Mission Statement
“To celebrate and promote the Italian Heritage, Culture, Language, Arts, Food and Family Values.”

Vision Statement
“To be the voice of the Italian Canadian community.”

Core Values
Honesty, Integrity and Transparency
We value a work climate of mutual trust, openness, ethical behaviour and the just use of resources entrusted to us.

Mutual Respect
We celebrate each person as a unique individual with the right to be respected and accepted in our community.

Compassion and Empathy
We value qualities that embody the caring for people and making each person feel valued.

Continual Improvement
We are solutions oriented and value, support and encourage staff, management and volunteers to continually strive to exceed all expectations and we celebrate their accomplishments.

Community Leadership - being part of something special
We value our Italian heritage and bringing our rich Italian-Canadian traditions and culture to our community.
Villa Charities Inc.

Chair
Aldo Cundari

Vice Chair
Frank Chiarotto

Treasurer
Joseph Arcuri

Secretary
Nick Sgro

Directors
Lorraine Bortolussi
Richard Dri
Joseph J. Fusco
Mario Giampietri
Karen Manarin
Daniela Nardi
Rina Tiberini
Gina Vallee
Santo Veltri

Villa Charities Foundation

Immediate Past Chair
(2003 - 2015)
Rudolph P. Bratty

Chair
Nick Torchetti

Vice Chair
Sam Ciccolini

Treasurer
Edward Sorbara

Secretary
Mauro Baldassarra

Directors
Joseph Chiappetta
Nina Perfetto
Stephen Shulman
Toni Varone

Ex Officio
Aldo Cundari
Rita Rotundo

Villa Colombo Homes for the Aged Inc.

Chair
Santo Veltri

1st Vice Chair
Joseph J. Fusco

2nd Vice Chair
Grace Palumbo-Eremita

3rd Vice Chair
Gabriella Tino

Treasurer
Robert Galati

Secretary
Rosanna Arduini

Directors
Anna Carino
Luigi d’Ambrosio
Lisa Damiani
Marie Parker
Joseph Tanzola
Dr. Marisa Zorzitto

Ex Officio
Aldo Cundari

Villa Colombo Seniors Centre (Vaughan) Inc.

Honourary Chair
Alfredo De Gasperis †

Chair
Rina Tiberini

1st Vice Chair
Edward Mancinelli

2nd Vice Chair
Lorraine Bortolussi

Treasurer
Stephen Shulman

Secretary
Quinto Annibale

Directors
Anthony Baldassarre
Angelo Contardi
Enzo Di Iorio
Dr. Vincent Maida

Ex Officio
Aldo Cundari

Columbus Centre of Toronto / Joseph D. Carrier Art Gallery

Chair
Karen Manarin

Vice Chair
Lucy Bellisario

Treasurer
Sandro D’Ercole

Secretary
Anna Iafraite

Directors
Tony Barbosa
Frank Chiarotto
Marianne Congiulano
Armando Cristinziano
Maria Orsini
Mary Venezia

As of August 1, 2016
Change is in the wind at Villa Charities. We are on a path to build a strong and vibrant future for our organization and, ultimately, to better serve our community.

This annual report reflects the transformation that is now well underway. For the first time ever, we are presenting a single, unified report that embraces the entire Villa Charities family.

This is more than symbolic. It signals the ongoing work of Villa Charities’ Board of Governors to streamline our organization’s governance, with stronger oversight from the central Board. The Villa Charities Board is determined to align all members of our family on the same path, with a shared vision, mission and strategic approach.

An important step in achieving this goal was taken with the Board’s passage of a new Strategic Plan. The Plan sets a course to the future for all parts of our family. It will be reviewed annually by Villa Charities’ Management Team and the Board, and will be updated on an ongoing basis.

This new approach will benefit all parts of our organization. As noted in the Strategic Plan, the benefits of a strong, centrally coordinated management, operations, marketing and services model are proven in the business world.

These changes are necessary. As successive generations of Italian Canadians become less connected to Italian culture, we must ensure that we remain relevant to the Italian Canadian community we serve along with the broader community interested in Italian culture.

To re-engage both communities, we are focusing on three pillars:

- **Family and engagement** – regaining the connection with second and third generation Italian Canadians through Villa Charities programs;
- **Cultural** – learning and celebrating the Italian language, fine arts and culinary arts; and
- **Community** – establishing Villa Charities as the pre-eminent, unifying voice of Italian Canadians, our culture and our heritage, in the community, and bringing other community organizations under the Villa Charities umbrella.

With these pillars as our guide, and with a streamlined governance model, I look forward to a bright future ahead for Villa Charities as a beacon of Italian culture and provider of Italian culture-based services in our community.

For the work done to date to realize this goal, and knowing that much more work lies ahead, I offer sincere thanks to my fellow members of the Villa Charities Board of Governors and our Affiliate Boards, senior management and staff. I am grateful as well to Villa Charities community members for their patience, trust and ongoing support as we bring change to our organization.

Sincerely,

VILLA CHARITIES INC.

