



Annual Report 2016-2017
40th Anniversary 1977-2017

This is Madison House...
Where it all began in 1977!

Madison Community Services 2016-2017 Annual Report

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Artwork by one of the Art Expression Program Clients

OUR MISSION

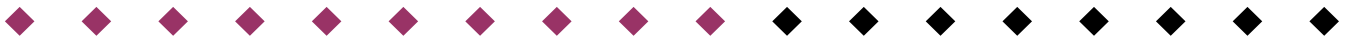


Promoting the *independence, health, recovery, and community* integration of persons with mental health and/or addictions challenges through advocacy, education and a broad range of case management and housing support services.



OUR VALUES

- Respect*
- Commitment to Recovery*
- Accountability and Transparency*
- Co-operation and Collaboration*



MADISON FACTS

- Madison Community Services has been operating since 1977.
- We were the first community-based supportive housing agency in Toronto.
- We were founded by a interdisciplinary staff team from the Queen Street Mental Health Centre (now CAMH) to address the critical need for ex-psychiatric patients to have housing and supports when discharged.
- Madison opened one of Ontario's first 'high support' housing programs with 24 hour staff.
- We are a founding member of Ontario Federation of Community Mental Health and Addictions Programs (now Addictions and Mental Health Ontario); The Supportive Housing Coalition (now Mainstay Housing); The Toronto Mental Health and Addictions Supportive Housing Network and the Dream Team (the organized group of consumer/survivors who use their stories to advocate for more supportive housing).
- Madison began as a supportive housing service provider but has grown to be a multi-service agency providing case management as well as a wide range of other programs to individuals experiencing mental health and addictions challenges .

President and Executive Director Report



Stephany Mandin



Jean Stevenson



Highlights of 2016-2017

2016-2017 was yet another year of growth and improvements for Madison in our existing program & services and in the development of new programs and initiatives.

In addition, 2017 marked Madison’s 40th Anniversary as a community –based, non-profit mental health and addictions agency!

As part of celebrating this significant milestone we are using this Annual Report to include a section on Madison’s Origin and History and to hold a 40th Anniversary Celebration Event on November 8th, 2017.

Madison is in the fourth year of our 5 Year Strategic Plan (2013-2018)

Our plan has 3 Key Strategic Directions:

- Focus on Our Clients
- Build Capacity to Meet Clients Needs
- Strengthen Our Organization & Support Our Sector

Each Strategic Direction in the Plan has specific Strategic Priorities.

We are pleased to share in this Annual Report some of the significant achievements accomplished in 2016-2017 in continuing to move forward to meet our strategic priorities.



Artwork by one of the Art Expression Program Clients

Madison's Strategic Directions and Priorities– Achievements in 2016-2017**Strategic Direction 1: Focus on Clients*****Priority 1.1 Enhancing and , where funding permits, expanding programs that promote connection, engagement and recovery***

- Increased capacity of RISE team by adding 3 new case managers (1 Farsi-speaking and 2-Arabic speaking) and an Outreach Worker to support more Syrian, Iranian, Iraqi and Afghani refugees through increased IRRCC funding
- Partnering with Second Harvest to secure food to provide two meals a day to clients at our on-site high support housing program
- Process started of submitting proposals for funding to provincial Ministry of Citizenship and Immigration (MCI) to expand the Hispanic Program Staff Team to serve Spanish speaking individuals on a waitlist for this program's services
- Development and Delivery of a Client Financial Literacy Workshop – training for both case management staff and 2 workshops for clients in 2016-2017
- TC-LHIN Case Managers participating in the Excellence through Quality Improvement (E-QIP) Project to enhance Case Notes and OCAN to ensure greater safety and high-quality planning for our clients

Priority 1.2 Maintaining and enhancing a high-level of client participation and engagement**Client Vocational Program**

- Employing 9 client-receptionists and 4 client-groundskeepers through our client vocational program
- Holding a Vocational Program Client Appreciation and Awards Event

Equitable Bank – Bill Walker Memorial - Madison Client Education Bursary Fund

- Equitable Bank donated another \$25,000 to the Client Bursary Grant Program for 2016-2017
- 31 clients were approved for bursary grants
- As of the end of 2016-2017- 117 clients had received bursary grants since the program started half way through fiscal year 2012-2013

Social-Recreation Program

- Clients participated in a large number of social-recreation activities designed to increase their sense of connectedness and community including Madison's 39th AGM Dinner, the Annual Holiday Dinner Party, family March-break trip to the Royal Ontario Museum, 2016 Annual Fall BBQ .a Celebration of Life Event to remember and honour clients who had passed away in 2016-2017 and other outings.
- A total of 1,248 clients participated in the program in 2016 - 2017

Clients participated in a comprehensive Client Satisfaction Survey

- Survey conducted with clients on Madison's Social-Recreation & all other Group Programs
- A key finding from the Survey was that there is an overall high degree of client satisfactions with the program and a large number of clients are making good use of the opportunities being offered by attending more than 2 of the programs and events
- The Survey was also used to get input from clients regarding improvements to existing programs as well as suggestions for new programs.



Strategic Direction 2: Building Capacity to Meet Clients' Needs

Priority 2.1 Strengthening existing and pursuing new partnerships and collaborations

- Worked with CAMH Social Determinants of Health Program and Lansdowne Property Management to update the partnership agreement as well as policies and procedures to better support the successful tenancy and recovery of the 20 client-resident who live in our on-site high support housing program
- Partnering with Thornecliffe Neighbourhood Office, Working Women, Afghan Women's Organization, Canadian Centre for Victims of Torture and COSTI to deliver RISE mental health case management and outreach services to the community
- Partnered with City of Toronto – Shelters, Support & Housing Administration (SSHA) to provide housing and supports to 5 long-term users of the shelter system
- Partnership with private landlord strengthened with new units allocated to Madison and partnering with the landlord on a number of proposals for new development affordable housing proposals
- In process of finalizing agreements - begun in 2016-17 with partner housing agencies to have more units allocated to Madison

Priority 2.2 Building on and generating new revenues of funds

- A total of **\$500,000 of new funding revenue was raised in 2016-2017** through new government funding proposals, sponsors and donors – including Bell Let's Talk - and Madison fundraising events – a Dinner Gala and participation in the Scotiabank Charity Challenge 2016.

