



2020-2021

ANNUAL REPORT



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ABOUT MADISON

OUR MISSION

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

OUR VALUES



HOPE



RESPECT



**COMMITMENT
TO RECOVERY**



**ACCOUNTABILITY
& TRANSPARENCY**



**COOPERATION
& COLLABORATION**

MADISON FACTS

- ▶ Operating since 1977.
- ▶ The first community-based supportive housing agency in Toronto and the first to offer mental health case management services.
- ▶ Founded by a program director, along with senior management and a group of social workers, from the Queen Street Mental Health Centre (now CAMH).
- ▶ Created to address the critical need for housing and support for discharged psychiatric patients.
- ▶ One of Ontario's first high-support housing programs with 24-hour staff.
- ▶ 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).
- ▶ Now a multi-service agency providing case management, supportive housing as well as a wide range of other programs and services to adults experiencing mental health challenges.

WHAT WE HAVE ACHIEVED

REPORT FROM THE PRESIDENT AND INTERIM EXECUTIVE DIRECTOR



Stephany Mandin
President

The 2020-2021 reporting year has been an unprecedented time brought on by the COVID-19 pandemic. The impact of the pandemic on our community, and the world at large, is still being felt and has brought to light many social and equity issues in our society that are covered in our report.

Despite these significant challenges, Madison has remained focused on solutions, planning, and our shared vision to move forward with resolve and compassion for one another and for the clients we serve. We would like to take this opportunity to sincerely thank the Madison Board of Directors, and the staff members for their continued resilience and agility as we work through this constantly evolving situation. Madison staff's exemplary frontline dedication went beyond the call of duty, and ensured that our clients continued to receive critical services throughout the pandemic. What we did together, what we continue to do every day together as a "Madison Family", is nothing short of phenomenal.

Some notable highlights:

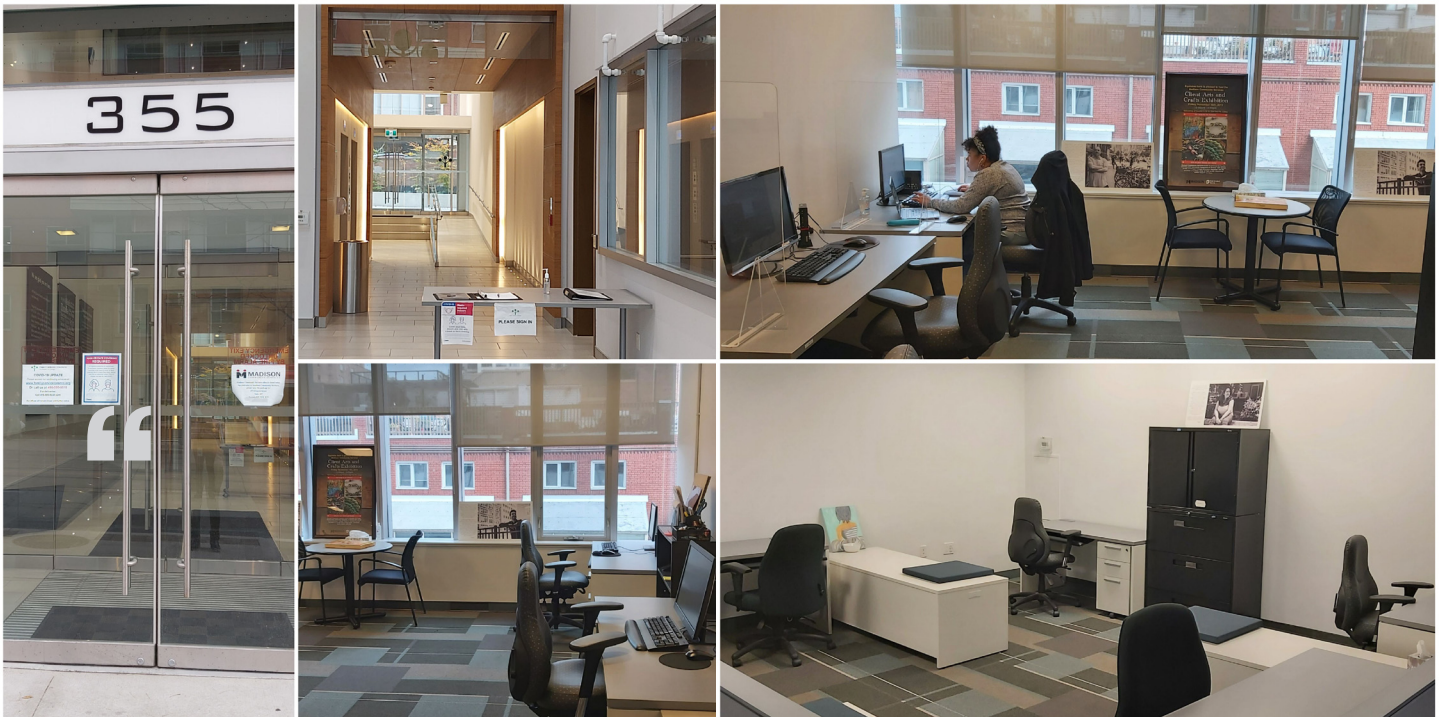
- Our mental health case managers have been working from home supporting their clients remotely by phone or video session (and in person when necessary using PPE).
- Our on-site high support housing programs have been modified but the program's essential staff continue to work in the program centres and provide supports by phone and by meeting with clients safely with PPE.
- The meal programs have been modified to continue to provide three nutritious meals per day in take-out containers.
- We have been monitoring and following guidelines from the provincial government and health officials in the delivery of services throughout the pandemic and continue to do so. We have COVID-19 policies in place to ensure the safety of staff and clients and we are currently working on re-opening plans for in-person support at our Head Office location in order to offer the much-needed in-person case management supports to our clients.



