

St·Michael's Mission St-Michael

Strategic Plan 2026-2028

Mission Toit Rouge

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Our Vision & Mission

Vision

A city center with inclusive community living spaces where the dignity and fundamental rights of all are respected.

Mission

Our mission is to provide a central, highly accessible and welcoming space offering essential frontline and resource referral services to our society's most vulnerable individuals.
We strive to address systemic sources of insecurity and barriers to well-being by responding to subsistence needs, providing individualised accompaniment and supporting social integration.

Our Values



Continutity

We have navigated significant challenges to provide continuity of care to Montreal's most vulnerable populations since 1927.

We imagine a future where highly qualified professional staff and optimized data collection improve our service quality and strengthen our capacity to respond rapidly to emerging social crises.



Trust

We have established reciprocal trusting relationships with all members of our community, from service users to funders.

We hope to build on these relationships, increasing our global mission funds and investing in strategic growth to meet the needs of the local community.



Collaboration

We act as a conduit and catalyst for meaningful multi-sector engagement, recognizing service users' experiential knowledge as key to successful collaboration.

We are focused on expanding roles/opportunities for service users and community members to engage/inform the actions of the support networks that serve them.

A caring welcome since 1927



1927

The Mission is founded by the Parish of St. John the Evangelist

1929

The Sisters arrive from Ontario to take on the Mission.

1954

The Mission moves into St. John the Evanelist Church.



1960-1969

The Mission transitions from a family oriented initative to homeless services

2008

The Mission becomes an independant registered charity organisation.

2019

The Mission Rebrands with the "More than a bowl of soup" slogan.