In addition

- Funding Proposal made to the Echo Foundation was approved in 2016-17 for **\$100,000** to support the RISE team's work with refugees in 2017-18
- An additional **\$226,000** was proposed in 2016-17 to IRCC and approved to support the expansion of services for Syrian, Iranian, Iraq and Afghanistan refugees for 2017-18
- City of Toronto - Affordable Housing Office Homelessness Partnering Strategy - Small Capital Projects – Proposal for **\$75,000** to carry out renovations for Madison house on Clinton St. submitted in 2016-17 was approved in July 2017
- Proposal to the provincial Community Infrastructure Renewal Fund made in 2016 -17 was approved in July 2017 for **\$178,000** to install an elevator at Clinton house to offer housing to individuals who require wheelchair accessibility or have aging in place needs

Priority 2.3 Preserving houses that Madison own and expanding its housing stock

- \$75,000 from City of Toronto Affordable Housing Office to support repairs to 588 Clinton including creating an accessible bathroom.
- Partnership with private landlord strengthened with new units allocated to Madison and partnering with landlord and other agencies in proposals for a number of new development affordable housing proposals
- In process of finalizing agreements - begun in 2016-17 - with partner housing agencies to have more units allocated to Madison
- Toronto Community Housing Corporation (TCHC) and City of Toronto responded to requests for repairs and upgrading of leased houses and work was successfully carried out and completed
- 30 Equitable Bank Summer Interns Volunteers painted 2 of Madison Houses – Interior and Exterior
- Early involvement with Circle Land Trust group proposal to have TCHC stand-alone houses to be allocated to a land trust of non-profit housing agencies – including Madison

Strategic Direction 3 Strengthen Our Organization and Support Our Sector

**Priority 3.1 Strengthen Madison’s governance and management
Promote a culture that values staff**

- A collective bargaining process was carried out in fall of 2016 and a mutually agreeable new Collective Agreement was ratified for 2016-2019
- Training in Quality Improvement for Management Team through the Excellence through Quality Improvement Project (E-QIP)
- Recruited and hired a new Program Manager to replace retiring Program Manager
- Enhanced practice of monthly staff meetings for collaborative input on organizational matters and 2 meetings/month of case manager meetings for collaborative input on Quality Improvement initiatives and case management support
- Recruited two new board members with financial service expertise to fill vacancies on finance committee and appoint new Treasurer
- Increased management and administration capacity through applying for and being approved by the City of Toronto’s Investment in Neighbourhoods Program (IIN) for 5 positions paid for by the city – Management Assistant, Social Media Coordinator, Quality Improvement Assistant, Fundraising and Events Coordinator, Website and IT Coordinator

Increasing Madison’s profile to play an active leadership role in the sector

Active Membership and Involvement with Numerous Sector Associations & Funders :

- **Toronto Mental Health and Addictions Supportive Housing Network** – active participation in monthly members meetings. Active member of Network Workgroups: Levels of Support; High Support Housing and ODSP Work Groups.
- **Toronto Alliance to End Homelessness** – Active member and Coordinating Committee Member attending monthly planning meetings
- **Memberships and active involvement with other sector associations:**
 - ◇ Addictions and Mental Health Ontario (AMHO)
 - ◇ Ontario Non-Profit Housing Association (ONPHA)
 - ◇ Canadian Alliance to End Homelessness (CAEH)
 - ◇ Canadian Housing Renewal Association (CHRA)
- **Toronto Central LHIN** – attendance and involvement at TC LHIN meetings re Sub-Region Planning and Integrated Services in Sub-Regions

Special Projects

- Selected as one of 32 QI Projects in Ontario for the Excellence through Quality Improvement (E-QIP) Project through Health Quality Ontario, the Canadian Mental Health Association - Ontario, and Addictions and Mental Health Ontario

These are just a few highlights of the accomplishments and growth for Madison in 2016-2017. As always – none of this would have been possible without the dedicated work of our staff and volunteers; our Board of Directors; our government funders – Ministry of Health and Long Term Care, the Toronto Central LHIN, Immigration, Refugees, and Citizenship Canada, City of Toronto Affordable Housing Office and Toronto Employment and Social Services; our sector and private landlord partners; our corporate sponsor- Equitable Bank; our other corporate and individuals donors ; and of course – our clients themselves who are actively involved in Madison’s programs and services and in our planning for new ones.



Stephany Mandin
President
Madison Community Services



Jean Stevenson
Executive Director
Madison Community Services



Artwork by one of the Art Expression Program Clients

Client Testimonials

Lisa Ferries

My name is Lisa Ferries and I have been a client of Madison Community Services for the last 4-5 years. When I became a client I was very confused and did not know what I wanted to do with my life. Then I decided to go back to school, and Madison paid for the tuition and I completed the course with honors. Madison has always been there for me no matter good or bad, and they have always supported me. I would not be where I am today without all of their support, guidance, understanding, encouragement, and motivation as well as all of the staff. Over the years, I have accomplished and completed numerous courses and have improved my life and been in my housing for the past ten years. I am extremely appreciative of Madison for showing me that I can do anything I would like to do as long as I put my mind to it.



Nessie Villaruel

“When I came to Madison I was not doing well at all. I was depressed, and very sick with Parkinson. Plus after 24 years of marriage my husband asked for separation. With Madison staff help and support I have come a very long way to the stability that I have today. Including but not limited to Housing and financial aid from social services. Also Madison staff have encouraged and supported me to get out of isolation and to participate in social recreation activities to the point that I could enjoy life and other people’s company. Then I started to work through Madison Vocational Program that was a very big change in my life. And last but not least I started taking classes at college using Madison Bursary program. I am still studying and I feel active, happy and alive again. I was very shy, now I am in college studying a certificate program. Thank you Madison, you saved me.”

Sharzad



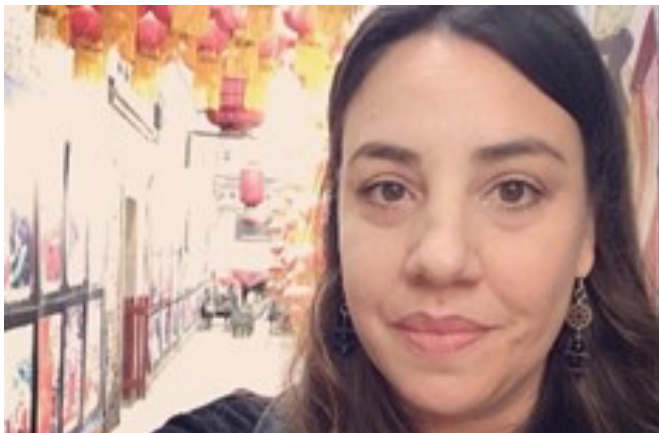
My name is Sharzad. I came to Canada almost 3 years ago and as a newcomer I faced so many challenges for which my settlement worker at COSTI referred me to the RISE program at Madison. When I met with my worker for the first time I was going through health issues and I had to undergo some medical procedures, which made me feel emotionally down. During this difficult period of my life time, I was both mentally and emotionally supported by my RISE case manager that facilitated my recovery journey.