Chama Chongo
Interim Executive Director

Many of us witnessed the devastating individual, interpersonal and societal impacts of COVID-19. While the pandemic claimed millions of lives around the globe, it also led to several socioeconomic and long-term health related crises within society. Across Canada, people faced high unemployment, income and food insecurity, and exacerbated mental health issues. Madison has continued to work within the community to bring about positive change. On a systemic level, we remain active in the community and are also part of a network of community agencies advocating for comprehensive change. In addition, the pandemic has put a spotlight on a number of significant service gaps which we have been addressing as an agency. Examples include:

- Advocating for long-term funding for food security programs and working to ensure that access to food, healthy food in particular is recognized as a basic human right. Our clients communicated how the city-wide lockdown restrictions and the Public Health social distancing guidelines, for example, were impacting their ability to access food and other services. Most of our clients have difficulty accessing affordable and healthy food at the best of times so COVID-19 has only exacerbated these challenges. With this information in mind, we created the Madison Food Security Program whose sole purpose is to close this identified service gap for our clients by creating a new food security support program for our clients.
- We are also involved in the work around vaccine equity to ensure that everyone within our society who would like to be vaccinated against COVID-19 has the opportunity to do so. Madison is one of the organizations that has been approved to receive funding from the City of Toronto to hire 1 mobile vaccine ambassador as part of the North York Cluster table. The ambassador is involved in vaccine hesitancy initiatives and vaccine engagement activities for the LGBTQ community in North York.
- Madison will be participating in the Toronto Region Anti-Racism Communities of Practice as an early adopter and/or as a subject matter leader. This work puts health equity as a priority and is focused on addressing anti-black and anti-Indigenous racism across the health care system.
- We also moved quickly to hire more Housing Support Workers (HSWs) to be on-site at our congregate/shared living houses on a daily basis. During the pandemic, a primary responsibility of the HSWs has been to ensure that the client-tenants were oriented to and are following the safety measures necessary to avoid an outbreak. In addition, the HSWs provide a wide range of other supports to the client-tenants which have assuaged the anxiety and the social isolation that the pandemic has created.
- Our programs have operated in person and remotely throughout the pandemic so we needed to be able to provide accessible and sustainable modes of connection to support programs for our clients. Among the identified items needed to enable our clients to continue connecting to mental health supports were cell phones and laptops. Purchasing these items enabled our clients who required a higher level of support from their case managers to continue to receive these services over the phone and/or through video case management sessions. In addition, clients who have school-age children were enabled to continue their schooling online.
- We have continued to offer social-recreation workshops to our clients by video such as yoga, dance, and cooking sessions.
- In September 2020 we moved our head office location from 210 Dundas Street West to 355 Church Street. With this move, Madison is part of a “hub” of five non-profit agencies who have come together to work in collaboration in order to improve the health, social and economic outcomes for our clients. This will lead to greater collective impact for our organization and the hub community, which currently consists of Family Services of Toronto, Madison Community Services, Newcomer Women’s Services, Bereaved Families of Ontario, and The Theresa Group.



Pictures of Madison's Head Office at 355 Church St.

Testimonials from Clients on the New Madison Programs and Services Created During the Pandemic

“ My family and I have recently found refuge in Canada. We are newcomers and have a difficult financial situation. I would like to thank everyone involved in providing us with fresh fruits and vegetables. Receiving these Good food boxes has been very helpful for me and my family, more specifically during the pandemic. Pandemic has made it not only unsafe for us to go out grocery shopping, but also has caused increase in food prices. As a newcomer family with limited financial resources, receiving these Good Food boxes has certainly been a source of comfort and security for us. Thank you. – H.S

“ *Madison went above and beyond to help address the issues I was experiencing. My case manager was friendly, professional and supportive. With such a great support in (Housing, getting laptop and the Good Food boxes), in addition to the emotional support, I will now be able to focus on my goals.* – IR

“ My cell phone wasn't working so my worker gave me a new phone. I miss my mom because I can't see her right now (she's in a retirement facility). I use my phone to call her. The food is awesome! I like the cooking. – SA

“ *“just wanted to write to you to thank you for the ready-made food you have been sending me. I took refugee in Canada with my two children. I am a newcomer and I'm trying to improve my English, so that I can get a job and rebuild my life in Canada. The money I receive from Ontario Works is just enough to cover my rent much less afford me nutritious food. The ready made food you send me is a very important source of food security for me and my two children. Thank you very much for all your help and support.* – A.D.

We would like to offer our gratitude to our funders and donors such as the TCLHIN, IRCC, Ontario Ministry of Health and Long Term Care, City of Toronto, United Way, Equitable Bank, Toronto Foundation, Second Harvest, Food Share Toronto, Sleep Country, Community Food Centers Canada – Good Food Access Fund, Red Cross, for their financial contributions during this uncertain time. Your contributions have helped us make a meaningful difference in the lives of our clients.

We have all learned a lot during this pandemic, and we have had to learn quickly. With these insights in mind, we remain optimistic about the future and believe we will get through this together. With our continued focus on health and safety, agility, and an unwavering commitment to providing our clients with the support they need, we will come through this stronger than ever before.

In service and good health,



Chama Chongo, Interim Executive Director
Madison Community Services



Stephany Mandin, Board Chair
Madison Community Services

Testimonials & Photos From The Madison Staff Members

"We Are Stronger Together!"



Aziza E.



Diana P.



Fred W.



Linda A.



Tasha S.



Zena B.



Manoj J.



Michelle E.



"Working at Madison gives me the feeling that I'm doing something of a value and importance. I enjoy assisting clients in their journey of recovery and resettlement. In addition, it is uplifting to work among kind-spirited group of people who are positive and supportive. It is nice to know that I can always rely on any of them if I am in a challenging situation. I am truly happy to be part of the Madison family."

– Maha M. (Arabic-Speaking Mental Health Case Manager)



"Madison encourages and supports a team environment. It is community based and offers its clients a strength based model of case management."

– Sandra G. (Mental Health Case Manager & Union Unit Chair)



"Working at Madison, I enjoy the family and team spirit, friendliness of the workers and the competent management."

– Charles K. (Mental Health Case Manager)

"My favorite part about working at Madison is the people I get to work with. It's a very diverse group of people with many different skills who truly come together to support each other and help each other grow. It is filled with people who hold a lot of positive energy, which makes it a very happy place to work."

– Shasanji L. (Community Engagement Worker and Workshop Facilitator)



"We have a wonderfully dedicated team made up of people from many walks of life, but we all have our clients front and center to our practice, regardless of what program you look at."
 – Courtney E. (Mental Health Case Manager)



"One thing that I have learned from clients is how some of them are really ambitious and follow their passion despite of having several limitations and challenges around them. They do not allow anything to stop them from pursuing their dreams."
 – Maggie N. (Farsi-Speaking Mental Health Case Manager)



"Mental health recovery to me is helping the client to set achievable goals that will assist them to manage their symptoms, regaining control of their lives, learning new ways to live the life they want, and fostering good and wholesome relationships."
 – Olive E. (Mental Health Case Manager)



"During the difficult time of pandemic, I've learned from my clients that people are much stronger than they think. Resilience is not only an innate attribute, it is achievable with support and compassion."
 – Simin M. (Mental Health Case Manager)

"Mental Health recovery means resilience."
 – Bernadette B. (Housing Support Worker)



"What I enjoy about working at Madison is the people, clients, co-workers and managers who make the work rewarding. Also the support given by co-workers and managers makes working at Madison more helpful work environment."
 – Erick M. (Spanish-Speaking Mental Health Case Manager)