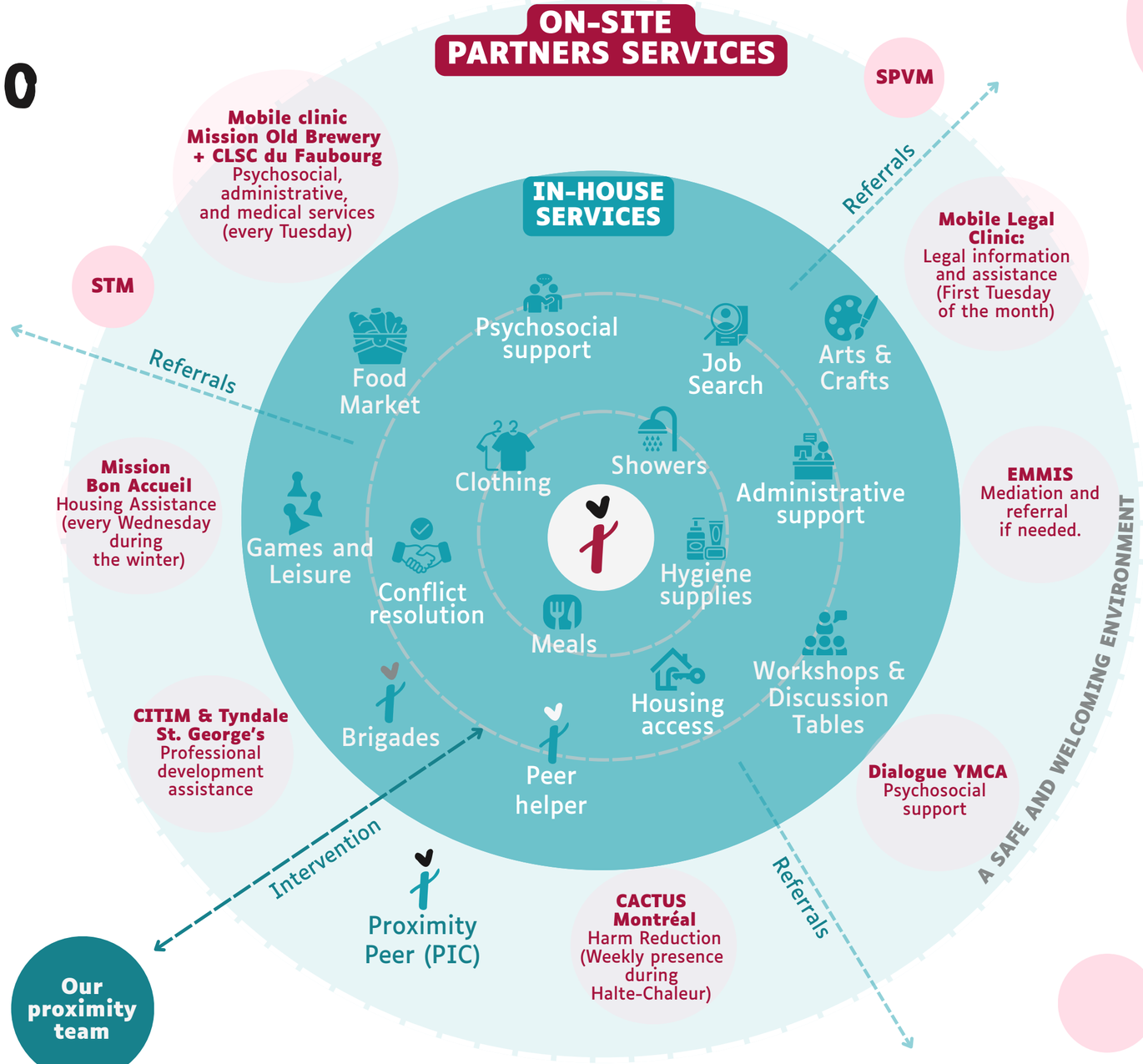
2023

The Mission moves into St. George's Anglican Church.

2027...

Mission Toit Rouge

What we do



Mobile clinic Mission Old Brewery + CLSC du Faubourg
Psychosocial, administrative, and medical services (every Tuesday)

SPVM

Mobile Legal Clinic:
Legal information and assistance (First Tuesday of the month)

GOVERNMENT

STM

COMMUNITY ORGANIZATIONS

EXTERNAL PARTNER RESOURCES

Mission Bon Accueil
Housing Assistance (every Wednesday during the winter)

EMMIS
Mediation and referral if needed.

HOSPITALS

CITIM & Tyndale St. George's
Professional development assistance

Dialogue YMCA
Psychosocial support

Neighbourhood Tables
Peter-McGill Community Table & Table de Concertation Faubourg St-Laurent

Our proximity team

Proximity Peer (PIC)

CACTUS Montréal
Harm Reduction (Weekly presence during Halte-Chaleur)

Day centre services:
Open 8am to 3pm Monday through Friday unitl the end of November 2026
Will be open **8am to 3pm 7 days a week, year round, starting winter 2026**

2026-2028 Strategic Initiatives

1. Develop our psychosocial support services
2. Boost food services
3. Enhance day center operations
4. Invest in professional development and identity
5. Improve Physical Infrastructure

REINFORCING WHAT WE HAVE & PREPARING FOR GROWTH

Initiative 1: Develop our psychosocial support services

1.1 Strengthen service user accompaniment

- Refine internal roles, tasks and procedures for case management
- Develop outreach capacity
- Further develop beneficiary participation programs
    - Ex. Increase capacity of peer helper and proximity peer programs

To develop effective pathways towards increased autonomy and well-being

1.2: Improve data management

- Evaluate the integration of coordinated access case-management platforms
- Refine existing internal processes to track case management continuity

Prevent service users from falling through cracks in the health and social services system

1.3: Improve access to third-party services on-site

- Increase beneficiary participation in evaluating service needs
- Improve internal communication of third-party services to users
- Reinforce existing partnerships
- Create reliable service exchanges to complement existing partnerships

To increase on-site visits providing service access, improvements in continuity and follow-up, and strengthened referral network

TO ESTABLISH PATHWAYS TO WELL-BEING

Initiative 2: Boost food services

2.1 Reinforce existing partnerships and build new food security networks

- Establish partnerships with neighbouring businesses and community kitchens
- Increase volunteer engagement and offer more opportunities for community member participation

To feed more service users higher quality meal options, diversify food sources, reduce food waste and strengthen multi-sectoral collaboration

2.2: Enhance food donations' logistical capacity

- Acquire a vehicle and secure parking space
- Streamline donation reception and distribution processes
- Refine food inventory/management processes

To improve structure and efficiency in existing processes, increase flexibility for food reception and redistribution

TO NOURISH OUR COMMUNITY

Initiative 3: Enhance day center operations

3.1 Extend opening hours

- Extend opening hours to evenings and weekends, thereby improving operational capacity and supporting more service users.