Aldo Cundari
Chair
We are pleased to provide you with the inaugural Villa Charities consolidated Annual Report.

As I approach my first anniversary as CEO of Villa Charities, I am delighted to report that our organization has made solid progress over the past year.

Villa Charities’ Board of Governors and senior management have led a comprehensive review of our organization’s governance, operations and finances. The goal of this work, which is ongoing, is to ensure that Villa Charities continues to be relevant to the community we serve and attains the highest standards of service excellence while building a financially sustainable organization in which every Affiliate is cash flow positive.

To that end, Villa Charities is working closely with our Affiliates to develop a more streamlined approach that combines operations and reduces overlaps wherever possible. We are guided by the belief that we should all be pulling together as one team.

As Italian-Canadians, we have long valued and respected Villa Charities’ important role in our community - a position earned through four decades of cultivating and promoting Italian-Canadian culture, and providing culturally sensitive care to Italian-Canadian seniors. However, we can never rest on our laurels. We need to change in step with changing times.

With that in mind, we are embarking on the redevelopment of the Columbus Centre to renew and enhance our facilities. We are reinvigorating the Centre as the central piazza for the GTA’s Italian community and others wishing to explore Italian culture and heritage. The project supports Villa Charities’ recently updated mission “to celebrate and promote the Italian heritage, culture, language, arts, food and family values.”

We are also revitalizing Villa Charities’ cultural activities, and are exploring new ways to contribute to the expression of Italian culture in our community. This year, for example, we hosted a superb showcase of contemporary Italian-Canadian arts and culture at the Columbus Centre as part of our extensive Italian Heritage Month celebrations.

We are also continually enhancing our services to seniors – a core part of our mission since Villa Charities’ earliest days. Ongoing improvements include renovations to our apartments for independent seniors and facility, and service improvements at Villa Colombo Toronto and Villa Colombo Vaughan.

There is much more to come!

I would like to take this opportunity to thank the Boards, management and staff at Villa Charities and our Affiliates, our many donors, and the Villa Charities community at large, for the warm welcome extended to me, and for their ongoing support. Their passion for this organization is inspiring, and adds to the sense of optimism about the future of Villa Charities.

As we work toward groundbreaking for the new Columbus Centre, I hope you share the sense of excitement about this project along with the many other initiatives to revitalize Villa Charities.

Sincerely,

VILLA CHARITIES INC.

Eligio Gaudio
President and CEO
2015 was a transitional year for the Villa Charities group. The fall of 2015 saw the installation of our new President and CEO, Eligio Gaudio, and the new Chair of the Villa Charities Board, Aldo Cundari. Restructuring of the management team and updating of corporate governance has, and continues to require a significant portion of management’s and the Boards’ time and attention, in addition to financial expenditures to support these improvements. We are building for the future and setting the course for the next 50 years. This process is a critical step toward that goal.

The financial impact of the restructuring expenditures noted above are partly reflected in the organization’s 2015 results. The report provides a snapshot of the fiscal 2015 financial results of Villa Charities Inc. and its Affiliates: Villa Charities Foundation, Columbus Centre, Villa Colombo Toronto, Villa Colombo Vaughan and the Independent Seniors’ Apartments (ICBSAC & CABC).

Sincerely,

VILLA CHARITIES INC.

Mark DiVito
Chief Financial Officer
Villa Charities Inc., originally established as the Italian-Canadian Benevolent Corporation (ICBC), is a registered charity that cultivates, promotes and celebrates our culture as Italian-Canadians. For more than 40 years across the GTA, Villa Charities has provided care for seniors and offered educational and cultural programs in music, dance, visual arts, culinary arts, athletics and more.

Villa Charities’ Lawrence-Dufferin campus in Toronto is the cultural heart of the GTA’s Italian community. The hub of the campus is the Columbus Centre, where thousands of people of all ages visit daily for dance, visual arts, music and culinary programs, view art exhibits at the J.D. Carrier Art Gallery, participate in a wide range of athletic programs at one of Toronto’s leading and largest fitness facilities, and enjoy fine Italian cuisine at the highly regarded Ristorante Boccaccio. The campus is also home to the Columbus Events Centre, which hosts and caters numerous weddings, family events, meetings and corporate gatherings of all sizes.

In addition, Villa Charities offers daycare programs at three facilities, provides summer day camps and hosts special cultural events such as the annual Festa della Republica/Italian Heritage Month celebrations.

From Villa Charities’ earliest days, with the construction of Villa Colombo in Toronto, service to Italian-Canadian seniors has been a core part of the organization’s mission. Today, Villa Charities provides a wide range of seniors’ services including long-term care at Villa Colombo Toronto and Villa Colombo Vaughan. Both facilities remain rooted in Italian culture and language. Villa Colombo Toronto also offers a variety of Community Day Programs for seniors including the Frail Elderly and Alzheimer Day Program, and Meals on Wheels. Housing for independent seniors is provided at Villa Charities’ Caboto Terrace, Casa Del Zotto and Casa Abruzzo apartments, which together have approximately 635 units.