"On a personal level, Madison feels like my second family. It is a very diverse and multicultural workplace, where everyone is supportive of one another. On a professional level, it provides me the platform to offer an array of services to clients so they're able to meet their basic needs and life goals while helping them to cope with their mental health challenges along their settlement process; using the strength-based approach."
 – Bitia N. (Farsi-Speaking Mental Health Case Manager)



"One thing that I have learned from my clients, especially during this challenging pandemic is that there is strength in resilience. There is no doubt that the pandemic has been tough for everyone all over the world. It amazes me when I see my clients who are not just fighting through their internal conflicts but also the external issues related to the pandemic. The mandated lockdown during the pandemic had restricted our face-to-face meetings with our clients, which limited the supports we were able to provide to them. I have seen several of my clients figure out ways to survive through these dreadful lockdowns. They were able to find resources and develop hobbies to keep themselves occupied. The pandemic has brought out the best survival skills within my clients to strive through the tough times and emerge even stronger than before."
 – Alexis T. (Mental Health Case Manager)

"Mental health recovery means hope and empowerment. I have been very fortunate to have supported many amazing clients at various points in their recovery process and I am always inspired by their resiliency, kindness and capacity for change regardless of the barriers and challenges they come across throughout their recovery journey."
 – Lindsay S. (Mental Health Case Manager)



"Within the chaos, fears and uncertainty that this pandemic has caused; I found my clients to be optimistic in finding ways to survive."

– Guadalupe M. (Spanish-Speaking Mental Health Case Manager)



"I am always learning from Clients the various means of coping with stressors. I found Clients for the most part to be adaptive and to understand the seriousness of the pandemic situation."

– Domenic A. (Mental Health Case Manager)



"I enjoy working at Madison due to its positive work environment, where collaboration is valued over competition. The organization is client-centered, the staff are wonderful and we've good management."

– Mona A. (Arabic-Speaking Mental Health Case Manager)



"Mental health recovery means to me the road our clients take to reach a state in which they can attain their maximum potential with the skills and abilities they innately have or have developed through their life experiences."

– Mario F. (Spanish-Speaking Mental Health Case Manager)



"I have learnt from the clients especially during the pandemic what is most important in life. Health, family, friends and happiness – are invaluable and we should never take them for granted."

– Yvonne B. (Mental Health Case Manager, Team Lead-Housing Support & Social Recreation Program)



"I learned from my clients that problems can happen to anyone and when it happens, we all have the innate potentials and strengths to overcome life challenges. I also learned the importance of having faith and hope in situations where we do not have control."

– Solmaz K. (Farsi-Speaking Mental Health Case Manager & Union Steward)



"The most thrilling experience to me is to witness the life changing success that many clients attain by the end of their service thorough advocacy and coordination. Often, client come with critical conditions, overcome by fear and sense of hopelessness. Yet the beauty of it, is that things change when their fundamental needs are met, their dignity and hopes are restored and they find their path to a better mental health. A transformation as such, is indeed, very rewarding."

– Roni I. (Arabic-speaking Mental Health Case Manager)



"I enjoy working among other professionals like myself who give back to others by working with adults living with mental health issues. Working with other professionals at Madison provides a sense of community, where staff supports each other and their clients. I am glad that I can be a part of an organization that makes a real difference in someone else's life."

– Michele G. (Mental Health Case Manager & Union Steward)



"I appreciate that my colleagues and the management team are people who are inclusive and respectful of others. I work knowing that management is fair and colleagues are team players that aim to provide the best services to clients. The current management team reflects the diversity of the Torontonain population transforming Madison into a culturally stronger and richer organization. Above all, I enjoy the welcoming and receptive environment that we have at Madison."

– Claudia S. (Spanish-Speaking Mental Health Case Manager & Union Steward)

Food Security Program

Madison created a food security program in May 2020 to address the food security needs for our clients. When the pandemic began and clients were encouraged to stay at home – it became clear that this was affecting their ability to get groceries and fresh produce and for many to prepare healthy meals. This was also affecting client engagement in services offered by Madison as well as following through with their daily living activities. In recognition of this, it was apparent the critical need of creating a food security program for Madison clients. Madison has always understood that lack of access to nutritious food is closely linked to negative mental and physical health outcomes. Food security is inherently part of the Social Determinants of Health and has been shown to have an impact on life, health and dignity for many people.

Our clients are better engaged in our mental health case management services when their **food security needs are taken care of.**

To date **over 265 Madison clients** have benefited from the Food Security Program.

We are providing **300 ready-made meals monthly** to our most vulnerable clients in order to reduce nutritional imbalances caused by lack of access to healthy meals.

We are providing **55 boxes of fresh produce weekly** to our clients which are a source of important nutrients such as vitamins and minerals which are essential for optimal health.

Madison clients all of whom have mental health and addictions challenges are low-income, living in poverty and affected by food insecurity.

Madison partnered with the National Zakat Foundation to extend additional holistic and culture-appropriate food supports for eligible clients. They also provided other services including financial assistance, therapeutic counseling, and clothes donations.

Food security has always been a major issue for our clients who are living below the poverty line – living on ODSP, OW or CPP. The pandemic has extremely compounded this issue; this is especially so for our Newcomer Program clients who have large families and limited income.

SOCIAL DETERMINANTS OF HEALTH

Social Determinants of Health (SDoH) are key factors that contribute to overall health, well-being and recovery. People experiencing mental illness are more likely to experience disadvantage related to some or all of these factors. An important role of Madison is supporting our clients to overcome disadvantages they may experience related to these factors. A review of these factors in 2020-2021 gives a powerful snapshot of the impact of Madison's services.



SDOH – MADISON COMMUNITY SERVICES IMPACT STATISTICS 2020-2021

95% of Madison clients **had stable housing**.

Of the 22 clients who experienced homelessness or unstable housing – Madison Case Managers assisted

27% to find housing.

96% of our clients in the TC LHIN, RISE, CAMH & PTH programs were **connected to a family doctor** or primary care physician.

Only **6%** of our clients were **hospitalized for mental health reasons** during this period.

46% of our clients received **food security support** from Madison's Food Security Programs.

23% received **technology support** from Madison – this was in the form of cell phones, laptops and internet.

12% of our clients received **support to manage their substance use addiction** during this period.

29% received **support with ADLs** (Activities of Daily Living) and IADLs (Instrumental Activities of Daily Living).

55% of our clients were **connected to a psychiatrist/mental health therapist** in this time period.

29% of our clients **improved their immigration status** in this period.

72% of our clients were **connected to community services** such as tax clinics, service Ontario, service Canada, etc.

28% of our clients **attended specialized training or upgraded their education**.

26% of our clients **gained or maintained employment**.