I was interested to take an education program which I had hoped would help me build my future career.

Madison's Bursary Fund afforded me to take the program, a makeup course and I was able to obtain a certificate in it. I also attended Madison's Art Expression which helped me to release my stress

through the production of art work and paintings. My RISE worker also supported me to manage everything following my financial struggle after I faced identity theft and bank fraud.

Today I feel strong and determined to achieve all of my goals, in order to establish a great life in my new country Canada. Without the support I received from my RISE worker/program, I wouldn't feel the way I do now.



Sonia

When I came to Madison Community Services I was a survivor of abuse, mental illness, trauma and the legal system. I was able to pick up the pieces of my life slowly by actively working with my case manager, receiving counselling, self-care management and self-love. I have developed a great sense of self-awareness, determination, sense of humour and acceptance in facing adversity. I have been to a number of Madison's annual camping trips. I've found great relief by coming to Madison and I have felt fully supported and encourage in learning new things. I'm now at a place in my life where I am a writer, a poet, an artist and a playwright and in the last 4 years I became a published author and have joined several Writer's Associations in Toronto. My book is called "Cadmium Red" which is available on Amazon.ca. I was offered a lifetime opportunity to travel to China to write my book. I am very grateful for everything that Madison has done for me. Thank You Madison!

Joe Rinella



My name is Joe Rinella, I just wanted to thank Michelle and Madison for placing me at the Craighleigh House. Not only are the clients—residents very nice, but the people there treat me like my own family and my family relationships have improved since I have moved there. Thank you very much Michelle and Madison for making this experience a positive one. I think that I am a success story because I have been out of the hospital for 3 years. Although there is a lot of stigma about schizophrenia, I don't see it as a label anymore. Instead, I tell people to focus on positive traits like being a kind and hardworking person, because people with this condition still deserve to show their talents and work hard. I want to end this with a message that happiness and health go a long way, one is useless without the other. Never give up hope because there's always light at the end of the tunnel.



Maria Conte

Since I've been with Madison, the workers there have helped me a lot. When I lived in a Madison house, I found the tenants in the house to be like me; learning to cope with an illness and trying to make life better. The housing workers would hold meetings to resolve problems between the tenants or to fix a problem with the clothes dryer. Even though I no longer live in a Madison house, I continue to get visits from my case manager to help me with an appointment or dealing with my bills. Thank you Madison!

Madison's Programs and Services

Although Madison is a relatively small agency compared to others in the mental health sector, our impact in supporting our clients in their journey to recovery through our wide range of programs and services is large and significant.

With the support of our funders and in collaboration with our partners, in 2016-2017 Madison continued to provide a broad array of effective programs and services to our clients as well as created new ones.

Toronto Central LHIN Funded Case Management Services

Thanks to funding through the Toronto Central LHIN, Madison provides comprehensive recovery- based case management services to over 400 clients with mental health challenges from diverse backgrounds. Although Madison serves a wide range of individuals, we have honed our expertise to meet gaps in the mental health system, such as services to newcomers, to Spanish speaking clients and to clients who require high support.



Supportive Housing

Two integral pieces that are very important for people that suffer from mental health challenges is acquiring and successfully maintaining housing. Without stable housing it is extremely difficult for any individual to accomplish any other goals. In 1977, Madison was one of the first agencies to provide supportive housing to clients experiencing mental health challenges as well as homelessness. We now provide a total of 129 units to our client residents. Madison operates seven homes which provide congregate living in a supportive housing setting to 46 client-residents through funding provided by the Ministry of Health and Long- Term Care. In partnership with CAMH, Madison leases 20 bachelor units and provides on-site high support services to patients who are making their transition from hospital to the community. In addition, Madison has partnerships with Mainstay Housing, St Clare's Multi-faith Housing, and UHN, which gives Madison the opportunity to offer bachelors and one bedroom units to clients who require medium support and prefer to live independently.

IRCC– RISE Program

In partnership with and funding from Immigration Refugee and Citizenship Canada (IRCC), Madison has developed and expanded its Recovery during Immigration/ Settlement (RISE) program. Many RISE clients come from war-torn countries where they have experienced significant trauma and often persecution. RISE provides a range of community-based, holistic services to address mental health and settlement challenges for newcomers, such as one-on-one case management, group orientation sessions, peer support and social activities. Working in partnership with and referrals from COSTI Immigrant Services, Thornecliffe Neighborhood Office, Working Women and Canadian Centre for Victims of Torture,

Madison’s RISE program is designed to support a positive settlement experience that promotes independence, health, recovery and a sense of belonging in Canada. Both the clients and the staff members of the RISE program come from diverse backgrounds and immigration experiences. Madison staff members offer services in English, Arabic, Farsi and Amharic.



CAMH/LPM/ Madison High Support Housing Collaboration

In collaboration with CAMH and LPM (a private landlord) 20 subsidized bachelor apartments are available to CAMH clients who are making their transition from hospital to independent living. With the support of LPM, Madison has established a community center in the building for the clients of this partnership and provides a wide range of programs including: two daily meal programs that help develop skills such as prepping, cooking, and cleaning. Clients have the opportunity to use the community room to watch television, use the computer, play video games and socialize. We also provide support around developing activity of daily living skills such as maintaining their home, laundry, budgeting, grocery shopping, banking etc. We provide support around using the computer, helping clients to look for jobs, education and or volunteer opportunities. Our staff works collaboratively with CAMH, outside resources, and other agencies. We also provide short term counseling, teach self-advocacy skills, and advocate on clients behalf.



The Hispanic Program

Madison offers case management services in Spanish. The Program also offers two specialized group sessions to our Spanish-speaking clients, which are both held weekly. The Esperanza (Hope) group supports clients with addictions, the group engages in group discussions led by Spanish-speaking case managers. The other Spanish Speaking group focuses on helping to socialize, develop life skills, and other group activities. This weekly Spanish group session provides a fun and enjoyable environment to socialize and help each other. These programs were developed to address the lack of such supports offered to the Spanish-speaking population who suffer from mental health and addictions challenges.



Art Expression Group Program



Madison’s Art Expression group program is a multicultural expressive art-based support group for clients. The group meets to explore and express themselves through peer led painting sessions and facilitated dialogue. Art Expression works from within a Recovery framework model to provide clients with meaningful opportunities to socialize, develop important life skills, build community and engage in a healing creative process.