To learn more about Villa Charities, please visit our website at www.villacharities.com.
Villa Charities Inc.
Revenues increased 22% in 2015 to $8,880K, mainly due to the reorganization and consolidation of the Columbus Event Centre business under Villa Charities and a funding increase from the Foundation of $947K, which was required to support restructuring efforts and meet Affiliates' financial needs.

Overall, the operating surplus of Villa Charities increased to $735K in 2015 from $115K in 2014. Expenditures were largely consistent with the prior year, excepting forgiveness of overhead recoveries of $757K. This measure was undertaken to support Affiliate operations, and was funded with Foundation support.

Columbus Centre Redevelopment
Villa Charities Inc. spent $120,000 on the Columbus Centre Redevelopment during 2015, bringing cumulative spending on the project to $750,000 since 2009.

Planning and design work on the project advanced significantly during 2015. This was also the year that the project was first announced to the Villa Charities community and to external audiences.

State-of-the-art facilities within the new Columbus Centre will meet the needs and expectations of future generations. The building will feature:

- A separate, exclusive-use Villa Charities/Columbus Centre section, accessed by a separate entrance, housing improved space for dance, music, art and cooking programs, the Athletic Club, a restaurant and café, new event/banquet space, an art gallery and tenant space/administration offices.
- Shared-use facilities with Dante Alighieri Academy that will include additional studios for music, dance, cooking and various art programs, and a new theatre for cultural performances and other events.
- A new Athletic Club with gyms, space for yoga, fitness and other classes, new change and shower facilities, space for amenities such as massage and nutrition services, pro shop, child care and more.

Daycare services now provided in the Columbus Centre will move to a fully renovated space on campus.

In the meantime, the Columbus Centre continues to be fully open and operational. Based on current projections, we anticipate that the Centre will remain in operation until fall 2017 at minimum. During construction, programs and services will be provided without interruption in high quality, temporary facilities. Significant advance notice will be provided to our members and stakeholders before the move occurs.

Villa Charities Foundation
In 2015, the Foundation experienced a significant increase in donations compared to the prior year. The main source of the increase was due to the success of the Pioneers in Excellence joint Villa Charities/Toronto General & Western Hospital Foundation tribute event, which raised over $4MM in pledges to be shared between both organizations, and to be collected over the next 9 years. In addition, the Foundation’s Golf and Giro events continued to generate significant net proceeds.

We have been able to continue managing our Foundation expenses by reducing labour and administrative costs. As a result, we experienced a significant increase in operating surplus before investment income of $1.25MM in 2015 versus $0.25MM in 2014.

Net contributions relating to investments was lower in 2015, mainly as a result of the downturn in the market during the year and the negative impact of the declining Canadian dollar on our investments.
### Villa Charities Group Operational Results Fiscal 2015

#### Long-term Care

<table>
<thead>
<tr>
<th>Year end</th>
<th>VCT</th>
<th>VCV</th>
<th>CC</th>
<th>JDC</th>
<th>VCI</th>
<th>VCF</th>
<th>CT</th>
<th>CDZ</th>
<th>CABC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>30,081,160</td>
<td>11,999,600</td>
<td>7,059,767</td>
<td>186,714</td>
<td>8,880,847</td>
<td>1,756,795</td>
<td>2,407,554</td>
<td>2,489,164</td>
<td>2,180,740</td>
<td>67,042,041</td>
</tr>
<tr>
<td>2014</td>
<td>29,850,891</td>
<td>11,756,840</td>
<td>7,486,385</td>
<td>185,971</td>
<td>7,315,566</td>
<td>1,181,573</td>
<td>2,396,311</td>
<td>2,204,885</td>
<td>2,310,276</td>
<td>64,863,627</td>
</tr>
</tbody>
</table>

#### Community Centre

<table>
<thead>
<tr>
<th>Year end</th>
<th>VCT</th>
<th>VCV</th>
<th>CC</th>
<th>JDC</th>
<th>VCI</th>
<th>VCF</th>
<th>CT</th>
<th>CDZ</th>
<th>CABC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>(29,164,340)</td>
<td>(11,879,444)</td>
<td>(7,874,150)</td>
<td>(194,524)</td>
<td>(2,168,370)</td>
<td>(2,046,051)</td>
<td>(2,342,246)</td>
<td>(2,514,890)</td>
<td>(2,080,910)</td>
<td>(60,775,990)</td>
</tr>
</tbody>
</table>

#### Apartments for Seniors

<table>
<thead>
<tr>
<th>Year end</th>
<th>VCT</th>
<th>VCV</th>
<th>CC</th>
<th>JDC</th>
<th>VCI</th>
<th>VCF</th>
<th>CT</th>
<th>CDZ</th>
<th>CABC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>835,223</td>
<td>58,623</td>
<td>852,803</td>
<td>29,271</td>
<td>735,712</td>
<td>422,380</td>
<td>29,436</td>
<td>6,196</td>
<td>7,019</td>
<td>(1,302,691)</td>
</tr>
<tr>
<td>2014</td>
<td>246,851</td>
<td>71,467</td>
<td>1,046,038</td>
<td>43,637</td>
<td>115,370</td>
<td>(123,513)</td>
<td>6,867</td>
<td>1,186</td>
<td>55,847</td>
<td>(489,655)</td>
</tr>
</tbody>
</table>