PROGRAMS AND SERVICES

Madison's impact in supporting our clients in their journey to recovery has proven to be effective, powerful and significant in the mental health sector.

With the support of our funders and in collaboration with our partners, in 2020-2021 Madison Community Services continued to provide a broad array of effective programs and services to our clients. We also expanded existing programs and have created new ones. In addition, we have continued to identify and address service gaps – such as our Food Security Program.

MENTAL HEALTH CASE MANAGEMENT PROGRAM

Madison provides comprehensive recovery-based case management services to over 520 clients with mental health challenges from diverse backgrounds through the TCLHIN, IRCC and UWGT funded programs. Madison, also provides mental health, life skills and other related workshops for over 300 participants in the community. 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.

Madison Case Managers focus on identifying clients' needs and set goals to ensure social determinants of health are considered and supported through advocacy, communication, education, facilitation, and identification of appropriate resources.

During 2020-2021 fiscal year, due to the pandemic and the numerous lockdowns that followed it, Madison along with others in the social service sectors spent most of the year adjusting services to address the emerging community needs of clients as they coped with the new challenges and fears around the outbreak.



For health and safety reasons, for both our staff and clients, Madison Case Managers provided support mainly through phone and video conference. Case Management clients were provided support and referrals to appropriate services (such as food banks, accessing emergency benefits, counselling services, virtual support groups and information sessions). In addition, when required the Case Managers went into the community to conduct wellness check-ins as well as to provide in-person support to clients while following COVID-19 safety protocols of applying online screening before meeting with clients, wearing PPEs properly and social distancing. We have continued to offer online skills-building and social-recreation workshops to our clients such as dance, cooking sessions and a series of Skills for Life virtual information sessions.

Client Testimonial

"I came to Canada as a refugee claimant with my mother, originally we are from Afghanistan. I suffer from a severe mental health condition known as schizophrenia. Madison Community Services has supported me in many ways. Their support has totally changed my life. Through Madison, I have been connected to my current psychiatrist and enrolled in a treatment program. I had also been supported to apply for subsidized housing and as a result I am currently living in a subsidized building with my mother. I have received numerous supportive counseling and emotional support when I went through several crisis situations. I have also been assisted to register for English classes, however, due to my mental health condition it has been difficult for me to learn English well. For this reason, language barrier is still one of my biggest challenges. However, my case manager has given me great support with providing me with both interpretation and translation services. I have three children presently in Afghanistan and I would love to be reunited with them in Canada. I

therefore have been connected to an immigration lawyer and I have applied for my children to come to Canada. The process of their immigration has been expedited recently, due to the current situation in Afghanistan and I am eagerly expecting them to arrive soon to Canada. I'd like to thank Madison Community Services and my case managers for all the support that I have received from them in the last few years". —S.H.



Painting by a famous Afghan Artist named-Shamsia Hassani

MENTAL HEALTH SUPPORTIVE HOUSING PROGRAM



In 1977, Madison was the first agency to provide supportive housing to client's experiencing mental health challenges as well as homelessness. We now provide a total of 188 units to our client residents. Madison operates seven homes which provide congregate living in a supportive housing setting to

46 client-residents. In addition, Madison has partnerships with Mainstay Housing, St. Clare's Multifaith Housing, Toronto Community Housing, the City of Toronto and private landlords which gives Madison the opportunity to offer bachelors and one-bedroom and two-bedroom units to clients who require medium support and prefer to live independently.

Over the course of the pandemic, Madison has worked tirelessly to ensure the safety of our clients. We worked closely with many outside agencies, and were able to successfully access mobile vaccinations for clients and staff, agency wide. In collaboration with the University

Health Network (UHN), we were able to provide our clients with on-site vaccination support, and managed to stop any outbreaks from occurring in our congregate care homes. All houses were provided with on-site vaccinations, food hamper programs and Housing Support Worker care and supervision through ongoing funding resources, and volunteer support. We are so grateful to all of the staff involved with the vaccination efforts, and appreciate the team work that went into maintaining a safe living environment for our clients.

Madison Community Services has a number of housing partnerships that allow for us to provide our clients with housing, and allow us to provide on site supports. In 2020, we collaborated with TCHC, and expanded our housing portfolio by 20 units within the TCHC housing portfolio. With this expanded partnership, we have been provided 20 independent housing units that will be supported by our case management program, as well as an office hub, for staff to be able to provide on-site supports. Madison Community Services has been named the "anchor agency" at the TCHC Moss Park housing site, and we look forward to building partnerships with other community agencies to provide wrap around supports to the tenants of these buildings.

PATHWAYS TO HOME (PTH) – ON-SITE HIGH SUPPORT HOUSING PROGRAM



The Pathways to Home (PTH) is a partnership between Madison Community Services, WoodGreen Community Services, LOFT Community Services and Inner City Family Health Team to address the critical lack of 24/7

on-site, high-support housing for long-term users of the shelter system – persons with complex mental health and addictions challenges, developmental disabilities and high levels of acuity – who require intensive support to maintain stable housing. MCS-PTH provides 29 furnished bachelor units at 1011 Lansdowne Ave. The units are available for single individuals who have a history of chronic homelessness. We offer a meal service which includes 3 prepared meals, coffee/tea and snacks available to all clients. The PTH staffing team is comprised of various areas of expertise including; Mental Health Case Managers, Engagement and Support Workers, a Team

Lead, Lead Cook, Harm Reduction Worker, Personal Support Workers (PSWs), Adult Protection Service Worker, and a Clinical team comprising of a Nurse Practitioner, Registered Nurse and Behavioural Therapist.

Some of the highlights of the PTH program for 2021 include the expansion of an allocated 25 to 29 units. We have also had 7 clients successfully move into the program during the height of the COVID-19 pandemic and remain successfully housed for over a year.

Client Testimonial

“Christine taught me a lot, she’s a good teacher. She helped me with my self-esteem and I got sports jerseys because I was doing good at the house and not being inappropriate. She helped me a lot.” — DW



CAMH – MADISON ON-SITE HIGH SUPPORT HOUSING PROGRAM

In partnership with CAMH and Habitat Services, this program offers 20 subsidized bachelor apartments to CAMH ALC in-patients and provides on-site supports to the program’s clients in making a successful transition from hospital to independent living. The program also offers clients an opportunity to spend time in the program space, where they can access TV, internet and the on-site meal program, which provides the clients with 3 meals per day.

We also provide the clients with support in developing activities of daily living skills in areas such as meal preparation, cleaning their apartment, doing laundry, budgeting, banking, grocery/personal supplies shopping etc. In addition, support is provided in areas such as computer skills training, helping clients



seek employment, education and or volunteer opportunities. Madison’s on-site Engagement and Support Workers work collaboratively with CAMH Case Managers, outside resources, and with other agencies to ensure that the client’s needs are being met.