Client Vocational Program

Madison provides a Client Vocational Program which consists of a receptionist program and a landscaping program. Currently, there are 11 client receptionists and 4 client lawn care workers that are employed. The clients develop valuable and employable skills through the opportunities given by the vocational program and can also earn an income as well. The goal of this program is to give clients skills to enable them to look for more stable and high paying employment elsewhere.



Women's Solution Focused Dance Group



Madison's Women's Solution Focus Dance Group has become a popular program for clients to participate in a welcoming and fun atmosphere. The participants in this group are encouraged to express themselves and share openly about their experiences in a supportive environment.

The first half of the time is dedicated to learning new dance moves, yoga and crafts which is led by volunteers and creates a friendly environment. During the second half of the time clients engage in group discussion expressing their feelings, thoughts, and experiences, while focusing on how a solution-focused approach can lead them to recovery, health, and wellbeing.

Social-Recreation



Madison provides support for clients through social and recreation activities and is committed to maintaining and expanding this program as such activities play a large role in the recovery journey of our clients. This program provides opportunities to meet people, socialize, develop a community of friends, learn new skills, and improve their overall life experience. This program is completely planned and organized by a social recreation committee made up of volunteer staff and clients. In 2016-2017 some of the events/outings included trips to the AGO, the ROM, Spring Dance, Centre Island and CNE. Also, this year the clients participated in a two part Financial Literacy Seminar and had a Celebration of Life Event for clients who passed away. With the help of our donors we have been able to hold an annual holiday dinner party and invite all of our clients to attend. The party is one of the most popular events and receives the most client attendance. The committee would like to thank all the members and the staff who assist in making our numerous social recreation events possibilities possible.





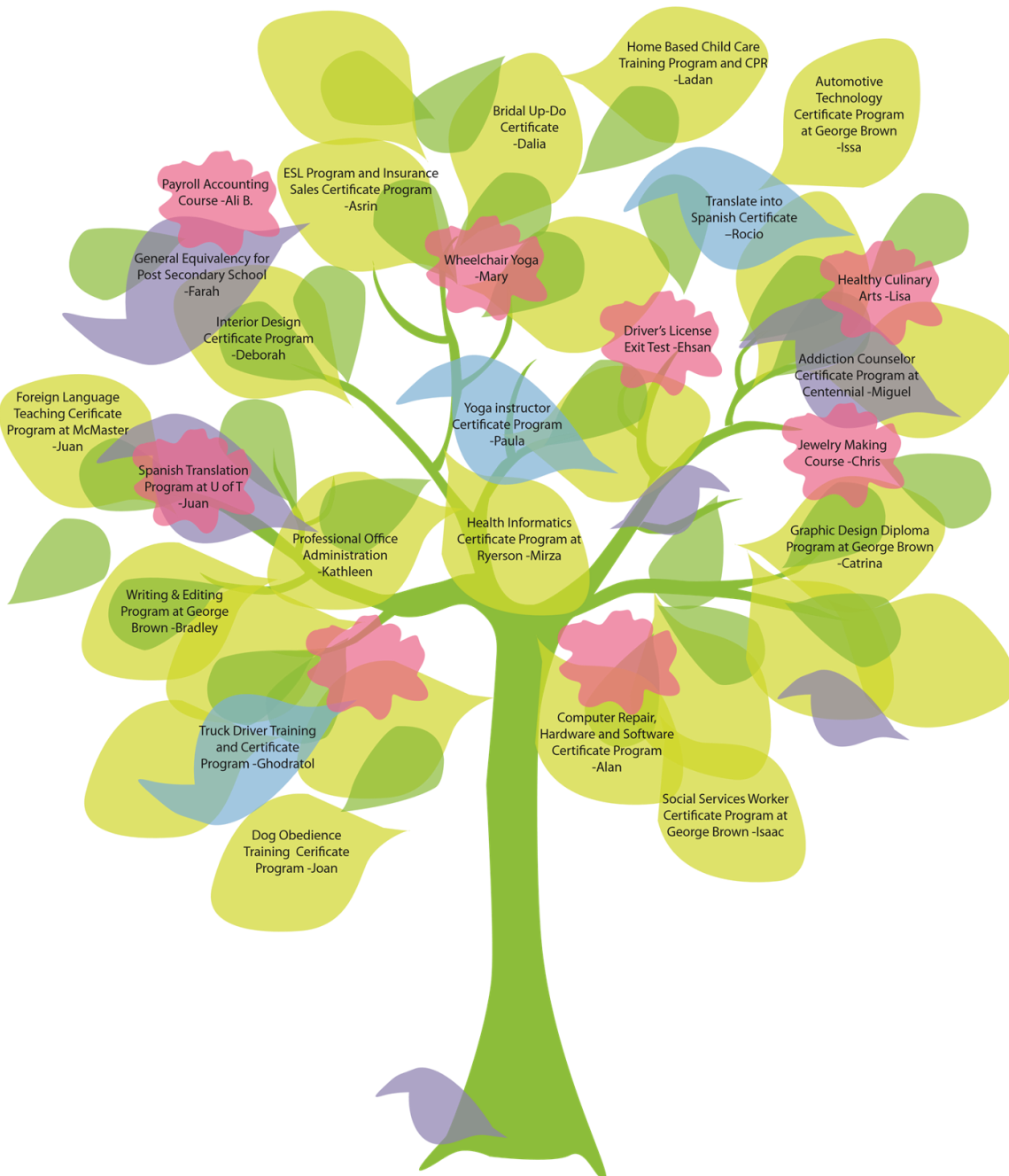
Equitable Bank—Bill Walker Memorial -Bursary Program

With the generous funding provided by Equitable Bank, the Bursary Program is proving to be extremely successful. The goal of the program is to provide our clients with the necessary funds to pursue learning through formal education or life skills training. The joy on the faces of clients whose application has been approved and their letters about the numerous positive effects the learning experience has had on their lives is testimony to the power of this program. This year, the program reached a milestone of providing grants to **over 150 clients** since the program began in 2013. Madison is proud of this achievement and in celebration of the milestone, has collaborated with clients and case managers to create the collage below as a thank you gift to Equitable Bank for its generosity.