To increase accessibility to services

3.2: Expand social and cultural activities

- Activate community and educational partnerships by offering a variety of interactive social and cultural activities open to service users and the broader community
  - Summer 2026: Establish a programming calendar for recurrent activities
  - 2027: Integrate activities with other programs (ex., volunteering, peer helper, facilitated discussion tables)

To facilitate social inclusion

OFFERING A WELCOMING SPACE EVERY DAY

Initiative 4: Invest in professional development and identity

4.1 Implement staff retention strategies

- Provide ongoing professional development opportunities to staff
- Develop an employee benefits program

To improve service continuity, quality and employee engagement and well-being

4.2: Optimize administrative capacity

- Increase hours for essential staff (currently part-time)
- Refine staff roles & responsibilities to optimize human resources

To improve service management to meet increasing demands

4.3: Re-establish our identity

- Change in name (Mission Toit Rouge)
- Implement new communication strategy

To improve visibility of our secular, innovative and inclusive culture

4.4: Strengthen Governance

- Support current board members in fulfilling their leadership responsibilities
- Review and update by-laws, policies, and governance procedures

To improve accountability, transparency, engagement, and oversight

CULTIVATE A CULTURE OF INCLUSIVITY AND CARE

Initiative 5: Improve Physical Infrastructure

5.1 Improve facilities at Place du Canada

- Summer 2026: Upgrade lighting and add soundproofing in the hall
  - Improvement of ambiance
  - Reduction of noise levels

To increase safety and comfort for service users, volunteers and staff

5.2 Redesign work areas

- Every employee has access to an adequate workstation
- Improve safety and comfort for staff and volunteers in the food storage area
- Improve kitchen and market facilities

To improve ergonomic and technological functionality

5.3 Develop multi-year project to meet increasing demands for services

- Summer 2026: Identify resources/opportunities for project development
- Secure financing for project manager