During the pandemic, it has been increasingly difficult to connect with clients on a daily basis, other than at meal times. For this reason, we have implemented a social calling rotation, where Engagement and Support

Worker staff connect with clients over the phone just to chat and check in. All clients have been provided with landlines that are paid for by Madison. We have also incorporated more engagement activities, such as walking groups, that are able to continue during the pandemic, while maintaining a safe social distance.

RECOVERY DURING IMMIGRATION AND SETTLEMENT (RISE) PROGRAM



In partnership with and through funding from Immigration Refugee and Citizenship Canada (IRCC) and from the United Way Toronto and York Region (to support refugee claimants), Madison has developed and expanded its Recovery during Immigration and Settlement (RISE) program significantly since it started in 2011. Many RISE clients come from war-torn countries where they have experienced trauma and often persecution. The program therefore supports RISE newcomer clients living in Toronto who are experiencing substantial stress during their settlement process. This may present as depression, anxiety, restlessness, changes in behaviour and a lack of hope for the future. The RISE program is designed to facilitate 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.

RISE provides a wide range of community-based, holistic services to address mental health and settlement challenges for newcomers and refugees, such as individual case management, group orientation sessions (which covers both settlement and mental health related topics) and social activities. Within this reporting period RISE provided 92 workshops for mostly newcomer participants in the GTA area. Some of these workshop topics included Stress Management, Positive Self-Talk, Acculturative parenting, Citizenship preparation, Financial literacy, and Housing. In addition, through a collaboration with CAMH's New Beginning Clinic, RISE's Farsi speaking clients received a series of workshops on how to cope and overcome the negative effects of COVID-19 on clients' health, social relation and daily living activities.

RISE's Arabic-Speaking Men's Group at Agincourt Community Services Association (ACSA) Dorset Park Hub continued on a weekly basis on virtual platform. These sessions involve peer groups which are an important means for clients to learn about life in Canada, reduce social isolation and learn about mental health and well-being. The topics are often suggested by the group themselves, while various topics were also derived from the COVID-19 pandemic (i.e. prevention, local and international updates, mental and physical health management, relevant emergency government income support programs, etc.). The group has also engaged in other topics such as, the Lebanon and the Middle East crisis, social justice matters, overcoming various types of discrimination, cultural understanding of the LGBTQ+ community, black history and more.

As for the social recreation component of the program, due to the pandemic restrictions we were not able to organize in person activities and offered instead virtual group programming such as:

Food Frenzy – where clients had the opportunity to build their cooking skills and learn new and simple recipes.

E-Motion – provided clients a sense of social inclusion and an opportunity for physical activity during the COVID-19 lockdowns. Additionally, RISE wanted clients to have a space to open up about their emotions, including stress, and anxiety around the pandemic and a chance to learn how to regulate these emotions.

Make-up Monday – was launched with a volunteer support for RISE clients. This volunteer was a youth from the Arabic-Speaking community. Due to the volunteer's time restrictions, we were only able to run four sessions. The sessions included general questions about makeup and skin care as well live makeup tutorials.

RISE works in partnership with and receives referrals from COSTI Immigrant Services, The Neighbourhood Organization, Working Women Community Centre, St. Stephen's Community House and other partners and collaborators such as the Agincourt Community Services Association (ACSA).

Client Testimonial

"I remember nearly 2 years ago I was sitting at a park and I was feeling hopeless. I was living with roommates and I stopped working. In addition, I was going through a relationship separation when someone from Madison called and registered me in the RISE program. I was

already disappointed with an Ontario Work staff, but when I met Jeribelle (my first case manager from Madison) in a cafe (upon my request), I was able to talk freely about my problems in life. She listened like a real human being and responded in a perfect way, I started then to grow trust of the social service sector in Toronto. Jeribelle was not only a professional staff, but she was the person everyone who is going through trauma needs to have around them for a basic mental health. When I heard she found a better position and was going to leave me, I was sad but happy that she will be helping others like me. She had provided me with the basic support services such as: applying for citizenship, getting a free laptop from Madison, assisting me with my OSAP loan, coming with me to my doctor's office to facilitate with my ODSP application, and helping me to get approved for ODSP. I wish her the best in life.

By now I found my stability and was coming out of the dark air that was surrounding me. My next case manager became Laura. She made me believe that Jeribelle was not an exception, she had this motherly caring voice that helped me through loneliness, which I was experiencing for the first time in my life. She was there and I think that itself was enough. Thanks to her, I could submit my citizenship application and be put on Madison's Housing Connection Waitlist so I could get a place for myself faster than the regular wait process (which I think would never have happened if was not for Madison's partnership with TCH). But Laura had to go on a maternity leave to take care of her new born baby. I wish the best for her and her baby.

And then I got into trouble with a racist roommate who talked 24 hours a day with a loud voice and sometimes he would slur profanity and homophobic words in a room next to me for a couple of months before he had to move out. I really didn't want to fight with him by calling the police on him, nor did I have the energy to fight. Then Maggie (my third case manager from Madison) called me and told me that she will be my case manager. Maggie speaks Farsi so I could talk with her more openly about the situation I was having back then. Thanks to her presence, professional knowledge and expertise, I overcame the fear



and anger I had towards the roommate and I was able to focus on my life. She connected me to AASAP (which is an organization that works with queer South Asian and Middle Eastern newcomers and residents). With her help I also got a new free mattress for my room. At this time, I was mentally and spiritually ready to apply for a job position as Madison's Vaccine Ambassador (which I was referred to by Maggie) and with her caring guidance I am able to proudly maintain the job still today. Through this new job role, I am given the opportunity (by Madison) to give back to society what I have received from Madison, which is serving the Canadian people with a humane attitude. Maggie was also a crucial help in securing my new TCH apartment unit so I could finally settle down in my own place peacefully.

Madison Community Services – to me, is not just one of the agencies within the community. It is a social network (I wish I could say a safety net) with enlightened staff and ever-growing critical services for people in need. This agency has helped me gain back my trust in humanity. This agency was next to me in every single problem I have had. This agency kept my heart warm and strong. This agency is my friend, my home. No, this agency is home for so many people like me, a home that abides beautiful souls". – A.M.

HISPANIC PROGRAM

Madison's Hispanic Program is one example of Madison creating 'niche' programs to address a service gap. For over 20 years Madison has been the only agency to offer mental health case management services in Spanish to

the ever growing Hispanic population in Toronto. The Program also offers specialized group sessions to our Spanish-speaking clients.

ART EXPRESSIONS GROUP

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

Madison thanks Equitable Bank for its generous annual funding to the Art Expressions Program – without

which this transformational program would not be possible. Unfortunately, this in-door program had to be halted during the pandemic but it will resume in full capacity once it is safe to do so.