Below are a few examples of the diverse training the Equitable Bursary Program has provided our clients:



Andrew, CEO of EB showing off his gift of a ring from a bursary recipient

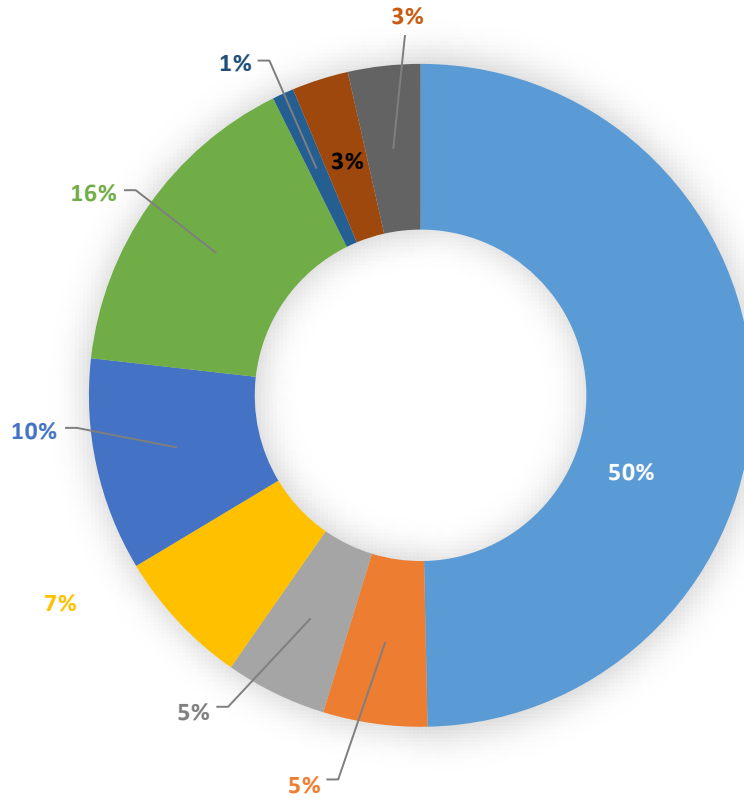


2016-2017 Financials



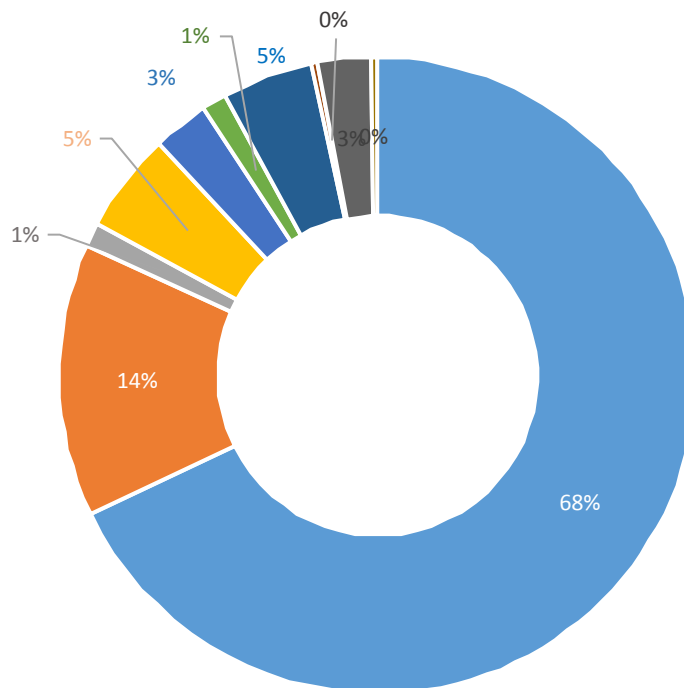
Operating Revenue \$2,735,674

- LHIN - Ministry of Health Fund
- Rent Supplement Program Fund
- Craighleigh Program Fund
- Madison Housing
- CAMH
- Immigration, Refugee & Citizenship Canada
- IIN
- City of Toronto
- Fundraising and Donations



Operating Expenses \$2,621,939.00

- Salaries and Benefits
- Building
- Outside services
- Supplies and Equipment
- Administrative
- Travel
- Office Rent
- Mortgage Interest
- Amortization
- Funder Refund



Board of Directors



Stephany Mandin
President and Chair

Stephany is a litigation lawyer and a partner of Goldman Hine LLP, a downtown Toronto law firm.

Invested in social justice, Stephany has extensive experience in the areas of human rights, residential tenancy and administrative law and has written articles for various journals and publications.

In addition to her law degree, Stephany also has her Masters degree in socio-legal studies with a focus on economic rights, discrimination and marginalization. Stephany joined Madison's board of directors in 2010 and looks forward to many more years with the agency.

Jared Kligerman
Secretary

Jared is the VP Business Development at Witz Education, an international training company specializing leadership, customer service, and sales.

His academic BSc neuropsychology and MBA specializing in strategy and marketing allow Jared to have a deep understanding of how to connect with others.

Along with being a keynote speaker and trainer, Jared contributes to the course development and white papers at Witz.

Chris McKeown
Treasurer

As a Senior Financial Planner with TD Wealth, Chris helps a wide variety of people to achieve their financial independence through investment and goal management. With an Hons. Bachelor of Commerce degree from McMaster University, a CFP designation and over 15 years experience in the banking sector, he takes pride in not only advising clients but educating them as well.

He is very active in the community and has spent countless hours working with a number of community organizations like Big Brothers (and MCS, as well as local high schools) in both a general capacity as well as providing financial literacy seminars to improve the financial IQ of as many people as he can.

With a wide variety of passions, including travel, photography and adrenaline sports, Chris is regularly looking for the next challenge to make life more interesting. He is very excited to be joining the Madison board in the fall of 2016.

2017-2018

Board of Directors



Elena Bonilla



Cailin Phillips



Larissa Smit

Elena is a seasoned management consultant with extensive experience with in the financial services industry. She holds a Bachelor degree in Economics. In addition she holds an honour diploma and postgraduate degree in Homeopathy.

Elena has a passion to help others. She was the co-founder of the Humour Room at St Michael's Hospital to help long-term care patients and families, she was President of the Toronto Downtown Toastmasters Club to help members improve and leadership skills, and she did Junior Achievement Programs presentations to help students from grades 7 to 10 remain in School. She is currently President of the Catholic Women's League of Canada -CWL St Monica's Council, and a member of St Monica's Parish Finance Council.

Elena knows and values the work done by Madison through her sister who as client of Madison participates in the Art Expression Program. In the past Elena led the Madison Family Council and now she wants to contribute as a board and finance committee member of Madison.

Cailin is Assistant Manager for Prime Residential Mortgages at Equitable Bank and has been a member of the Madison Board of Directors since early 2015.

She has been involved with Madison House and its clients through various Equitable Bank corporate sponsor initiatives since the corporate relationship inception in 2011. She is a member of Madison's bursary and fundraising committee.

Cailin is the founder and Captain of Equitable Banks Ride for Heart Corporate Charity Cycling team and hopes to lend her skillsets to new fundraising initiatives in addition to assisting in the growth and continued success of the Equitable Bank Bursary Fund

Larissa is the Manager of Stakeholder Relations at Tarion Warranty Corporation.