#### Operating Surplus/(Deficit)

<table>
<thead>
<tr>
<th>Year end</th>
<th>VCT</th>
<th>VCV</th>
<th>CC</th>
<th>JDC</th>
<th>VCI</th>
<th>VCF</th>
<th>CT</th>
<th>CDZ</th>
<th>CABC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>(1,082,084)</td>
<td>131,226</td>
<td>191,755</td>
<td>14,546</td>
<td>620,442</td>
<td>(309,862)</td>
<td>24,569</td>
<td>4,998</td>
<td>(48,628)</td>
<td>(453,038)</td>
</tr>
</tbody>
</table>

* Financial Results presented above are not consolidated.

**Notes:**
1. VCT = Villa Colombo Toronto / VCV = Villa Colombo Vaughan / CC = Columbus Centre / JDC = J D Carrier Art Gallery / VCI = Villa Charities Inc. / VCF = Villa Charities Foundation (CT = Cateto Terrace + CDZ = Casa Del Zetto comprises ICBSAC = Italian Canadian Benevolent Seniors Apartment Corporation) / CABC = Casa Abruzzo Benevolent Corporation
2. Fiscal year ends: all December 31 except ICBSAC (CT+CDZ) June 30 and CABC March 31.

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### Sources of Revenue for Villa Charities Foundation

- **Giro**: 41%
- **Villa Charities Golf**: 14%
- **Pizza Nova Golf (Third Party)**: 10%
- **Pioneers in Excellence Gala**: 3%
- **Pledges (Ongoing)**: 6%
- **Turning Point Campaign**: 18%
- **Other**: 10%

* Venetian Ball deferred to 2017
2015 Year in Review

Villa Charities Revenues

Villa Charities Expenses

Long-term Care
Villa Charities Inc.
Apartments For Seniors
Community Centre
Villa Charities Foundation

Long-term Care
Villa Charities Inc.
Apartments For Seniors
Community Centre
Villa Charities Foundation
Columbus Centre operations continued to experience improving results, following reorganization of many of the business units. Changes initiated in 2014 and 2015 started to take positive effect in 2015, and will be more fully realized financially in 2016. Overall, the deficit in 2015 of $852K was an improvement over 2014. The figure includes rent paid to Villa Charities, which began in 2014.

Revenues
- Overall Columbus Centre revenues for 2015 were $7,059K versus $7,636K in 2014.
- Athletic Club revenues kept pace in 2015 with the prior year at $2.9MM, reflecting a stable membership in an increasingly competitive environment.
- Food Services revenues increased in all operations compared to the prior year. An overall decline in total Food Services revenue in 2015 was due entirely to the transfer of Columbus Centre Catering operations and financial reporting to Villa Charities Inc. from the Columbus Centre’s Food Services unit along with the outsourcing of Daycare meals, which had previously been provided by Food Services.
- Cultural Arts programs experienced a 30% increase in revenues in 2015 to $811K.

Net Contribution
- Athletic Club generated $1120K in 2015 versus $1074K in 2014 due to expense controls.
- Daycare significantly reduced its deficit to $5K from $263K in the prior year due to business improvements, expense reductions and efficiencies achieved.
- Cultural Arts increased its operating surplus to $142K from $23K in 2014 due to increases in program enrollment and cost containment.

Villa Colombo Toronto
Revenues increased $231K in 2015 to $30,081K.
The operation experienced a deficit in 2015 of $835K versus an operating surplus in the prior year of $246K.
The main reasons for the deficit were:
- Increase in nursing costs of $385K.
- Large deficit in the Community Services unit of $310K, due to overstaffing and lack of cost controls caused by reporting issues.
- Increase in General and Administrative expenses of $278K.
- Operating and maintenance cost increases of $105K, due to aging infrastructure.
- Increases in laundry expenses of $127K.
Villa Colombo Toronto’s management services provider, Extendicare, has been called upon to respond to these results. Changes have been made for 2016 and the home has returned to surplus YTD.
Villa Colombo Vaughan
Revenues increased 2% in 2015 to $11,999K compared to the prior year. Expenditures were largely in line with 2014, with the following changes:
• Salaries increased 2.5% to $6,649K.
• Rent decreased $87K, reflecting forgiveness granted by VCI.
• Repair costs declined 13% to $425K, reflecting fewer breakdowns.
Overall, the home ended the fiscal year with a surplus of $58K versus a deficit of $72K in 2014.
The capital reserve at the end of 2015 was $1.06MM versus $1.01MM in 2014.

Independent Seniors’ Apartments (ICBSAC & CABC)
The fiscal year-ends of ICBSAC (June 30) and CABC (March 31) do not coincide with the December 31 fiscal year end of the rest of the Villa Charities family.

