



TCAG 2023-2026 Strategic Plan Progress Report for 2024 FY

26 March 2025





TCAG Mission

We provide a welcoming place for the community to interact, learn and grow through healthy activities.

Vision

Every community member has a safe place to play, engage and be inspired.

Values

The Thorold Community Activities Group is a place for everyone, and we believe in the following shared values:

- Every person in our community deserves opportunities for fitness, recreation and personal growth. We work towards principles of equity, diversity and inclusion and we treat everyone, regardless of circumstance, with fairness, kindness and compassion.
- We recognise the importance of community involvement to encourage safer and healthier communities. We promote the value of healthy play and strive to play a leading role in the promotion of the health and well-being of the greater Thorold community.
- We strive to encourage caring and ethical behaviour in our centre and in our community. We celebrate our commonalities and differences equally and encourage mutual respect and understanding.
- We recognise the link between a healthy environment and a healthy community. We strive to be leaders in environmental stewardship in Thorold, the Niagara Region, and beyond.
- We engage in transparent, ethical and fiscally responsible business practices to ensure the long-term viability of our centre for future generations.
- We recognise the contributions of those who came before us, and pledge to continue the TCAG's tradition of high-quality recreational, cultural and educational programming and services for the residents of Thorold.

FY 2024 Strategic Plan – Progress At-A-Glance

Strategic Objective: Increase Community Visibility and Engagement

Identified Needs:

- Increase Community Engagement
 - Expansion of Existing Community Partnerships
 - Development of New Community Connections
 - Cultivation of Community Outreach Programming
- Community Leadership
 - Development of Youth Leadership Programming
 - Commitment to Environmental Leadership in the Community
 - Promotion of Healthy and Active Communities



Strategic Goal	Completion Goal	Level of Completion	Notes
1. TCAG Open House with Community Partners	2023	100%	Inaugural Open House February 2023
2. Explore Partnership Opportunities	2023	100%	City, Library, NAFC, TSCA, PFLAG, LMFN
3. Grant Applications to Support Strategic Objectives	2023	100%	See 2023 grants note, below
4. Pilot Youth Leaders-in-Training (LIT) Program	2023	100%	LIT Program piloted with 6 youth Summer 2023
5. Develop Community Outreach Programming	2024	75%	See 2023 & 2024 programming notes, below
6. Develop Community Communications Plan	2024	50%	Website redeveloped; Newsletter initiated
7. Review/Renewal of Governing Policies/Procedures	2025	75%	Policy & Process Manual Completed
8. Initiation of Expanded Fitness Opportunities/Facilities	2026	25%	Expansion of classes to downtown (St. John's)
9. Strategic Planning Cycle (2026-2029)	2026	0%	

Notes

2023 Grants (completed): Participaction Community Grant, CPRA Youth Employment Experience Grant, Scott's/CiB Gro for Good Grant, Canada Summer Jobs, United Way Niagara Food Security Grant, BMO/First Book Canada, Ontario Trillium Foundation – Capital Stream, Jumpstart Community Development Grant, CWIS Spotlight Grant

2024 Grants (completed): Canada Summer Jobs, Jumpstart Community Programming, NCF Summer Camp Grant, FirstBook Canada Bridging the Gap, Canadian Future-Ready Education Grant, MAZON Canada Grocery Grant

2023 Community Programs: Participaction Community Challenge; Parent/Caregiver Walking Program; Community Garden Pilot; Thorold: A Year for Health, Community & Connection

2024 Community Programs: YOUth in Sport – Beach Volleyball Skills; Expansion of LIT Program (Levels ¾ added to Levels ½)

FY 2024 Strategic Plan – Progress At-A-Glance

Strategic Objective: Expand TCAG Programming Capacity and Diversity

Identified Needs:

- Increase Programming Capacity
 - Age Groups
 - Childcare
- Increase Programming Diversity
 - Sports & Fitness
 - Interest Programs
 - Program Scaffolding



Program

Strategic Goal	Completion Goal	Level of Completion	Notes
1. Hire Additional full-time ECE Position	2023	100%	Additional full-time plus supply ECE added
2. Add Programming for Additional Age Groups	2023	100%	LIT Program, Caregiver & Me, Multi-Gen
3. Incorporate New Sports Skills Programming	2024	75%	Beach Volleyball, Baseball
4. Development of Scaffolded Programming	2024	50%	Partnership Pilot programs, sport skills
5. Additional Focus on Outdoor, Life Skills Programming	2024	75%	Outdoor Walking, Gardening/Foodways
6. Expansion of Fitness Programming for Adults	2025	75%	Hiring Instructors, programs at St. John's
7. Exploration of Multigenerational Programming Opportunities	2025	75%	Open House, Partnerships, Multi-gen programs
8. Expansion of Licensed Childcare Spaces	2026	25%	Partnerships/Funding, Floor Plans, MoE approved

FY 2024 Strategic Plan – Progress At-A-Glance

Strategic Objective: Expand Facility Capacity in a Sustainable Manner

Identified Needs:

- Identify Current Facility Needs/Limitations/Gaps
- Explore Potential Facilities Expansion through Community Partnerships
- Upgrade Current Facilities through Environmental Leadership and Long-Term Sustainability Practices



Strategic Goal	Completion Goal	Level of Completion	Notes
1. Facility Needs Assessment			
a. Capital Grant Applications	2023	100%	OTF Capital Grant for roof complete
b. TCAG Roof Replacement	2023	100%	Roof repairs/replacement complete
2. Renewal of TCAG Branding			
a. Mural	2023	100%	Mural redesign/replacement complete
b. Name Assessment/Recognition	2023	100%	Name Assessment complete
c. Website	2023	100%	Website redesign complete
3. Explore/secure community partnerships for shared space			
a. City of Thorold	2024	75%	Allanburg site secured; replacement for arena
4. Implementation of Sustainable Practices			
a. Green Roof/Living Wall/Stormwater Gardens	2024	20%	Quotes obtained; waiting on grants
b. Solar Panels	2024	20%	Quotes obtained; waiting on grants
c. Community Gardens	2024	95%	Garden Crop Expansion planned for 2025
5. Review/Renewal of TCAG Facility Technology	2025	50%	Laptops obtained, Desktops in process
6. Additional Outdoor Play/Exploration Development	2025	25%	Quotes obtained; waiting on grants
7. Secure Location for Additional Childcare Spaces	2026	100%	Allanburg Childcare site approved by MofE

FY 2024 Strategic Plan – Progress At-A-Glance

Strategic Objective: Increase and Diversify Human and Financial Resources

Identified Needs:

- Create consistent and Ongoing Opportunities for Staff and Volunteer Development
- Increase Opportunities for Communication and Engagement
 - Staff
 - Board & Volunteers
 - Community
- Diversify Revenue Streams
- Build Donor Base & TCAG Endowment Fund



Resources

Strategic Goal	Completion Goal	Level of Completion	Notes
1. Staff & Board Training			
a. Needs Assessment	2023	100%	Identify Knowledge Gaps
b. Training & PD Opportunities	2023	100%	PD Opportunities Identified and Provided
2. Increase Grant Revenue by 25%	2023	100%	See Grant Note, Below
3. Identify Community Sponsorship Opportunities	2023	80%	Ongoing
4. Develop Volunteer Recruitment Plan	2023	80%	Ongoing (Volunteer Management Plan in progress)
5. Develop Community Donor Database	2024	75%	Ongoing (Keela/XPlor database configuration)
6. Initiate Plan for TCAG Endowment Fund	2024	10%	Initiated (inquiry with CFN)
7. Implement TCAG Monthly Newsletter	2024	100%	Seasonal TCAG Newsletter issued
8. Hire Development Officer	2025	100%	Development Coordinator hired
9. Review/Renewal of Staff Development Plan	2026	10%	Modernization of Staff review process initiated

Grants and Donations – Amount Awarded in 2023 increased 329% over 2022; In-Kind Donations over \$20,000 in 2024

FY 2023 Strategic Plan – Progress At-A-Glance

Strategic Objective: Identify Barriers to Equity and Increase Community Access to Program

Identified Needs:

- Identify Diversity, Equity and Inclusion Training Needs for Board and Staff
 - Implement a continuous learning plan for all staff and volunteers
- Identify and Assess Barriers to Program Engagement for Community Members
 - Consultations with community stakeholders
- Implement an Accessibility Plan for All Programs and Services



Accessibility & Inclusion

Strategic Goal	Completion Goal	Level of Completion	Notes
1. Implement Training Sessions for Staff/Instructors/Board			
a. Indigenous Reconciliation Awareness	2023	100%	With recognition that this work is ongoing
b. Diversity, Equity and Inclusion in Sport	2023	100%	With recognition that this work is ongoing
2. Build Relationships with Community Stakeholders	2023	100%	With recognition that this work is ongoing
3. Pilot Inclusion Instructor Position – Youth Recreation	2023	100%	Completed; hired as permanent position
4. Develop and Implement Inclusion Checklist	2024	50%	Underway
5. Review/Renewal of Equipment/Supplies for Accessibility Needs	2024	75%	Initiated in 2023 with grant funding, ongoing
6. Capital Grant Applications/Fundraising for Accessibility Needs	2025	50%	Grant applications ongoing
7. TCAG Capital Upgrades – Accessibility Best Practices			
a. Elevator	2026	25%	Quotes obtained; Grant applications ongoing
b. Automated Interior Doors	2026	25%	
c. Stair Lift	2026	25%	

2024 Food Security Initiatives – 3,120lbs of food/personal hygiene products distributed through 24/7 Community Pantry; \$10,000 worth of free/low-cost fresh produce distributed

2024 Community Support Programs – over \$8,000 of free books/literacy supports distributed; Delivered free summer sport skills programming to 96 children/youth (YOUth in Sport – Beach Volleyball program)