Prior to this position, she worked in both federal and provincial political offices for seven years.

She was most recently the senior health care advisor to the Leader of the Official Opposition at Queen's Park where she developed a number of policy discussion papers.

PAST PRESIDENTS



}	Sylvia McFall	1981 - 1982	}
	Ronald Ballantyne	1982 - 1985	
	Kate Sikerbol	1985 - 1987	
	Catherine Kenny	1987 - 1989	
	Margaret Heinz	1989 - 1991	
	Phillip Carter	1991 - 1992	
	Nola Coulter	1993 - 1994	
	Wendy Fletcher	1994 - 1995	
	Michael Smyth	1995 - 1997	
	Leon Richardson	1997 - 1998	
	Barbara Kraker	1998 - 2001	
	Norman Hayman	2001 - 2002	
	Dino Melissa	2002 - 2004	
	Mario Nigro	2004 - 2010	
	Amanda DaCosta	2010 - 2011	
Kelly Aizicowitz	2011 - 2014		




LIFE MEMBERS

Ronald Ballantyne	Elected May 24th, 1988
Michael Smyth	Elected September 16th, 1998
Leon Richardson	Elected December 13th, 2000



Management Staff

- Jean Stevenson Executive Director
- Safath Rahman  Manager, Finance and Human Resources
- Sandra Cuning Program Manager
- Karima Jaffer Assistant, Finance and Human Resources




Years of employment at Madison	
	5-9 years
	10-15 years
	15-19 years

TC LHIN Case Management

- Alexis Tseng Case Manager
- Chama Pinzya Case Manager
-  Charles Kabowei Case Manager
- Courtney Evers Case Manager
-  Domenic Allega Case Manager
- Erick Minero Case Manager
-  Guadalupe Marquina Case Manager
- Laura Fajardo Case Manager
-  Manuel Minero Case Manager
- Melissa Banton Case Manager
-  Michele Gardner Case Manager
-  Sandra Grant Case Manager
- Simin Mehrpour Case Manager
-  Yvonne Brown Case Manager



IRCC- RISE

Afarin Maroufi	Workshop Facilitator/Peer Support Worker
 Jeribelle Quicho	Case Manager
 Maha Majeed	Case Manager
Mona Anees	Case Manager
Roni Issa	Case Manager
Solmaz Khoujini	Case Manager
Tooba Satei	Case Manager
 Zena Birhany	Case Manager

Madison/CAMH/LPM High Support Program

 Ben Jacob	Engagement & Support Worker—Part-time
Dayananda Kanakatte	Engagement & Support Worker—Relief
Gary Fischer	Engagement & Support Worker—Relief
Josephine Onyemaobi	Engagement & Support Worker—Relief
Lindsay Sills	Engagement & Support Worker—Part-time
 Mark Bacit	Engagement & Support Worker
Mario Figuero	Engagement & Support Worker—Relief
Tanya Dwyer	Engagement & Support Worker—Relief
Tara Ghanbari	Engagement & Support Worker—Relief
Valentina Youkhanna	Engagement & Support Worker
Vincent Chan	Engagement & Support Worker—Relief

Thank You to Our Funders!



We thank Equitable Bank for its generous donations to support renovations to our housing properties and for the annual funding it provides for the Equitable Bank—Bill Walker Memorial—Madison Client Bursary Fund, and Madison’s Art Expression Group Program.



We thank Esri Canada for its generous grant, which was used to help fund Madison's Client Vocational Program.



Madison thanks the United Way for its generous donations in 2016-2017. The donations have been used to cover costs of our Social Recreation program's outings, events and the provision of tokens to clients so that they can participate in the program.



Madison receives funding from Immigration Refugee and Citizenship Canada for our RISE Program which provides mental health and settlement supports to newcomers & refugees.



We thank MOHLTC For the RSI & Rent Supplement Programs which enable our supportive housing to be affordable.



Funding for Madison Community Services Case Management program has been provided by the Toronto Central Local Health Integration Network (TC LIHN). Madison also wants to express its appreciation to the TC LIHN for the one time funding allocations it has provided which was used to carry out much needed renovations at our Craighleigh House



We thank the City of Toronto Affordable Housing Office which through the federal government Homelessness Partnering Strategy (HPS) program has approved funding which enabled us to carry out Phases 2 and 3 of the renovations and improvements at our Craighigh House and for our Clinton St. House.



We thank the City of Toronto Employment and Social Services' Investing in Neighbourhoods (IIN) program for their assistance in providing additional staffing resources to Madison.



A GroupM Company

We thank MEC for their generous annual donations. Madison has used the funds to support our Client Vocational Program.



Madison thanks the Bell Let's Talk Community Fund for its grant in 2016-2017, which enabled us to hire an on contract an additional Arabic speaking case manager. This has increased our capacity to serve a higher number of Syrian refugees.



Madison greatly appreciates the generous donation from XAXIS, which has been used to help fund our Social Recreation program for 2016-2017.

Generous Individual Sponsors and Donors in 2016-2017

Mitchell Cohen

Steven H. Goldman

Jared Kligerman

Roslyn Brown

Our Partners and Collaborators



Origin and History of Madison Community Services

Celebrating Our 40th Anniversary 1977-2017



How It All Began

In the mid-to-late 1970s, the "de-institutionalization" policy of the provincial government resulted in large numbers of psychiatric patients being discharged from hospitals. Community services to assist people to live outside of the hospital were almost non-existent at that time, and so many of those discharged from institutions were soon afterwards re-admitted.

An interdisciplinary staff team at Toronto's Queen Street Mental Health Centre recognized that the quality of housing and social support an individual had outside of the hospital were critical determinants in how successfully they managed in the community. Since the majority of those discharged were limited in terms of funds and social support systems, many found themselves in dismal physical environments, made bleaker by the lack of people with whom they could relate, or people who knew or cared about them.

Under these circumstances "ex-patients" were often overwhelmed by the tasks of dealing with symptoms, developing and maintaining relationships, managing households, and trying to establish some meaningful volunteer or employment opportunities. Consequently, the majority of client re-admissions to hospitals were attributed to the significant barriers people encountered in adjusting to community living.

In response to this phenomenon, Queen Street Mental Health Centre created a special ward for patients who were continually being readmitted. **Ron Ballantyne** was a Program Director at the time. He was assigned to create a new program to address the then recognized fact that patients required a range of support to successfully transition back into the community. One of the first initiatives Ron created was a new out-patient program. He brought on a staff team of 30 social workers and nurses who worked 24/7 12 hour shifts to support discharged patients to transition to the community. They visited the clients at the housing in which they were living and worked to support them in identifying and addressing their needs to improve their quality of life and avoid re-admission to hospital. The primary areas where the clients required supports included: finding and retaining decent, good quality housing; applying for social assistance; getting medical care outside hospital for mental health, addictions as well as physical challenges; learning how to create a personal budget and manage expenses etc.