WOMEN'S SOLUTION-FOCUSED DANCE GROUP



Madison's Women's Solution-Focused Dance Group is 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 session 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 session clients engage in a peer support group discussion expressing their feelings, thoughts, and experiences, while focusing on how a solution-focused approach can lead them to recovery, health, and well-being. The Women's Solution-Focused Dance Group has performed at numerous Madison events and for our sponsors. During the pandemic, this program was offered virtually to Madison clients but over the summer season the participants met on a monthly basis at High Park in person, while applying the safety measures of wearing PPEs and social distancing.

SOCIAL-RECREATION PROGRAM

Madison provides support for clients through social and recreational activities and is committed to maintaining and expanding this program as such activities play a large role in the recovery journey of our clients and is a key element in addressing the Social Determinants of Health. It provides our clients with opportunities to meet new 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. Over the years, some of the events and outings had included the AGO, the ROM, Science Center, Centre Island, Niagara Falls, Annual Client Holiday Party and CNE. With the help of our donors, we have been able to hold an Annual Holiday Dinner party for our clients. The party

is one of the most popular events and receives the most client attendance. The committee would like to thank all the clients and the staff who assist in making our numerous social recreation events possible. Although, within this fiscal year we were restricted to organize in person social activities, we are hopeful that we will be able to have a few outdoor activities in the coming year.



SKILLS FOR LIFE PROGRAM



Skills for Life sessions continued to be offered virtually within this fiscal year. The group members had the opportunity to share their experiences and concerns over COVID-19 pandemic, while developing coping strategies to overcome their sense of fear and loneliness following the lockdowns and isolation. The group itself served as an emotional buffer and a space where the participants would come together online on a weekly basis to provide support for one another as well as encourage each other to remain optimistic. In addition, the group sessions covered various topics around education, employment and obtaining accurate information about

COVID-19 virus and vaccines using resources made available by Toronto Public Health. Moreover, in order to reduce a sense of isolation during the holiday season – Skills for Life group had special virtual get-together events at the end of 2020 where the participants shared how they were planning to celebrate the holidays; what they have accomplished in the current year and what they hoped to accomplish in the coming new year. The participants reported that they enjoyed these events and were grateful to Madison for hosting it.



CLIENT VOCATIONAL PROGRAM

Madison has a Client Vocational Program which consists of a landscaping program for our congregate living houses. Currently, there are four client lawn care workers that are employed in this program. Through this program, our clients develop valuable and employable skills and

also earn an income which enhances the quality of their life. The goal of this program is to provide clients with skills/experience to enable them to look for full-time employment.

THE EQUITABLE BANK – BILL WALKER MEMORIAL – MADISON CLIENT EDUCATION BURSARY FUND

With the generous funding provided by our Corporate Sponsor – Equitable Bank, the Bursary Program has proven 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/employment related training. The joy on the faces of clients whose applications have been approved and their letters of appreciation about the numerous positive effects

the bursary grant has had on their lives is testimony to the power of this program. A total of 341 clients have received bursary grants since the program began in 2013.

With the agreement of Equitable Bank – the Bursary Program has also provided grants for clients of our RISE program to pay the fee to become Permanent Residents; pay for the Canadian Citizenship test; and get their driver’s licenses – all of which support their successful settlement in Canada.

