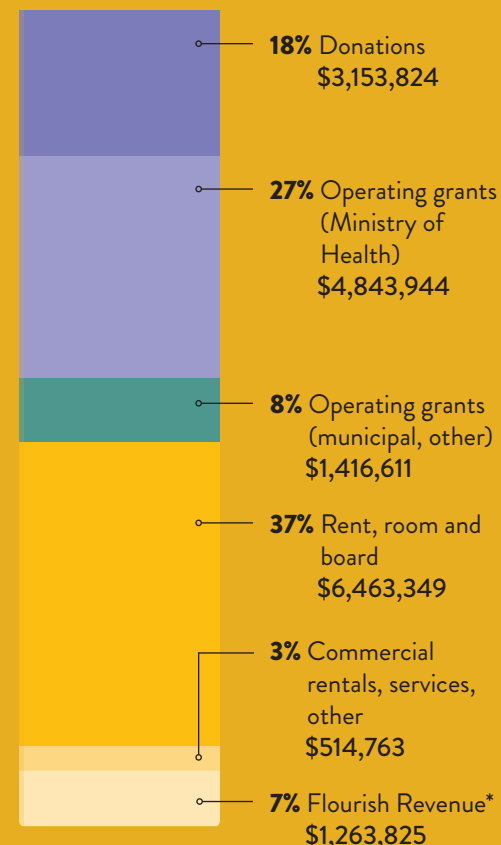
## ALLOCATION OF OPERATING EXPENSES



**Total operating expenses: \$16,777,455**

\* Excludes amortization of \$4,183,436 (2022) and \$2,613,812 (2021)

## OPERATING REVENUE BREAKDOWN



**Total operating revenue: \$17,656,316**

Does not include capital fund revenue.

\* Flourish is a non-profit real estate development services organization that deploys the development experience of Indwell. Flourish revenue is eliminated upon consolidation in Indwell's audited financial statements.

## LOOKING FORWARD WITH HOPE

Indwell's three-year strategic plan is themed **Grow Well**. As we anticipate supporting 1,500 people by July 2024 (100% growth), we must expand in a responsible and sustainable way. This plan focuses on four key pillars: Tenacious Tenant Care, Thriving Staff, Responsible Growth and System Disruption—the following initiatives exemplify our commitment to these pillars:



### Tenacious Tenant Care

In 2021–22, Indwell began investigating ways to increase evidence-based, tenant-focused care through data-driven tools such as TIMES (Transformation Information Measurement and Evaluation System) and OCAN (Ontario Common Assessment of Need) to create individualized service plans. We will continue implementation of these tools in 2023 to improve tenant care and satisfaction. We will also strengthen relationships with volunteers to further community-building.

### Thriving Staff

In 2021–22, Indwell staff experienced a variety of opportunities to connect, learn and grow with the LeadWell 2022 Leadership Conference, the Indwell Staff Retreat and Clifton Strength Finder assessments—a tool that helps individuals identify and maximize their strengths, and provides opportunities for coaching. Employees also gained access to Dialogue, an online health platform that makes health and wellness support easily accessible for staff. These opportunities will continue to be offered, and Indwell will seek to improve our recruitment strategy to ensure we're attracting the best staff we can!

### Responsible Growth

Indwell has achieved tremendous growth in 2022 with 386 new homes! Indwell is working with our partners in healthcare, the federal and provincial government, municipalities and **donors like you** to create more programs and ensure that tenants who need access to mental health, addiction and other health care can receive it.

### System Disruption

With the creation of the S.T.A.R.T Team, the Waterloo-Region Programs, and Railway City Lofts (see pg. 10–11 for fulsome descriptions), we have proven that real change comes when we work together with healthcare providers, such as the Ministry of Health, municipalities and other bodies to create new models. We have also partnered with Sacajawea Non-Profit Housing and Hamilton Regional Indian Centre to create homes for Indigenous tenants in 2022 and will continue to work with these organizations to increase equitable access to affordable housing and ensure appropriate supports for Indigenous people.

Due to the success of the S.T.A.R.T. model, also known as integrated comprehensive care, we will continue to explore opportunities with health partners across the province to use this model as a basis for health system renewal through Ontario Health Teams.



Hundreds of tenants, neighbours and supporters celebrate the Grand Opening of The Oaks in Hamilton in September of 2022, against the backdrop of Aindah-ing, which houses 13 Indigenous tenants and the offices of Sacajawea Non-Profit Housing.

To check out the PDF summary of  
Indwell's 2021-2024 Strategic Plan,  
scan here:



## Vision

Hope and Homes for All

## Mission

Indwell is a Christian charity that creates affordable housing communities that support people seeking health, wellness, and belonging.

## Values

We value the inherent dignity of all people as image bearers of God.

We live out our Christian calling to love our neighbours as ourselves.

Hope is the foundation of all of our actions.

## Board of Directors

John Nyholt – **President**  
Fred Spoelstra – **Vice President**  
Wayne Solomon – **Treasurer**  
Alice Plug-Buist – **Secretary**  
Jan Disselkoen

Karen Efron  
Melanie Froese  
Julia Marchaesan  
Lindsay Reynolds  
Peter Van Geest

## TENANT SPOTLIGHT



### Carol - Harvey Woods Lofts, Oxford

After years of losing close family members, Carol found herself in an impossible situation when a negligent landlord refused to fix the toxic mold in her apartment. Sleeping rough in a park, she kept her situation a secret. When she finally told friends the truth, she was put in touch with Indwell staff at Harvey Woods Lofts.

*“Since being at Harvey Woods Lofts I’ve become more confident and outgoing. I volunteered at the United Way, speaking to organizations about poverty...and telling my story. I made a decision to stop drinking. I stepped into my first [Alcoholics Anonymous] meeting and didn’t look back. Indwell staff has been unbelievable in helping me through my difficulties.”*

For more about Carol’s Story,  
scan here. Be sure to subscribe  
to Indwell’s channel on YouTube!



# Indwell welcomes everyone.

Indwell exists to provide hope and homes for all. Our supports, services, and employment are open to people from every creed, race, ethnicity, sex, ability, sexual orientation, and gender identity. Indwell's leadership are motivated by the example of Jesus Christ as reflected in Indwell's statement of faith. Indwell engages with diverse communities; we actively identify and remove barriers that prevent people from accessing and participating in our services and organization.



## INDWELL

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## Corporate Name

Indwell Community Homes

## Charitable Registration Number

131295198RR0001

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**Canadian Centre for  
Christian Charities**  
ACCREDITED MEMBER