ICBSAC (Caboto Terrace & Casa Del Zotto)
• Earnings prior to capital reserves funding - $457K in 2015 versus $167K in 2014.
• Reductions in maintenance costs and mortgage interest costs are the main reasons for the operating surplus improvement.
• The capital reserve fund decreased slightly from $2,932K to $2,855K in 2015, due mainly to the withdrawal of $440K to conduct important capital projects such as an elevator replacement at Caboto Terrace.

CABC (Casa Abruzzo)
• Earnings prior to capital reserves funding - $109K in 2015 versus $169K in 2014.
• Maintenance costs increased by $55K in 2015, utility costs increased by $28K and amortization increased by $16K. These changes were largely responsible for the lower surplus in 2015.
• The capital reserve fund increased to $774K in 2015 from $721K in 2014.
Villa Charities Foundation

Overview

Villa Charities Foundation was established in 1990 to provide financial support for Villa Charities member organizations. The Foundation raises money through individual donations, annual events including Giro and the Villa Charities Golf Classic, and special events.

Accomplishments

Increased Revenue and Income
Foundation revenues more than doubled in 2015 to approximately $1.84 million and the operating surplus before investment income soared to $1.25 million from about $250,000 in 2014. This was due principally to Pioneers in Excellence, a major fundraising event conducted in partnership with Toronto General & Western Hospital Foundation.

Pioneers in Excellence Event Raises $4.2 Million
Villa Charities Foundation and the Toronto General & Western Hospital Foundation co-hosted a tribute event honouring two “Pioneers in Excellence,” Dr. Fred Gentili, a Canadian pioneer in skull base surgery, and the late Fred De Gasperis and the De Gasperis family, who built ConDrain Construction Ltd. into a multi-million dollar enterprise. The event brought together over 500 leaders and philanthropists to salute the honourees and raised over $4.2 million, with net proceeds shared between the host Foundations, to be collected over the next nine years.

Pioneers in Excellence

Thursday, April 30, 2015
6:30 p.m. – Reception
7:30 p.m. – Dinner
Liberty Grand
25 British Columbia Road
Toronto, ON M6K 3G9

Lead sponsor Gabe Torchetti & daughter Vanessa at Golf 2015

Residents enjoy one of the new Villa Colombo Toronto sunrooms.
Villa Charities’ Golf and Cycling Events Achieve Record Success
Villa Charities’ Annual Golf Classic and Giro cycling events set new records in 2015. The fundraising totals for each event – approximately $171,000 for Giro and $113,000 for the Golf Classic – surpassed previous benchmarks. With a record 260 riders, the 2015 Giro brought the ride’s fundraising total over nine years to more than $842,000.

Pizza Nova Marks 20 Years of Support for Villa Charities
Pizza Nova’s annual golf tournament in support of Villa Charities marked its 20th consecutive year in 2015, bringing the event’s fundraising total to more than $500,000. The event raised a record $54,900 to support Villa Charities’ care for seniors, cultural programs and other community services.

Villa Mediterraneo Association Donates $200,000
Members of Villa Mediterraneo Association donated $200,000 to Villa Charities Foundation toward the purchase of 63 new state-of-the-art beds for Villa Colombo. The new Advanced Bed Systems were installed on the 3rd, 4th and 5th floors of Villa Colombo’s Fidani Wing. The Villa Mediterraneo Association donors were recognized at a special reception.

Lady York Foods Organizes Year-Long Fundraiser
Lady York Foods, one of Villa Charities’ most generous and steadfast supporters, rolled out a year-long, in-store fundraiser for Villa Charities Foundation. Each month, the store donated 10% of sales generated by select products, to the Foundation. Lady York was also lead sponsor of the 2015 Giro and the Villa Charities Golf Classic events.

Venetian Ball to Return
Villa Charities decided in 2015 to re-launch the Foundation’s signature fundraising event, the Venetian Ball. The event will be held on Thursday, March 30, 2017.

Volunteer Support
Volunteers continued to play a key role in the success of Villa Charities Foundation fundraising events. Each year, about 70 community members give generously of their time to ensure Foundation events run smoothly. Longtime volunteers say they enjoy the experience and gain a great deal of satisfaction from supporting Villa Charities’ programs.
Overview

Villa Colombo Homes for the Aged Inc. (Villa Colombo Toronto, or VCT) cares for 391 residents living in the organization’s Long Term Care home and provides community services such as Meals on Wheels to more than 700 seniors living in the community. VCT provides quality care and services to seniors in a culturally sensitive environment that honours the Italian heritage. The facility is managed in partnership with Extendicare Assist.

Revenues increased slightly to about $30.1 million. However, VCT posted a deficit of $835,000 compared with an operating surplus of $246,000 in the prior year. The main reasons for the deficit were increased nursing, laundry and general and administrative costs, a large deficit in the Community Services unit due to overstaffing and cost control issues, and operating and maintenance cost increases due to aging infrastructure.

Changes have been made for 2016 and, year to date, the home has returned to surplus.

