

OUR FUTURE OUR VISION OUR COMMUNITY

Strategic Plan 2026-2029



Variety Village: A sport, fitness and
life skills facility for EveryBODY™



INTRODUCTION

Variety – the Children’s Charity of Ontario is a leader in inclusive sport, recreation, and education, dedicated to removing barriers and delivering transformative experiences for people of all ages and abilities. At the core of our mission is a strong focus on grassroots programming for children with disabilities, ensuring early, accessible opportunities that build confidence, health, and community.

Variety Village, is a renowned inclusive fitness and sport centre in Scarborough that serves as a hub for adaptive programs and coaching - from first-time participants to future Paralympians. Through extensive provincial outreach, we extend our impact far beyond our walls, reaching schools and communities across Ontario and beyond.

With nearly 70 years of experience and over 1.4 million hours of programming annually, we serve more than 30,000 individuals, including over 15,000 people with disabilities. Our culture is grounded in continuous improvement, service excellence, and transformative change - delivering meaningful, lasting impact for the individuals and families we support.



COLLABORATIVE CREATION

This Strategic Plan was made possible through the contributions of Variety's Board of Directors, staff, members, and volunteers. Through the consultation process, shared perspectives and insights informed the direction of this Strategic Plan. Transparency and collaboration in the process facilitates a common understanding of this cohesive plan moving forward.



VISION, MISSION, VALUES

Vision

A Welcoming Community and Renowned Facility that Empowers All.

Mission

As a Children's Charity, we embrace a people's first philosophy, prioritizing inclusion and integration. Our Mission is to empower all individuals to connect, thrive, and achieve their personal best through sport and physical activities.



Inclusivity

We create and deliver programs, and host events, available and accessible to all.



Respect

We foster a culture of mutual and equal respect throughout the entire organization.



Trust

We create a safe and trustworthy environment for active participation and are a trusted source of expertise.



Empowerment

We facilitate personal growth and development for all ages and abilities.

STRATEGIC PRIORITIES

Our strategic framework is built upon four key priority areas that, when integrated, will enable us to effectively achieve our vision.

By prioritizing these areas, we foster an inclusive environment that empowers individuals of all abilities. Our commitment to expanding programs, engaging members, strengthening our facilities, and increasing fundraising capacity ensures that everyone has access to transformative experiences. Together, these initiatives will drive our strategic plan forward, creating a lasting and measurable impact on the communities we serve.

01 Children & People with Disabilities

02 Programs – On-Site and Off-Site

03 Membership Growth and Engagement

04 Facility Enhancements and Capital Investment

Growth and Signature Initiatives

CHILDREN & PEOPLE WITH DISABILITIES



Goal

Increase investment by 10% in equipment, coaching, and programming to deliver a best-in-class experience.

Impact

As a children's charity, we are rooted in a commitment to inclusion and empowerment through sport. Expanding our reach to adults with disabilities reflects our belief that physical activity builds confidence, independence, and overall well-being at every stage of life.

Key Actions

- Invest in adaptive equipment and accessible spaces
- Train specialized coaches and trainers
- Expand inclusive programs for rehabilitation, fitness, and general health

PROGRAMS ON-SITE & OFF-SITE



Goal

Enhance Variety Village's reach by increasing the number of on-site programs by 15%, growing member participation by 15%, and expanding off-site engagements by 20%.

Impact

Expanding our program offerings strengthens our ability to deliver lasting community and social impact for individuals, families, and the broader community.

Currently, access to inclusive programming across the province remains inconsistent. By leading with high-quality, accessible options, Variety Village sets a standard of excellence in service delivery.

Key Actions

- On-site: Broaden and diversify program offerings to enhance appeal and member value
- Off-site: Create relevant community-based programs and retain skilled coaches and coordinators
- Conduct research to align schedules and balance offerings with member interests and expectations
- Build new partnerships with aligned organizations, including municipalities, provincial and federal sport bodies, nonprofits, and private sector partners

MEMBERSHIP GROWTH & ENGAGEMENT



Goal

Grow and diversify the total number of memberships by 10% and deepen member engagement.