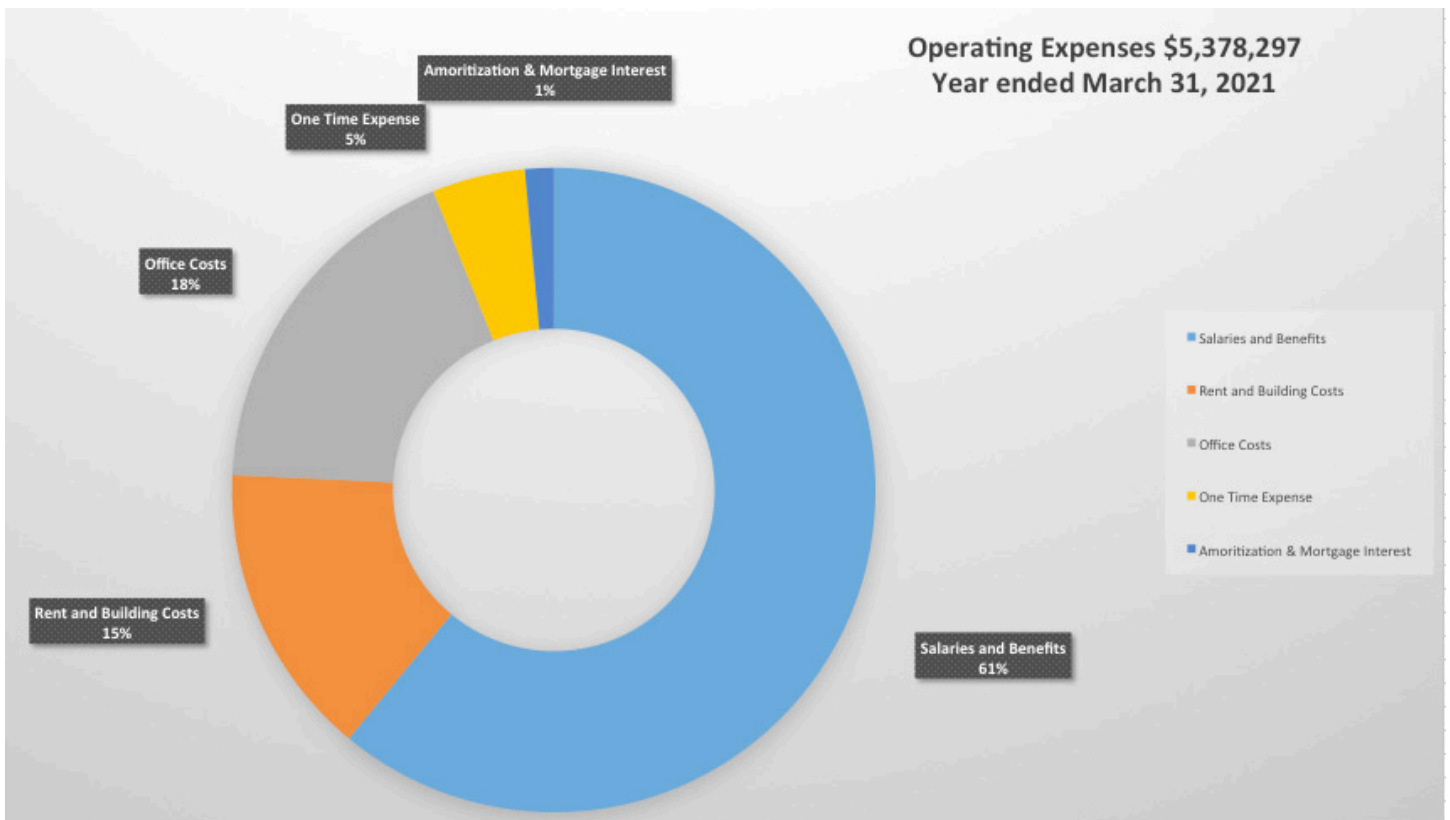
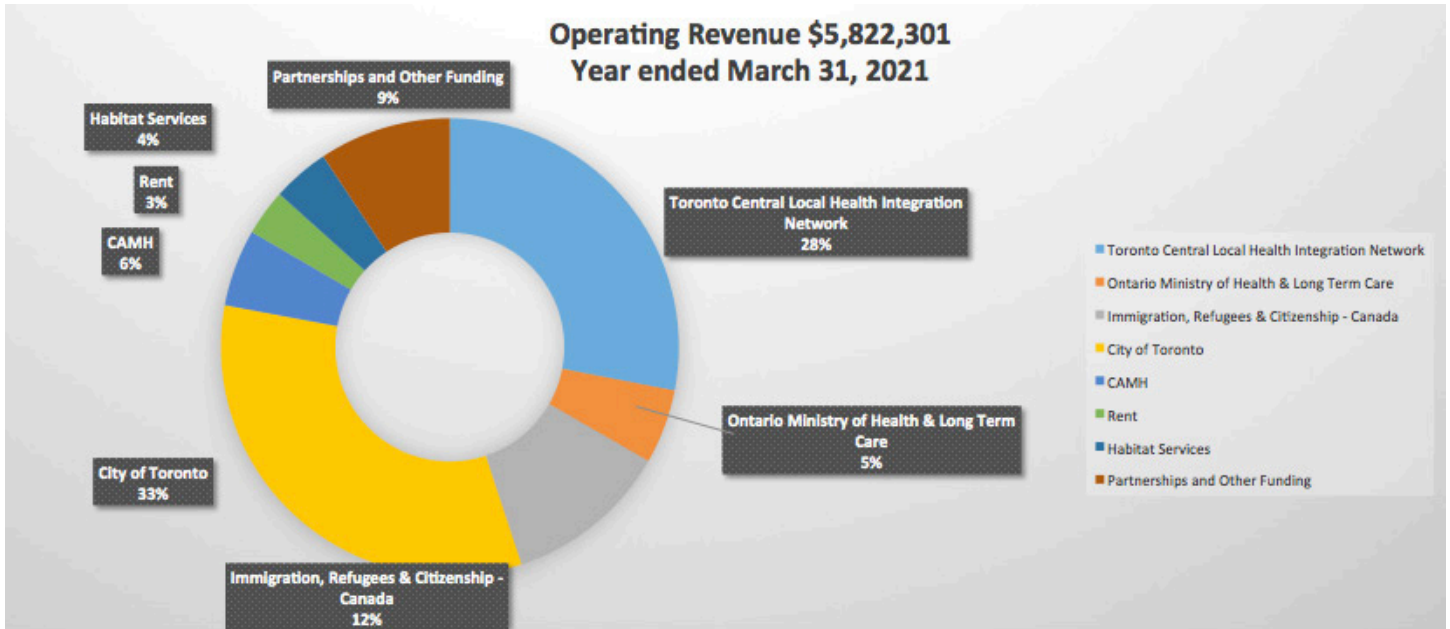


Client Testimonial



“I would like to thank Madison Community Services for covering my Citizenship application fee through your bursary program. Without you, I would not have been able to navigate the immigration system or afford the large application fee during a very critical time in my life. Now I can finally feel that I am officially part of Canada and be at ease to focus on my other settlement and daily life goals and plans. Once again, I offer my sincere gratitude to you all for the amazing work you do in the community and as an agency for addressing your clients needs by removing one barrier at the time! May the Lord bless you and increase you in His grace”. – R.M.

2020-2021 FINANCIALS



WHO WE ARE

BOARD OF DIRECTORS 2020-2021



Stephany Mandin, President and Chair

Stephany Mandin is a litigation lawyer and the principle of Mandin Law in downtown Toronto. 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.



Elena Bonilla, Secretary

Elena is a seasoned management consultant with extensive experience within the financial services industry. She holds a Bachelor degree in Economics. She also 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 communication and leadership skills, was President of the Catholic Women's League of Canada St. Monica's Council to offer welcome and comfort to the vulnerable and marginalized in the community, and she did Junior Achievement Program presentations to help students from grades 7 to 10 remain in School.

In the past Elena led the Madison Family Council and now she wants to contribute as a board and finance committee member of Madison.



Daniel Kligerman, Treasurer

Daniel Kligerman is a seasoned business leader, with more than twenty years of experience leading people, programs, and teams in the telecommunications industry. Daniel has held a wide variety of roles at TELUS over the past 25 years, in operations, marketing, sales, and program management divisions.

Daniel holds a Master in Business Administration from the University of Victoria, and a Bachelor of Science in Computer Science, Statistics, and English from the University of Toronto.

Passionate about giving back within the community, Daniel has worked with Humber College, developing and leading a bridging program for newcomers to Canada with an IT background. He currently sits on the board of ArtsPond, a non-profit organization committed to enabling the success of artists in the online and offline world. He also volunteers with the TRIEC mentoring partnership, where he mentors new immigrants as they look to continue their careers here; with the University of Toronto Computer Science department; and with Junior Achievement.

Daniel is married with two adventurous children. He can often be found on the ice hockey rink, the squash court, or cycling the streets north of the city. He is also a classical pianist, loves writing and public speaking, and is powered by very strong espresso.



Cailin Phillips

Cailin is Director, Prime Residential Underwriting at Equitable Bank and has been a member of the Madison Board of Directors since early 2015.

She has been involved with Madison 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.



Carrie Hargrave

Carrie is the Executive Assistant to the CEO of Equitable Bank, and a contributor and Committee Member of *stnce*, an initiative aimed at encouraging women to confidently take control of their personal finances through education and open conversation.

She is involved with the annual ALS plane pull charity event, the Equitable Bank Ride for Heart Corporate Charity team, and regularly volunteers at 40 Oaks Community Centre in Regent Park.

Carrie brings a strong background in Marketing to her role and hopes to leverage that as part of Madison's fundraising and grant writing committee.



Adam Wheeler

Adam Wheeler is a criminal lawyer, social worker, and mental health advocate. He is currently employed with the Ontario Ministry of the Attorney General as Crown Counsel, where his practice includes both criminal appeals and justice policy.