Accomplishments

Investments to Improve Service, Care and Safety

VCT invested $1.6 million in facility upgrades with the support of Villa Charities, the Villa Colombo Toronto Auxiliary (VCTA), generous donors and Extendicare Assist. Initiatives to improve resident, staff and client safety along with resident and client outcomes have increased operating expenses while improving organizational efficiencies.

Projects include new hand and foot rails throughout all identified corridors and residences in the Fusco Building, and new privacy curtains and state-of-the-art sprinkler systems. Private donors funded renovations to the Fusco Building’s second and third floor sunrooms, significantly improving these spaces. The VCTA provided new corridor chairs for all units and new resident name and photo plates in the Fusco and Fidani Wings.

VCT’s next major goal is to improve lighting and painting.
Villa Colombo Toronto

Connectivity and Collaboration
In fall 2015, VCT signed an agreement with Ontario Telemedicine Network (OTN) to support the delivery of electronic healthcare and education to both internal and external communities.

Partnership Development
VCT owes much of its success to close relationships with both its internal and external communities. The organization continues to enhance its valuable corporate partnerships to improve the facility’s standing as a leading long-term care organization.

Alzheimer Society of Toronto
VCT continues to have one of Ontario’s largest and most successful Music & Memory programs. The program, an initiative of the Alzheimer’s Society of Toronto, currently has 192 participants, representing 76% of all qualifying residents. VCT now sits on the Alzheimer Society of Toronto’s Music Project Advisory Committee, helping to guide the initiative.

Villa Colombo Toronto Receives Highest Recognition for Excellence in Care
VCT recently earned the prestigious “Accreditation with Exemplary Standing” from Accreditation Canada, the country’s leading national healthcare standards organization. The designation, which is the highest level of performance recognition awarded by Accreditation Canada, applies to all VCT services including the long-term care home and Community Day Programs.

Accreditation Canada commended VCT for going above-and-beyond the requirements of the Qmentum accreditation program and for demonstrating excellence in quality improvement. The Qmentum program focuses on quality and safety in all aspects of an organization’s services. VCT has been accredited continuously by Accreditation Canada since 1985.

Provincial Quality Goals: Continued Exceptional Performance
Well over 18 months into VCT’s required Quality Improvement Plan (QIP) reporting, health quality goals and targets within the six high-risk areas of care continue to reach and exceed Health Quality Ontario’s mandated requirements. In 2015, VCT met the required target in the Fewer Falls category following a 5% year-over-year reduction.
Positive Feedback from Patients and Staff
VCT’s patient/client and staff surveys demonstrated high levels of satisfaction during 2015.

Improving Care Through Family and Resident Councils
The Family and Resident Councils continue to provide invaluable feedback and recommendations to the VCT team to improve quality of care.

Bolstering Volunteer Resources
More than 135 volunteers support resident programs, community services and administrative functions. For decades, volunteers have provided many hours of service at VCT. Today, however, more Canadians find it difficult to commit as much time to volunteering. Students have taken up the slack, but now there is more competition for their time. Expanding the number of volunteers continues to be one of the organization’s top strategic goals. VCT’s Volunteer Office will continue to explore new ways to attract fresh recruits.

Villa Colombo Toronto Auxiliary: a Key Partner
The Villa Colombo Toronto Auxiliary (VCTA) has long played an active role in enabling VCT’s success. The Auxiliary tirelessly provides support and essential funds to enhance VCT’s services, raising money for numerous projects such as the recent Fusco Wing improvements. This spring, the VCTA held its 27th annual golf tournament, which raised more than $36,000 to benefit VCT residents and community services program clients.

Staff Thanks and Recognition Committee Fundraising
VCT’s Staff Thanks and Recognition (STAR) Committee hosts various events every year to recognize staff, promote wellness and raise money for various causes. In 2015, STAR raised funds for the Canadian Breast Cancer Society and Canadian Red Cross, and collected food for the Daily Bread Food Bank.

Exceptional People
VCT recognizes that the organization’s success comes from dedicated individuals – volunteers, staff, stakeholders and partners. Exceptional people will always be the key focus when delivering on commitments to funders, clients, stakeholders and the Italian-Canadian community as a whole.

Building a Strong and Flexible Business Model
Working with Extendicare Assist, VCT continues to reduce its negative equity and improve capital reserves. This enables essential facility and equipment improvements and upgrades.
Overview

Villa Colombo Vaughan (VCV) is a 160-bed long term care facility managed by UniversalCare Canada Inc. for Villa Charities. Staffing and operational standards are governed by a formal agreement between Villa Colombo Vaughan and UniversalCare Canada Inc. A Board of Directors representing Villa Charities provides overall direction for the quality of care and services provided. VCV currently employs more than 180 staff members.

In 2015, revenues increased 2% to almost $12 million from the prior year and a surplus of $58,000 was posted compared with a deficit of $72,000 in 2014. Expenditures were largely stable year over year. The capital reserve at the end of 2015 was $1.06 million versus $1.01 million in 2014.

