



Strategic Plan 2019

February 11, 2019

Patty Cote'-Duncanson – Executive Director

Geoff Pantling – President

Scott Jamieson – Vice President

Don Speers – Treasurer

Ann Wilson – Secretary

Rick Woolfrey – Director

Diane Harvey – Director

Amber Cooper – Director

Martin Stocker - Director



Mission

Torchlight Services advocates for, promotes and facilitates the full participation, inclusion and empowerment of people who have a disability within the community.

Vision

Develop and maintain an organizational culture that continually fosters learning and innovation. Promote best practices and recognize valued contributions of the staff and volunteers; act ethically and with transparency in all that we do.

Values

Respect for ourselves, our team, our participants and their families

Community Inclusion – Promote Torchlight in the community.

Participate in the community as volunteers, employees, citizens and friends

Growth of Torchlight as an organization offer opportunities for staff and participants to grow and learn

Our Story

Torchlight Services is a non-profit, registered charitable organization that was incorporated in 1974 to provide vocational support and opportunities for individuals with disabilities.

Since 1978, Torchlight Services has operated at 30 Edinburgh Road North, Guelph as a “Sheltered Workshop” and with 40 adults who carry out work and fulfill contracts for various local businesses.

Old Logo



However, after 43 successful and productive years, the provincial government mandated that all “Sheltered Workshop” operations across the province must cease and be removed by December 31, 2018. To continue to operate in compliance with the Ministry’s new directives, we needed to transition the organization, so that we could provide new services such as day programs, recreational activities, competitive job placement training and volunteer opportunities for individuals with disabilities within the community.

Torchlight completed the Ministry mandated transition in June 2018 and has been operating a successful day program out of its facility located at 30 Edinburgh Road North, Guelph. Currently, we provide support to 42 participants with various disabilities, offering volunteer opportunities, recreational, cultural and social activities within the community as well as at the facility. Health and fitness (Zumba, yoga), drum and music lessons and daily living skills are also some of the programs offered.

During the transition from a “sheltered workshop” to day programs, it was necessary to stop all work contracts therefore; this put Torchlight in a financial struggle as ¼ of the operations was funded by these work contracts. Torchlight started charging a small fee per day schedule at minimal cost. Participants of Torchlight receive Passport funding from the government to assist them with paying for activities.

New Logo



SWOT Analysis

Strengths

- Culture – feeling of family and community
- Staff – long tenure, willingness to change, committed, caring, connected to community, job satisfaction, non-union
- Participants – long tenure, good relationship with each other and staff
- Reputation
- Board members – several are new to the organization and are supportive and proactive
- Clear and concise policies
- Transparency
- Partial funding from the ministry
- New Executive Director
- Flexibility

Weaknesses

- Building/facility outdated and insufficient for new vision of organization
- Landlord not willing to assist organization with renovations
- Staff – task oriented not strategic
- Organization has little experience with fund raising, grant writing
- Some workshop staff require developmental services training
- Number of staff – vision requires additional personal for growth
- Few external volunteers
- Inexperienced Executive Director
- Deficiencies in marketing

Opportunities

- Enrich the lives of more participants with providing new engaging activities
- Participants supported while integrating into the community
- Community outreach and fundraising
- Grants and opportunities to partner with local community and organizations
- University/college community services and training opportunities offered at Torchlight

Threats

- Dependency on Ministry funding and government support
- Charging daily program fees to participants – may lose some participants
- Below industry salary and benefits – risk of employee turnover