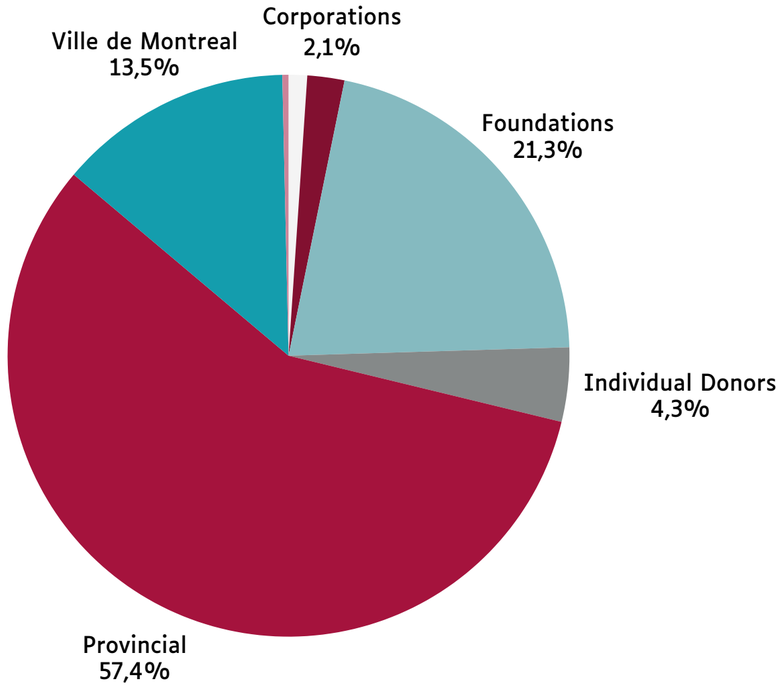
To meet increased service needs

TO ENHANCE OPERATIONAL EFFICIENCY

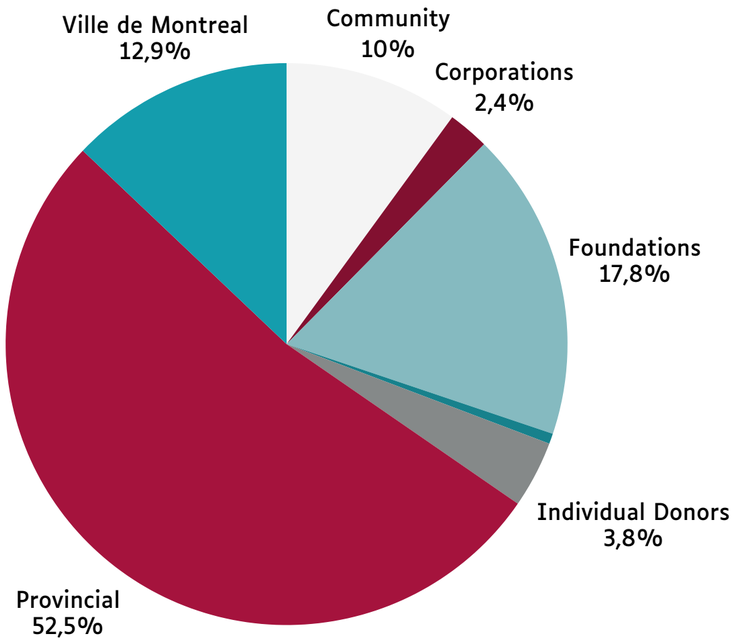
Financial data :