Accomplishments

Initiatives flowing from Villa Colombo Vaughan’s 2015 Strategic Plan supported enhanced productivity, cultural sensitivity, optimized service, improved utilization of financial resources and a better work environment. The following is a summary of the progress made in fulfilling the Strategic Plan:

Innovative New Dining Program
Continyou Care, an innovative new dining program, was introduced. Continyou Care is an interactive, iPad-based menu application that provides staff with a faster way to obtain meal orders from residents, thereby improving the efficiency of dining room service.

Enhanced Continuing Education System
iTacit, a new and enhanced version of Villa Colombo Vaughan’s continuing education system, was implemented. iTacit is a cloud-based educational and communication application that is available anytime, anywhere to the entire organization. This initiative supports the home in complying with MOHLTC’s mandatory education standards.
Enhanced Electronic Ordering System
PointClickCare, a new, enhanced version of Villa Colombo Vaughan’s electronic ordering system, was implemented. It replaced an older version in conjunction with the transition to a new pharmacy provider, TrustCare Pharmacy. The new system enables the streamlining of existing processes and increasing direct resident care time.

Support for New Horizon and HERO Seniors Vaughan
Villa Colombo Vaughan received a government grant for the New Horizons initiative and implementation of a HERO (Helping to Enhance Resident’s Opportunities) Seniors Vaughan program. The program provided educational workshops, exercise programs and activities that strengthen the health and well-being of older adults and seniors in the Vaughan community, and informed them about resources and local services. The goal of HERO Seniors Vaughan is to promote inclusion and encourage seniors to participate in the life of the community.

New Online Maintenance Program
A new online maintenance program was implemented. The program enables maintenance/building-related information to be logged and accessed in one place through a customized web form. As a result, the maintenance manager can now receive facility-wide requests directly when potential issues are discovered. The program has been integrated with PointClickCare, allowing all staff to make requests on any computer or tablet. The program is also used to schedule preventative maintenance, issue reminders for annual building inspections and produce reports for compliance regulators and government inspectors.

Evacuation Drill Fine-Tunes Emergency Procedures
The facility conducted a Code Green Evacuation drill in coordination with Vaughan Fire and Rescue Service. Code green signifies a fire that cannot be contained, requiring evacuation of the building. This year, Villa Colombo Vaughan included residents in the drill instead of volunteers in order to improve residents’ and families’ knowledge of fire emergency procedures. The drill was a successful learning experience, according to Vaughan and facility staff.

New “Bed Rail Minimization” Culture
Villa Colombo Vaughan has reassessed its use of bed rails as part of an entrapment and restraint reduction program. With a multi-disciplinary approach that included residents, staff and families, the home removed 73 bed rails for residents who didn’t benefit from them, minimizing potential risk.

New Resident Satisfaction Survey System
A new electronic resident satisfaction survey system has been implemented. Residents and families can complete the survey at a special kiosk located in the Salone.

Manager Adopt a Unit Program
The home introduced the “Manager Adopt a Unit Program” to improve communication between front line staff, managers, families and residents. Under the program, managers visit their adopted unit daily to conduct audits, communicate changes, and receive feedback and suggestions for improvement. They also supervise unit operations and compliance with MOHLTC standards and legislation. Feedback from staff and managers has been positive.

Three-Year Accreditation Awarded
Villa Colombo Vaughan received a three-year accreditation award from CARF International, an independent accreditor of health and human services. CARF commended the VCV team for having a respectful culture with great team work, collaboration and sense of pride.

40% Improvement in Annual Resident Quality Inspection
The annual MOHLTC RQI Resident Quality Inspection found that the facility improved its compliance rate
by 40% year-over-year. This was on top of an already historically positive compliance track record.

Case Mix Index Improvement
VCV has improved its CMI (Case Mix Index) rating and is now in the top 3% in Ontario. CMI ratings determine the level of funding each long term care home receives. UniversalCare works closely with the home and its staff to ensure accuracy and efficiency in this area by providing ongoing education in the area of RAI-MDS (Resident Assessment Instrument-Minimum Data Set) coding, RAPs (Resident Assessment Protocols) and care planning.

Two DOC (Directors of Care) Model/Full-Time Nurse Practitioner
VCV continues to have a two DOC (Directors of Care) Model that includes the use of a full-time Nurse Practitioner (NP) for resident care. VCV continues to be a leader in ensuring this is maintained through Nursing and Personal Care funding from MOHLTC. The NP helps to reduce avoidable hospitalizations by preventing adverse events, improving transition of care between providers, and chronic disease prevention and management.

Integrating New Registered Nurse Grads
Villa Colombo Vaughan continues to support MOHLTC’s HealthForceOntario initiative by providing employment to newly graduated Registered Nurses. In 2015, two RNs were hired by the facility, which was recognized by MOHLTC for its commitment to creating a better health care system through the efficient integration of newly graduated nurses.