This initiative launched by Ken Ballantyne was the beginnings of the creation of the now recognized profession of Mental Health and Addictions Case Management.

The 2nd initiative Ron undertook was to address the need of discharged patients to have good quality housing with on-site supports. At the time many discharged patients were sent to what was called at the time 'Special Care Homes' which were operated by private landlords who were paid by the province. The 'Special Care Home' model was more 'custodial' in nature and only provided room and board. Together with his colleague - **John Trainor** - who was working with him proposed to senior management at Queen Street Mental Health that there was a need for a new model of housing for individuals with mental health and addictions. A model that would not only provide good quality affordable housing but include a range of on-site supports to ensure that resident's needs (mental, physical and emotional as well as life skills development) were being addressed.

In **1977**, Ron Ballantyne found a large house on Madison Ave., paid for the first and last month's rent and together with John Trainor and other Queen St. Mental Health staff and volunteers established **the first Mental Health and Addictions Supportive Housing program in Toronto**. 10 patients from Queen St. Mental Health were discharged and moved into their new home on Madison Avenue. Based on a cooperative model, the residents of the home shared responsibility for all aspects of household management with assistance from each other and from staff & volunteers from Queen Street. Residents developed skills and confidence in managing their household. Peer relationships were fostered through the joint management of responsibilities.

How Madison Grew

With the success of this housing arrangement, the volunteers from Queen Street Mental Health Centre formed a Board of Directors, **and incorporated in 1981**. At that time the Madison Board applied to the Ministry of Health for funds to staff Madison House and to develop more and similar mental health supportive housing programs in the Toronto area. Funding for this purpose was approved by the Ministry in **1983**. **Chris Higgins** - Madison's first paid staff (Executive Director) – was hired in August of the same year.

In late 1983, Madison received approval and funding from the Ministry of Health to develop a high-support housing program (24-hour staff availability) for ten adults with mental health challenges. Madison leased a large house in Rosedale for this purpose amidst intense neighbourhood controversy and media coverage. Following a successful community engagement process - 'Craigleigh House' opened in **March of 1984** with the support of several neighbours, some of whom eventually became members of Madison's Board of Directors.

In the Final Report of the Mayor's Action Task Force on Discharged Psychiatric Patients, chaired by Dr. Riva Gerstein, it was recommended that the City use one of its properties (at 1177 King Street West) to provide housing for people with serious mental health challenges.

Madison submitted a proposal to the Ministry of Health and to the City of Toronto to operate an "ultra-high" supportive housing program for ten adults who, due to the severity of their mental health problems, were not eligible for admission into existing high-support programs and were therefore unable to leave hospital.

This program was approved in **1985-86** for funding on the recommendation of the Toronto District Health Council and the Supportive Housing Coalition (of which Madison was a founding member). The Coalition also supervised the renovation of the building. This new program was named "Ballantyne House", to honour the role Ron Ballantyne played in the creation of the mental health supportive housing program model. Ballantyne House opened in November, 1986 in a ceremony involving a number of public officials and dignitaries including Mayor Art Eggleton and Dr. Riva Gerstein.

In 1985, the provincial government included psychiatric disability among its criteria of eligibility for non-profit housing. This meant that non-profit mental health agencies like Madison could apply to the Ministry of Housing for funds to purchase housing stock to provide accommodation for adults with the mental health agencies to select tenants for these units and to provide support services to the tenants.

Madison had an interest in securing some of the available new units but did not have staffing available to provide support to prospective new tenants. **In 1986**, Madison reached an agreement with the Queen Street Mental Health Centre and the SHC wherein Madison would operate a co-operative living program out of a 10 (apartment) unit building purchased and renovated by the SHC. Support services were initially provided by staff from Queen St. This program became known as the Gerrard Street Apartments program and opened in **April 1987**.

In 1989, the roles and responsibilities of the agencies providing services to the Gerrard Street Apartments were reorganized as follows: The SHC took over landlord and property management responsibilities; Madison took: responsibility for providing support services to tenants; and Queen Street staff withdrew from the program.

In 1986, Madison submitted a proposal to the Metro Singles Housing Corporation (MSHC) and the Ministry of Health to operate a rooming house program at 163 Spadina Road. Madison's proposal was accepted by both the MSHC and the Ministry, but was shelved due to a lack of funds for property renovations.

The project was revived following the formation of the Metro Toronto Housing Development Corporation, which obtained funds for the renovations. The program, known simply as **163 Spadina Road, opened in June of 1988** and has been operated continuously since that time.

In the fall of 1987, Madison submitted a proposal to St. Matthew's United Church and to the Ministry of Health to operate a house which the church owned as a mental health supportive housing program site housing for six adults. This proposal was accepted by the Church and the Ministry of Health and "**Epworth House**" was opened in **June of 1988**. The Church was so aware of the importance of the need for good quality housing with supports to be available individuals with mental health challenges that it sold the house to Madison for \$1.00.

In this same month (**June, 1988**), Madison opened its Canton Street Apartment program in the Canton and Sherbourne Street area. The building contains twenty-five apartment units and was owned and maintained by the SHC. Madison was allocated eleven units with the remaining fourteen units allocated to Community Housing & Support Services (CHSS); now Mainstay Housing, an agency providing services similar to Madison's. This program was designed to provide independent accommodation to individuals with minimum needs for support services.

In 1990, Madison purchased a house at 16 St. Andrew's Gardens in Rosedale for the relocation of the Craighigh House program. The house was purchased with funds provided by the Ministry of Housing. The relocation was necessary due to the expiration of the lease at the original location of this program. The new property offers each tenant a private bedroom, more affordable rent and allowed Madison to continue to offer mental health supportive housing services in the Rosedale area.

In April 1992, Madison was allocated bachelor units at Mainstay's Kingston Road Apartments containing 145 units. Madison agreed to select clients to occupy the units and to provide them with ongoing case management support services. Mainstay is the landlord and property manager.

In August of 1996, Madison's housing program at 80 Madison Avenue was relocated to two houses on Have-lock Street in the College and Dufferin area. These two, smaller co-operative arrangements, improved the quality of life for tenants by offering more privacy and superior amenities. These houses are leased to Madison by TCHC.

Madison as of 2017

In the 40 years since Madison began with 1 house which was the first mental health and addictions supportive housing program model in Toronto – Madison Community Services has continued to build on the vision and commitment of its founders. It has grown to be a multi-service community-based non-profit mental health and addictions agency.

