



STRATEGIC PLAN: 2023-2028

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BACKGROUND

- Madison Community Services was incepted in 1981 to address the critical need for housing and support for discharged psychiatric patients.
- It is the first community-based supportive housing agency in Toronto and the first to offer mental health care 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).
- Overall, Madison works to provide case management services, break language barrier through provision of services in an array of languages, and working to minimise differential outcomes.
- In 2018 Madison completed its last strategic plan focussing on clients, capacity building, and strengthening the organization and sector.
- In the spring of 2023 Madison embarked on the next stage of its journey by initiating this 2023-2028 strategic planning process.

PARTNERS

- **Over the years, Madison community has worked with various partners including:**

- The Access Point
 - Agincourt Community Services Association (ACSA)
 - Bob Rumball School of Excellence for the Deaf
 - Canadian Centre for Victims of Torture
 - Centre for Addiction and Mental Health (CAMH)
 - COSTI Immigrant Services
 - Eden Community Homes
 - Fred Victor
 - Good Shepherd Non-Profit Homes Toronto
 - Hong Fook
 - Inner City Family Health Team (ICFHT)
 - Lansdowne Property Management (LPM)
 - Local Immigration Partnership (North, East, South and West)
 - LOFT Community Services
 - Mainstay Housing
 - Mennonite New Life Centre
 - Metropolitan Action Committee on Violence Against Women and Children (METRAC)
 - Newcomer Women's Services
 - St. Clare's Multifaith Housing Society
 - St. Stephen's Community House
 - The Cross-Cultural Community Services Association (TCCSA)
 - The Neighborhood Organization (TNO)
 - Toronto Community Housing Corporation
 - Toronto Public Health
 - Toronto Employment & Social Services (TESS)
 - Toronto Alliance To End Homelessness (TAEH)
 - University Health Network (UHN)
 - University Settlement
 - WoodGreen Community Services
 - Working Women Community Centre (WWCC)
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THE STRATEGIC PLAN: 2023-2028

- The plan was put together based on the contribution of staff, board, and external stakeholders, and a review of internal materials.
- The findings helped guide the review and refresh of the mission, vision and values and the development of directions, goals and actions and an internal implementation plan.
- Input was gathered from internal and external stakeholders to determine the factors and emerging trends that will impact Madison Community Services and the insights and expectations of the board, staff, and external stakeholders.
- Documents reviewed included Madison's annual reports, 2013 strategic plan, Evaluation Response to covid, Ontario Health's Equity, Inclusion, Diversity and Anti-Racism Framework, Health Equity Impact Assessment (HEIA) -Indigenous Lens Tool, and the Canadian Public Opinion Report on Aboriginal Peoples.

ENVIRONMENTAL SCAN

- Overall, stakeholders believe in the work Madison is doing with a special appreciation for the diversity, equity, and inclusion work and organizational leadership.
- Feedback was focused on 4 key areas:
 - **Diversity and inclusion:** All stakeholders recognised Madison as a leader in both providing services to diverse client populations in general and through dedicated programming.
 - **Client support and programs:** Stakeholders commend Madison for their client-centred approach, their extensive programming, and their commitment to specialized services for particular cultural groups.
 - **Partnerships and external systems engagement:** Stakeholders recognise that Madison ‘punches above its weight’ -making a big impact for a smaller agency.
 - **Team, learning, organization:** External stakeholders indicated their belief in Madison’s staff and leadership.

MISSION, VISION, AND VALUES

- **Mission:** Promoting recovery and independence for people in need through housing, case management and services.
- Madison's work is rooted in the Recovery Model. We believe that recovery:
 - is aided by a safe & secure base; through quality housing.
 - is fostering a sense of meaning & building coping skills.
 - requires empowerment in one's life and in one's care.
 - means feeling socially included.
- We value:
 - Diversity and inclusion
 - Responsive client care
 - Collaboration
 - Wellbeing
 - Growth and adaptability



STRATEGIC DIRECTIONS

- One of Madison's key strengths unanimously identified by all stakeholder groups is its commitment to diversity, equity, and inclusion (DEI).
- DEI is woven into all the work that Madison does. In keeping with this approach.
- The Ontario Health Equity Framework is a tool to be used (and the associated Health Equity Impact Assessment) to ensure plans and individual initiatives continue to meet Madison's commitment to diversity and inclusion.
- Madison identified three overarching directions:
 - Serving diverse clients well
 - Supporting change through sector leadership and collaboration
 - Committing to excellence

STRATEGIC DIRECTION ONE: SERVING DIVERSE CLIENTS WELL

- In line with Madison's past work the first direction focuses on service to clients with particular attention to diversity, equity, and inclusion.
- Madison will utilize the Ontario Health's Equity, Inclusion and Anti-Racism Framework to guide strategic directions.
- Two objectives have been identified:
 - **Increasing Housing Stock:**
 - The need for affordable supportive housing is unprecedented and Madison intends to pursue resources, partnerships, and assets to ensure a greater supply of units for diverse clients.
 - In 2023-24 Madison will increase its portfolio.
 - They will initiate a Congregate Expansion Program focusing on maximizing the congregate program.
 - **Expand Programming:**
 - The organization will seek to increase the number of clients served.
 - One of the approaches will be the creation of a staff incubation program.

STRATEGIC DIRECTION TWO: SUPPORTING CHANGE THROUGH SECTOR LEADERSHIP AND COLLABORATION

- Madison has been playing an important role in the broader housing and social support sector through its participation and leadership in various networks and initiatives.
- As with Strategic Direction One, Madison will use the Ontario Health's Equity, Inclusion and Anti-Racism Framework to guide this direction.
- In this area, two objectives have been identified:
 - **Engaging In Strategic Partnerships:**
 - Madison continues to develop strategic and service partnerships to ensure attain the set mission.
 - Madison will increase the number of partnerships and strategic alliances to leverage the ability to meet Strategic Direction One.
 - Further, the organization will focus on playing a leading role in diversity, equity, and inclusion.
 - **Promoting Madison's Voice:**
 - Those that are aware of Madison recognize the excellent work it does. To reach the broadest possible audience Madison will increase its voice. To do this it will develop a communication strategy.

STRATEGIC DIRECTION THREE: COMMITTING TO EXCELLENCE

- Madison has done an excellent job in navigating COVID and growing its programming and services.
- To continue to do great work Madison recognises the need to invest in governance, infrastructure, and its people to continue and expand its excellent work.
- In this area, two objectives have been identified:
 - **Continuing Organizational Development:**
 - Madison understands that the right organizational structure is needed to support the strategic directions and organizational effectiveness.
 - Madison plans to review its leadership model for success and develop an educational plan for the board, leadership, and staff.
 - **Enhancing Quality:**
 - Alongside growth Madison will ensure that it maintains the highest standards in operations and in service. In 2023-2024 Madison will begin pursuing organizational accreditation to support enhanced quality.

IMPLEMENTATION



- This plan is supported by a detailed implementation plan.
- The implementation plan is the road map for achieving the strategic directions and outlines the indicators of success, timelines and initiatives required to achieve them.
- Madison shares its work through an annual report.
- Tentatively, the organization keeps stakeholders apprised of its progress on the strategic directions annually through this report.

CONCLUSION

- Madison Community Services has tirelessly worked to address the critical need for housing and support for individuals living with mental health illness.
- The success of the endeavor is evident in the continued growth and proliferation in Toronto.
- Some growth indicators include a growing workforce, inclusion in local communities' decision making, partners, and a growing number of individuals served by the organization.

THE END

