



Grow our Services and Physical Capacity

1. Build Mathias Place, a new 95-unit fully accessible supportive housing and assisted daily living program for the elderly
2. Expand programs focusing on GSM's vision of ending chronic homelessness
3. Review and implement best use of GSM facility at 412 Queen Street East



Strengthen Partnerships

1. Strengthen and expand network with healthcare, universities and other agencies
2. Build on model of comprehensive alternative level of care (ALC)
3. Alignment with Hospitalers Order of St John of God



Improve access for clients with drug and or alcohol addictions

1. Grow number of beds for addictions program
2. Create sober Transitional Housing



Quality Assurance and External Accreditation

1. Expand Quality Assurance components
2. Achieve external accreditation



Social Capital and Innovation

1. Use clients existing informal social networks and knowledge to inform planning
2. Embrace innovation in program planning and delivery



Increase and Diversify fundraising

1. Expand fundraising and diversify sources of fundraising
2. Carry successful Capital Campaign for building Mathias place

Progress During 2023

Grow our Services and Physical Capacity



1. Land purchased. Community outreach completed. Committee of adjustment approval secured. The application to OPEN DOOR and other funding sources has been completed. The final funding decision by the city is expected shortly. Initial building assessment completed. Anticipated demolition in December 2024, with building to start early 2025 with a completion date of late 2026 or early 2027.
2. The following Programs have been added during 2023
 - Housing Follow-up program, Shelter Diversion/Eviction prevention program.
 - Dine-in meals at 412 Queen St. East restarted in August 2023.
 - An additional 31 beds increased for overnight shelter at 412 Queen St. East.
 - Hotel/Shelter operation extended to 2028, effective May 1, 2024.
 - GSM began meal service for Hotel/Shelter.
 - Expansion of Veterans program in progress (application submitted for funding).
3. In progress. Initial building assessment completed.

Strengthen Partnerships



1. The partnership with Inner City Health Associates (ICHA) strengthened. A Nurse practitioner is now stationed at GSM five days a week, a population health program is in place, and a once-a-month Vaccination Program, including Hepatitis C, has begun. Discussions are in progress with ICHA regarding additional health care support during the meal program.
2. Exploration to begin once the status of Mathias Place is determined.
3. All coworkers provided training on Mission, Vision, Values. A week-long mission-focused activity carried out.

Improve access for clients with drug and or alcohol addictions



1. Discussions underway with responsible authorities to expand services.
2. Planning on sober transitional housing to begin in 2024.

Quality Assurance and External Accreditation



1. Regular QA work with the city of Toronto Shelter Services is ongoing.
2. Preparation for external accreditation to begin in 2025.

Social Capital and Innovation



1. Ongoing monthly meetings with Shelter, Barrett House and St. Joseph's residents. Feedback received from these meetings informs adjustments to programs and services.
2. Innovation programming in Shelter Diversion/Eviction Prevention, Housing Follow-Up and comprehensive support for Homeless Veterans (including case management, housing, rent subsidy, wrap-around service, outreach and life skills and social skills development and training and employment) started and continued in 2023 and 2024.

Increase and Diversify fundraising



1. Fundraising Initiatives:
 - New Donor acquisition resulted in positive return which will continue in 2024/25.
 - Digital acquisition to be tested in December - January 24/25 focusing on increasing donations and donors.
 - A new online auction to be tested in Nov-Dec 2024.
 - A new FT position focused on digital media created to enhance GSM's online presence and reach a broader audience.
 - Website redesigned. Advocacy to secure additional base funding for the shelter operation is well underway, with an increase secured in 2023.
2. Recruitment is underway to hire appropriate staff, and work is underway to raise funds for Mathias Place, a supportive housing facility for the elderly. Starts in 24/25.