Organizational Excellence Categories	Top Strengths	Top Weaknesses	Top Opportunities	Top Threats
Leadership	<ul style="list-style-type: none"> • New board members are supportive • Forward-thinking ED 	<ul style="list-style-type: none"> • Inexperience of ED 	<ul style="list-style-type: none"> • ED's willingness to learn • ED is well supported by other ED's, board and staff 	<ul style="list-style-type: none"> • Missed opportunities for funding from other sources • Inexperience with grant writing
Planning/Policy	<ul style="list-style-type: none"> • Plan for amenities in future location • Grant for flooring in current facility 	<ul style="list-style-type: none"> • Need new location for program • Lease 3 additional years 	<ul style="list-style-type: none"> • Fresh ideas for future • Donations for adding kitchen facilities 	<ul style="list-style-type: none"> • Costs involved with moving program location
People	<ul style="list-style-type: none"> • Long tenure and relationships for staff and participants 	<ul style="list-style-type: none"> • Lack of Developmental Services training for some staff 	<ul style="list-style-type: none"> • Ability to create new opportunities for community integration 	<ul style="list-style-type: none"> • Charging daily fees for program may deter participants
Participant/Family Focus	<ul style="list-style-type: none"> • Focus is on services for participants and family 	<ul style="list-style-type: none"> • Lack of updated facility to offer more variety of programs • Lack of volunteers 	<ul style="list-style-type: none"> • Family support with fundraising initiatives 	<ul style="list-style-type: none"> • Participant /Family may be unable to afford program fees
Partner/Collaboration Focus	<ul style="list-style-type: none"> • Partner with other agencies through volunteer opportunities 	<ul style="list-style-type: none"> • Organization is not well known to other agencies 	<ul style="list-style-type: none"> • Community outreach, new opportunities to grow 	<ul style="list-style-type: none"> • Lack of resources and staff
Result Focus	<ul style="list-style-type: none"> • Continue to offer new and fresh program ideas 	<ul style="list-style-type: none"> • Focus on minor facelift to current facility waiting for grant 	<ul style="list-style-type: none"> • Community Outreach 	<ul style="list-style-type: none"> • Current government cutbacks

Torchlight Environmental Scan



Demographics – expectations for services are continually evolving and changing for people with disabilities

Political Leadership – new government causing cutbacks for funding and cutting services within our communities

Legislation – huge impact for the past 3 years on services offered, transition from sheltered workshop to day program services

Economic Pressure – necessity to charge daily program fees to participants for day program services. Possibility of increased fees in the near future to sustain future of program. Staff wage increases not possible with current budget and operating funds and could cause staff to look for employment elsewhere. Necessary to get better service for less cost from outside service providers for non-profit

Technology – technology has been updated recently with new computer's and server. Changes in IT service delivery has been improved, with less cost to the organization



Torchlight Services

Goals

- Work collaboratively as a team in order to advocate for, promote and facilitate the full participation, inclusion and empowerment of our participants within the community
- Expand and grow the Torchlight Ignite Program (social enterprise) into a successful business for the participants.
- Gain financial stability through knowledge, experience and expertise of the Board, Executive Director and Office Manager
- Seek a future location that includes updated amenities needed to facilitate a successful day program
- Promote important education and training for all staff members

Torchlight Objectives

- Establish successful community outreach and recruitment of volunteers
- Create a more program friendly environment for the participants
- Proactively seek out the possibility of a partnership with other program agency for future sustainability
- Develop new marketing strategies for program
- Secure knowledge and experience with funding, grants and budget
- Empower staff to take a leadership role in planning and providing new programs and new initiatives for participants
- Develop an Operational Plan



Measurements of Success

- Success of programs will be monitored by monthly stats, data, feedback from team, participants, community employers, community partners and communication with family/caregivers. Satisfaction surveys, program evaluations and MCSS feedback.

Actions

- Executive Director to continue to work toward the Senior Leadership and Management in the Not-For-Profit Sector Certificate
- Board members will continue to use their expertise, experience and knowledge to support Torchlight staff with current and new initiatives and goals
- Real-estate committee to search for a suitable location to move Torchlight Services program
- Examine marketing strategies to promote Torchlight Services and the Ignite program
- Networking to examine possible future partnerships and collaboration (possible shared space) with a suitable community service provider
- Obtain skills and knowledge for grant writing and fundraising