

# Strategic Plan

2023-2026



# Territorial Acknowledgement

We meet on lands  
that have been inhabited  
by Indigenous people  
for millennia, and we honour  
all the centuries of Indigenous  
Peoples who have walked on these  
lands before us.

We are grateful for the opportunity  
to live, work and play here in  
Niagara and we give thanks to the  
ancestors who have served as  
stewards of this special place.

We gather here to bring our minds  
as one...and to remember that  
we have a responsibility to live in  
balance and harmony with each other  
and all living things, so that our  
7th generation will be able to enjoy  
these beautiful lands as well!





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# Who We Are

The Thorold Community Activities Group (TCAG) was founded by a group of volunteers in 1981. These individuals believed that Thorold deserved its own recreation program. Since 1981 the TCAG has evolved from a trailer in the Club Capri parking lot, to small offices on Carleton Street, to the current Thorold Community Activities Group Recreation Centre located on Richmond Street in Thorold.

The TCAG offers public sport, culture and recreation programs for all ages, ranging from fitness classes like Zumba, yoga/chair yoga, kickboxing, karate/tai chi, and cardio classes; youth dance, cooking classes, floor hockey, and arts and crafts classes; adult league programs such as volleyball and pickleball; and multigenerational programs such as woodcarving. The TCAG also provides school-age day camps that operate during all summer and school breaks as well as a licensed childcare centre.

All services are offered at an affordable price for residents of Thorold and surrounding communities. The TCAG building also serves as a hub for community meetings, community collection drives, and other community-access events and services.



## **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 recognize 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 recognize 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 recognize 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.





## Community

### 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

### Timeline:

#### 2023

- TCAG open house with community partners
- Explore partnership opportunities
  - City of Thorold, Library, Niagara Age-Friendly Committee, TSCA
- Application to granting opportunities to support strategic objectives
  - New Horizons for Seniors, Community Services Recovery Grant, Infrastructure Canada, Participaction Community Challenge
- Pilot youth Leaders-in-Training (LIT) program

#### 2024

- Develop community outreach programming
- Develop community communications plan

#### 2025

- Review and renewal of TCAG governing policies and procedures
  - community stakeholder consultations

#### 2026

- Initiation of expanded community fitness opportunities & gym facility
- Strategic Planning
  - community stakeholder consultations



## Program

### Strategic Objective:

## Expand TCAG Programming Capacity and Diversity

### Identified Needs:

- **Increase programming capacity**
  - Age Groups
  - Childcare
- **Increase programming diversity**
  - Sports and Fitness
  - Interest Programs
  - Program Scaffolding

### Timeline:

#### 2023

- Hire additional full-time ECE position for childcare
- Add programming for new age groups
  - Caregiver & Me
  - Tween Drama
  - Teen LITs

#### 2024

- Incorporate new sports skills programming
- Development of scaffolded programming
- Additional focus on outdoor and life skills programs

#### 2025

- Expansion of fitness programming for adults
  - Fitness Centre
  - Additional Sport Leagues
- Exploration of multigenerational programming

#### 2026

- Expansion of licensed childcare spaces





## Facilities

### **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 with an eye to environmental leadership and long-term sustainability practices**

#### **Timeline:**

##### **2023**

- Facility needs assessment
  - Application to relevant capital grants
  - Replacement of TCAG roof
- Renewal of TCAG Branding
  - Mural
  - Name
  - Website

##### **2024**

- Explore/secure community partnerships for shared space
  - City of Thorold
- Implementation of sustainable facility management and community engagement practices
  - Green Roof/Living Wall
  - Solar Panels
  - Community Gardens

##### **2025**

- Review/Renewal of TCAG Facility Technology
- Additional Outdoor Play/Exploration Opportunity Development

##### **2026**

- Secure location for additional childcare spaces
  - Partnerships/Shared Use



## Resources

### 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 & Engagement**
  - Staff
  - Board & Volunteers
  - Members
  - Community
- **Diversify Revenue Streams**
- **Build Donor Base & TCAG Endowment Fund**

### Timeline:

#### 2023

- Staff and Board Training - Needs Assessment
- Increase grant revenue by 25%
- Identify Community Sponsorship Opportunities
- Develop Volunteer Recruitment Plan

#### 2024

- Develop community donor database
- Initiate plan for TCAG Endowment Fund
- Implement TCAG Monthly Newsletter

#### 2025

- Hire Development Officer

#### 2026

- Review/Renewal of Staff Development Plan



## Accessibility & Inclusion

### Strategic Objective:

## Identify Barriers to Equity and Increase Community Access to Programs

### 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**

### Timeline:

#### 2023

- Implement training sessions for Staff, Board and Instructors
  - Indigenous Reconciliation Awareness
  - Diversity, Equity and Inclusion in Sport
- Build relationships with community stakeholders
- Pilot Inclusion Instructor position in youth recreational programming

#### 2024

- Develop and Implement an Inclusion Checklist for all TCAG programs in consultation with community stakeholders
- Review/Renewal of program equipment and supplies to meet accessibility needs

#### 2025

- Capital grant applications/fundraising to upgrade facility to meet accessibility best practices

#### 2026

- TCAG Capital Upgrades - Accessibility Best Practices
  - Elevator
  - Automated Interior Doors
  - Stair Lift