Revenues over time & by source

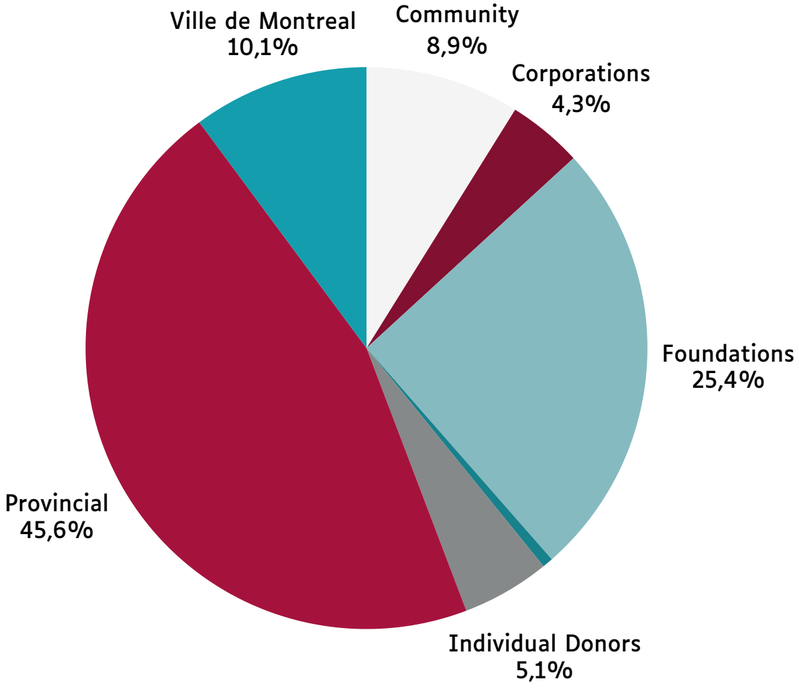
2025
Actual revenue by source



2026
Budgeted revenue by source



2028
Trageted revenue by source

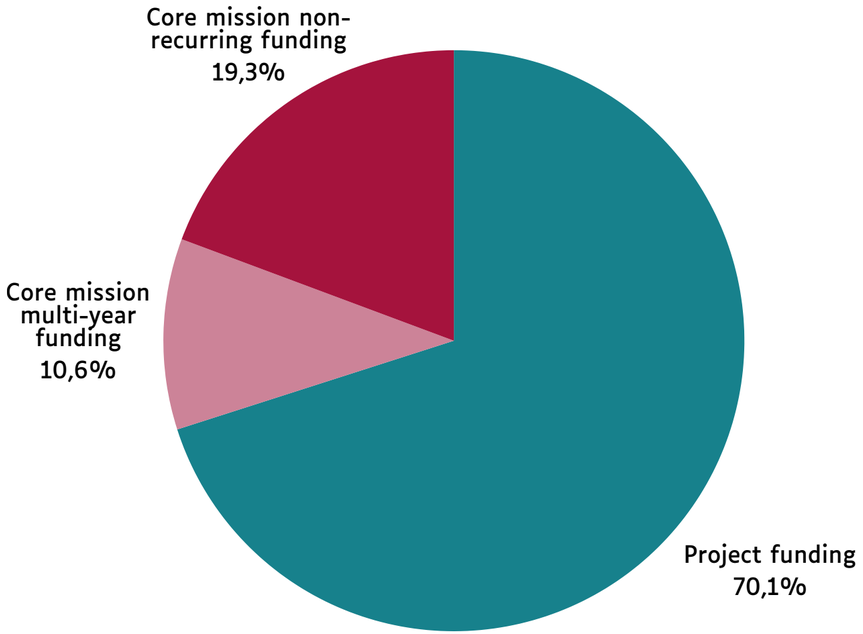


INCREASE DIVERSITY OF FUNDING SOURCES

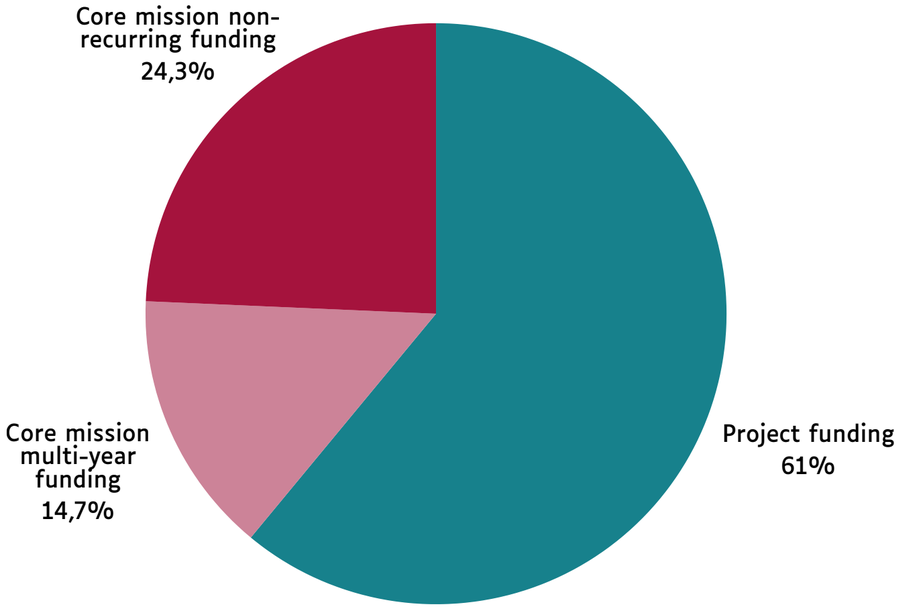
Financial Data :

Target distribution of revenue

2025
Actual distribution of revenue



2028
Target distribution of revenue



INCREASE RECURRING CORE MISSION FUNDING TO SECURE OUR FUTURE

Scan or click to DONATE

St. Michael's Mission / Mission Toit Rouge
info@stmichaelsmission.ca
1105 rue Stanley, Montreal, QC, H3B 2S6
514-844-8127