Impact

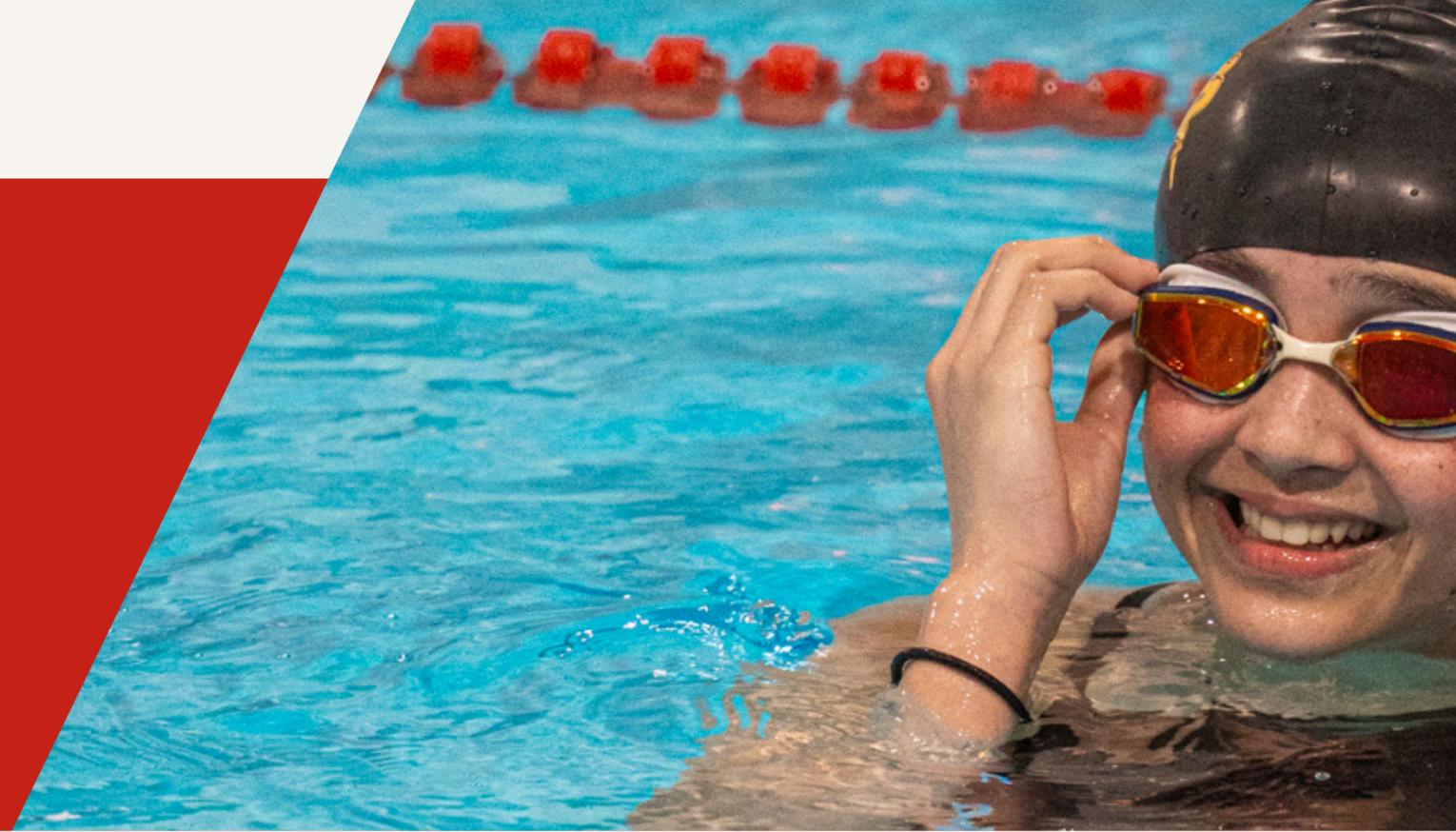
Like many organizations, Variety Village lost members during COVID-19 and has not yet recovered to pre-pandemic levels, unlike other facilities.

There also remains a lack of public awareness about the breadth and inclusivity of our programs. Growing our membership base and increasing engagement is essential to delivering our mission and expanding community impact.

Key Actions

- Invest in marketing and communications to raise awareness and drive membership growth
- Use member feedback (via MPS/CRM tools) to inform programming and improve experiences
- Foster social engagement opportunities through events, inclusive design, and new initiatives
- Re-establish a Member Advisory Committee to ensure member voices guide development

FACILITY ENHANCEMENTS & CAPITAL INVESTMENT



Goal

Generate \$100,000 in new revenue through a Capital Improvement Fund. From 2027 onward, fundraising targets will be informed by the previous year results.

Impact

Our facility is the heartbeat of Variety Village - a vital differentiator that supports inclusive and accessible programming. Continuous investment ensures that our spaces meet evolving member needs and deliver a best-in-class experience, now and in the future.

Key Actions

- Launch a Facility Improvement Fund, including a \$25 one-time fee on new memberships, annual renewals, and facility rentals
- Execute at least one major infrastructure investment during the strategic period
- Prioritize upgrades that elevate member experience, improve accessibility, and ensure long-term sustainability

GROWTH & SIGNATURE INITIATIVES

Philanthropy is essential to achieving our strategic goals. By strengthening our fundraising efforts, we unlock resources to support core initiatives, expand our reach, and enhance long-term sustainability.

A signature initiative will increase visibility, attract new supporters, and build a reliable stream of unrestricted funding.

Goal

Adopt a proactive and strategic fundraising approach to increase annual fundraising results by 10%. Within three years, launch and execute a Signature initiative capable of generating a minimum of \$250,000 annually.

01 Develop and implement a comprehensive fundraising strategy aligned with organizational goals

02 Identify and cultivate new donor segments - individuals, corporations, and foundations

03 Plan and launch a Marquee/Signature initiative with annual revenue potential of \$250,000+

04 Enhance internal fundraising capabilities and storytelling to better connect with donors and communicate impact

Key Actions



Our community is at the heart of everything we do - and our greatest champion in building a more inclusive world. The work of Variety – the Children’s Charity of Ontario is made possible through the passion, generosity, and participation of the people we serve and those who stand beside us. From donors who invest in our grassroots programs, to volunteers who give their time to support children and families, to partners who help us extend our reach - everyone plays a vital role. Families and individuals who take part in our programs not only benefit from inclusive opportunities, but help shape a welcoming, empowering environment for others. Together, we’re breaking barriers - opening access to sport, education, and recreation for children and people of all ages and abilities, building confidence, health, and lasting connections. This is community in action - and every contribution moves us forward.



varietyvillage.ca



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