Adam brings experience from his clinical work in hospital and community settings, with a particular focus on queer and trans youth mental health. He is also an advocate on housing and homelessness issues, having worked in eviction prevention and as co-investigator of an ongoing study into hospital discharge processes for homeless and precariously housed individuals. Prior to joining the board of Madison Community Services, Adam served in non-profit governance roles for other organizations where he developed a passion for strategic planning, policy/program development, and financial management.

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	(May 24, 1988)
Michael Smyth	(September 16, 1998)
Leon Richardson	(December 13, 2000)

MADISON STAFF TEAM 2020-2021












Management and Administration

 Jean Stevenson	<i>Executive Director</i>
Ken Goodwin	<i>Interim Director, Finance and Human Resources</i>
 Chama Chongo	<i>Director, Program Services</i>
Tasha Sandbach	<i>Senior Manager, Supportive Housing Programs</i>
 Zena Birhany	<i>Senior Manager, Case Management Programs</i>
Aziza Elwin	<i>Program Manager, Pathways to Home</i>
Diana Pupuchevski	<i>Manager, Finance and Human Resources</i>
Frederick Wu	<i>Senior Manager, Finance</i>
Linda Alyazji	<i>Executive Assistant</i>








Mental Health Supportive Housing Program

 Yvonne Brown	<i>Case Manager, Team Lead – Housing Support & Social Recreation Program</i>
Bernadette Baker	<i>Housing Support Worker</i>
Carleen Hinds	<i>Housing Support Worker</i>
Tanisa Rahman	<i>Housing Support Worker</i>




Mental Health Case Management Program

 Domenic Allega	<i>Case Manager</i>
Olive Ellis	<i>Case Manager</i>
 Courtney Evers	<i>Case Manager</i>
 Mario Figueroa	<i>Spanish Speaking Case Manager</i>
 Michele Gardner	<i>Case Manager</i>
 Sandra Grant	<i>Case Manager</i>
 Charles Kabowei	<i>Case Manager</i>
 Guadalupe Marquina	<i>Spanish Speaking Case Manager</i>
 Simin Mehrpour	<i>Case Manager</i>
 Erick Minero	<i>Spanish Speaking Case Manager</i>
 Claudia Sarmiento	<i>Spanish Speaking Case Manager</i>
 Alexis Tseng	<i>Case Manager</i>

RISE – Recovery during Immigration & Settlement Program

 Mona Anees	<i>Arabic Speaking Case Manager</i>
 Mariam Chevrier	<i>Community Engagement Worker</i>
 Laura Fajardo	<i>Spanish Speaking Case Manager</i>
 Roni Issa	<i>Arabic Speaking Case Manager</i>
 Solmaz Khoujini	<i>Farsi Speaking Case Manager</i>
 Maha Majeed	<i>Arabic Speaking Case Manager</i>
Bitra Nasehi	<i>Farsi Speaking Case Manager</i>
 Maggie Nikseresht	<i>Farsi Speaking Case Manager</i>

CAMH-LPM-Madison High Support Program

 Stephanie Bellini	<i>Engagement & Support Worker</i>
 Josephine Onyemaobi	<i>Weekend Engagement & Support Worker</i>
 Lindsay Sills	<i>Engagement & Support Worker</i>
Muwanguzi Ssebagala	<i>Relief Engagement & Support Worker</i>
Angelica Yepes	<i>Weekend Engagement & Support Worker</i>

PTH – Madison High Support Program

Esther Baidoo	<i>Relief Engagement & Support Worker</i>
Virginia Baez-Landestoy	<i>Relief Engagement & Support Worker</i>
Geeta Bedi	<i>Weekend Overnight Support Worker</i>
Mallory Canon	<i>Case Manager</i>
Michelle Encomienda	<i>Relief Overnight Support Worker</i>
Sheldon Kyerematen	<i>Overnight Support Worker</i>
Manoj Joseph	<i>Lead Cook</i>
Faustina Mangram	<i>Part-time Engagement & Support Worker</i>
Rosean McAnaney	<i>Weekend Engagement & Support Worker</i>
Jemal Nasser	<i>Weekend Cook</i>
Olusola Oladipo	<i>Engagement & Support Worker</i>
Skye Spicer	<i>Addictions and Harm Reduction Worker</i>
Cajaani Velautham	<i>Case Manager</i>

 3-4 years
  5-9 years
  10-14 years
  15-19 years

PARTNERS AND COLLABORATORS

It is with tremendous help from our partners and collaborators that we have been able to continuously and effectively support our clients. Madison is thankful for the opportunities and support that has come from working with each agency below.

- | | | |
|---|---|---|
| Access Alliance Multicultural Health and Community Services | Lansdowne Property Management (LPM) | Toronto Community Housing Corporation |
| The Access Point | Local Immigration Partnership (North, East, South and West) | Toronto Public Health |
| Agincourt Community Services Association (ACSA) | LOFT Community Services | Toronto Alliance To End Homelessness (TAEH) |
| Canadian Centre for Victims of Torture | Mainstay Housing | University Health Network (UHN) |
| Centre for Addiction and Mental Health (CAMH) | Mennonite New Life Centre | Warden Woods Community Centre (WWCC) |
| COSTI Immigrant Services | Newcomer Women's Services | WoodGreen Community Services |
| Eden Community Homes | Ontario Council of Agencies Serving Immigrants (OCASI) | Working Women Community Centre (WWCC) |
| Fred Victor | Rexdale Women's Centre | YMCA (Employment and Immigrant Services) |
| Good Shepherd Non-Profit Homes Toronto | St. Clare's Multifaith Housing Society | |
| Inner City Family Health Team (ICFHT) | St. Stephen's Community House | |
| | The Neighbourhood Organization (TNO) | |

COVID FUNDING



FUNDERS



DONORS



MAJOR INDIVIDUAL DONORS

Stephanie Price • Adam Wheeler • Daniel Kligerman • Mario Nigro
 Carrie Hargrave • Tony & Denise Evers • Alice Roth • Alexandra Wilson

MADISON'S HISTORY

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.



Painting by an Art Expression group participant

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 readmission 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 beginning of the creation of the now recognized profession of Mental Health 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 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 cooperative 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 (MSFIC) 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 Craleigh 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 Havelock Street in the College and Dufferin area.

These two, smaller cooperative 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 2020-2021

In the over 40 years since Madison began with 1 house – which was the first mental health supportive housing program model in Toronto – Madison Community Services has continued to build on the vision and commitment of its founders. It has now grown to be a medium size multi-service mental health agency which maintains a 'family-like' environment for our clients. Madison prides itself on recognizing service gaps and creating specialized programs to fill the gaps – such as our Hispanic Program, RISE Program and our 24/7 intensive high support housing – Pathways to Home Program.



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www.madisoncs.org



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