Our Mission Statement is:

To promote the independence, health, recovery, and community integration of persons with mental health challenges through the provision of case management, supportive housing and a broad range of other programs and services.

Madison currently offers 10 Program – many of which evolved to address service gaps in Toronto and/or to respond to the specific needs of the clients.

Our Programs as of 2017 include:

1. Mental Health Supportive Housing

- Madison currently has 129 units of supportive housing to offer its client-residents through a combination of owning two properties & leasing houses from Toronto Community Housing and the City of Toronto for congregate living with supports; leasing apartments from partners such as St. Clare’s Multifaith; Mainstay Housing; and LPM (a private landlord).
- All client-residents receive case management supports as well as housing supports to ensure retention and stability of their housing situation.
- Due the pivotal role of the founders of Madison in creating the mental health supportive housing model, we have been committed to pursuing opportunities to continue to increase our housing stock.

2. Mental Health Case Management Services

- With funding from the Toronto Central LHIN, Madison provides comprehensive recovery-based case management services to over 400 clients with complex mental health challenges from diverse backgrounds.
- The majority of our clients live below the poverty line and many of them were homeless or at risk of homelessness before coming to Madison.

3. IRCC– RISE (Recovery During Immigration and Settlement Program)

- In partnership with and funding from Immigration, Refugee and Citizenship Canada, Madison has been offering this program for over 6 years to support newcomers and refugees with both their settlement and mental health challenges.
- Many RISE clients come from war-torn countries- such as Syria, Iraq, Iran, and Afghanistan - where they have experienced significant trauma and often persecution and torture.
- As a mental health agency Madison is well-positioned to address the trauma induced mental health challenges. The RISE Program staff members have experience themselves with immigrating to Canada and the services are offered in Arabic, Farsi, Amharic and English.
- Given the large numbers of refugees being welcomed to Canada from war-torn countries and suffer from PTSD, Madison has been successful in being approved for increased funding to expand the program with additional Arabic and Farsi speaking mental health and settlement case managers.

4. CAMH– LPM– Madison On-Site High Support Housing Program

- In partnership with CAMH and LPM (a private landlord) Madison operates an on-site program to provide a high level of support to CAMH in-patients who are making their transition from hospital to independent living in the community.

- The program has 20 subsidized bachelor apartments. There is a community center in the building where a wide range of programs and services are offered to the client-residents such as two daily meal programs that clients help prepare to develop skills such as prepping, cooking and post-meal cleaning; development of activities of daily living such as cleaning their apartments; budgeting; grocery shopping; banking; computer training; job, education or volunteer opportunities search and peer support groups. The program center also has television, exercise equipment video games; and space for parties and socialization.

5. The Hispanic Program

- Madison has been offering case management services in Spanish to this ever-growing population in Toronto for over 20 years. Many of the program clients were refugees coming from war-torn countries or places of persecution and the Hispanic Program's staff team supports them with both their mental health and settlement challenges.
- The Program also offers two specialized weekly peer group support programs led by the Spanish speaking members of for its clients:
 - ◇ The Esperanza (Hope) Group supports clients who have addictions
 - ◇ The Spanish Group focuses on providing weekly opportunities members of the Hispanic program to socialize, develop life skills, and organize outings in the city and to support each other with life challenges.
- The Hispanic Program was created to address the lack of such supports for this population and continues to be the only agency in Toronto which provides mental health and addictions case management and support groups in by Spanish speaking case managers.

6. Client Vocational Program

- Madison offers a Client Vocational Program which consists of receptionist and landscaping positions.
- The clients develop valuable and employable skills while earning an income through their working in the program.
- The goal of this program is to provide clients with job training and experience to enable them to find permanent employment.

7. Social– Recreation Program

- Madison offers a monthly schedule of social and recreation activities and events. This program provides our clients with opportunities to meet regularly with other clients, socialize, develop a community of friends, have new life experiences and avoid isolation which is one of the greatest challenges for individuals with mental illness.
- This program is planned and organized by a social –recreation committee made up of volunteer staff and clients.
- Events/outings include trips to the AGO, the ROM, Centre Island, the Canadian Opera Agency; the movies; an annual Holiday Dinner Party as well as other seasonal parties and dances.

8. The Equitable Bank– Bill Walker Memorial– Madison Client Education Bursary Program

- With generous funding provided by Equitable Bank, this Bursary Program has been extremely successful in providing our clients with grants to pursue learning through formal education or life skills training.
- We have found this program to be extremely powerful in moving clients further ahead in their recovery journey and many have found employment as a result of the program.

- Bill Walker was a Madison board member and was instrumental in the creation of the Bursary Program and in bringing Equitable Bank in as its Sponsor. Bill passed away in 2016 and Equitable Bank requested that the words 'Bill Walker Memorial' be added to the name of this program in his honour.

9. Women's Solution Focused Dance Group Program

- The client participants in this weekly program are encouraged to express themselves and share openly in a safe and supportive environment.
- The first half of each session is dedicated to learning new dance routines or yoga (recently added to the program) which supports the clients in feeling more relaxed and at ease.
- During the second half of the session clients engage in group discussion expressing their feelings, thoughts and experiences while focusing on how a solution-focused approach can help them in their recovery journey.

10. Art Expression Group Program

- Madison's Art Program is a weekly multicultural art-based support group for our clients.
- The group meets to explore and express themselves through peer led painting sessions and facilitated dialogue.
- The Art Expression Program works within a recovery based frame-work to provide opportunities for clients to socialize, develop important life skills, build community through engaging in a healing creative process together.



Artwork by one of the Art Expression Program Clients

Moving Forward and Building on Our Strong Foundation

On this occasion of Madison’s 40th Anniversary, we are extremely pleased to have been able to identify and interview the 2 primary founders – **Ron Ballantyne and John Trainor** as well as **Chris Higgins**, the first Executive Director to gather information on how Madison began and how it grew over the years.

It is extremely exciting to have learned about the pioneering role our founders played in creating the mental health case management supports model and in creating the first Mental Health Supportive Housing program in Toronto!

It is also important to have been able to identify and track key milestones in Madison’s growth over the 40 years since it started right up to the present.

Madison’s Board of Directors, management and staff continue to be committed to honoring the vision and values of our founders and building on the strong foundations they created into the future. We will continue to find ways and means to ensure our clients have affordable, good quality supportive housing; a strong case management program which works with our clients in identifying and moving forward in their recovery goals; and expanding our current wide-range of specialized programs and creating new ones to address service gaps.

Jean Stevenson
Executive Director
Madison Community Services



Artwork by one of the Art Expression Program Clients