Additional Operations Highlights
• Identification of key external linkages: Central LHIN.
• Pandemic Plan: Stockpiling in place with rotation; storage areas in good order.
• Strategic Plan Implementation: Goals achieved in 2015 include improved care and services in Casa Bratty; a new storage process; and better communication with families.
• Two DOC (Doctors on Call) Model: Both positions filled.
• RAI/MDS: Opportunities to maximize resident benefit and CMI through restorative care.
• Union: CUPE negotiations in progress.
• Financial Stability: Improved CMI; underspent nursing envelope.
• Operational Improvements: Change in pharmacy services provider gained strong support, reflecting improved service and satisfaction.
Columbus Centre

Throughout 2015, the Columbus Centre continued to provide services, programs and exhibits in the J.D. Carrier Art Gallery, the Athletic Club, the Children’s Centres, the Cultural Arts Department (including music, cooking, art and dance) and food services in Ristorante Boccaccio and Caffè Cinquecento. We continue to work towards the exciting opportunity of a modern and new facility as part of the Redevelopment.

The Columbus Centre’s results improved in 2015, with a more than 18% narrowing of the deficit from the previous year to about $852,000. The figure includes rent paid to Villa Charities. Both revenues and expenses decreased from the previous year primarily due to the transfer of Columbus Centre Catering operations to Villa Charities Inc. The results largely reflect the reorganization of many Columbus Centre departments and other changes first initiated in 2014. The impact of the changes will be more fully realized in 2016.

Summary reports for each of the Centre’s six departments are provided below.

Columbus Centre Athletic Club

Revenue generated by the Columbus Centre Athletic Club was steady at about $2.9 million despite nearby competition from two new fitness clubs, while the net contribution increased slightly to just over $1.1 million, reflecting expense controls.

There was growth in both the number of Club programs offered and program enrollment. The Club also began hosting a third-party physiotherapy provider.

Overall, the Club’s gyms accommodated more than 1,000 workouts a day on average, excluding program participants.

Cultural Arts Department

Overall revenue for Cultural Arts programs, including Art, Cooking, Music, Dance and Day Camps, grew 30% to about $811,000 in 2015. The department’s operating surplus increased to $142,000 from $23,000 in 2014, reflecting operating and staffing efficiencies, streamlining of policies and processes, and increased program enrollment.

New programming was added to the March Break and Summer Day Camps, helping to drive higher customer satisfaction ratings. The department also introduced Music Scholarship Awards for top students in its music program.

Two successful new marketing initiatives were introduced: delivery of promotional flyers to households surrounding Villa Charities’ campus; and awareness-building with nearby schools.
DanzArts Toronto
DanzArts Toronto enjoyed a successful 2015-2016 season, with increased program registration revenues and more students enrolling in multiple classes. Student enrollment remained strong, with 176 recreational and 50 competitive dance students.

Competitive program dancers earned numerous awards, scholarships and other recognition during the 2015-16 season. The Company was named Junior Dance Canada Cup Champions and earned the top two highest scores in Dance Canada’s Junior and Senior divisions. DanzArts Toronto dancers also received top honours at the Fever International Championships, On the Floor and Move competitions, and several dancers were invited to the Dance Canada pageant and “ONE”, the National Dance Finals in the U.S.

Operating improvements included hiring a Dance Administrator and implementing new database software to streamline the registration process.

J.D. Carrier Art Gallery
The Carrier Gallery hosted 40 art exhibits in 2015, ranging from solo to large group shows. Many of them have rebooked with Carrier Gallery.

The gallery once again hosted Viva Vitalita’, an annual art exhibit showcasing Italian-Canadian and Italian artists. In total, works by 21 Italian-Canadian artists were featured in 2015, reflecting efforts to encourage shows by Italian-Canadian artists.

Coinciding with the Pan Am & Parapan Am Games last July, Carrier Gallery hosted three well-attended international exhibits.

In December, Carrier Gallery successfully introduced the first annual “Christmas Studio Art Exhibit,” targeted to gift buyers. The gallery also hosted Centro Scuola’s annual exhibit of Presepi (Nativity scenes), which drew more than 3,000 visitors.

The gallery continues to serve as a popular venue for weddings and other functions managed by Columbus Event Centre.
Columbus Children’s Centres
Columbus Children’s Centres significantly reduced its deficit to about $5,000 from $263,000 in 2014 by improving operational performance, reducing expenses and achieving efficiencies.

All three locations met Ministry guidelines and were successfully re-licensed. The Columbus Centre and Casa Del Zotto locations improved in City of Toronto quality assessments, and staff and supervisors attended professional development sessions regularly.

A specialized child care food service provider was engaged in 2015. All dietary and nutritional requirements are now supervised by a certified dietician.

Marketing efforts included open houses and promotion via signage, flyers and networking.

Food Services: Ristorante Boccaccio and Caffè Cinquecento
Revenues generated by Ristorante Boccaccio and Caffè Cinquecento increased year over year; however, Food Services department revenue declined overall due to the transfer of Columbus Event Centre operations and financial reporting to Villa Charities Inc. and the outsourcing of Daycare meals that had previously been provided by Food Services.

Following the renovations to Ristorante Boccaccio and Caffè Cinquecento and other ongoing changes, the outlook for both restaurants is positive. A new Director of Food & Beverage is leading further operational improvements.

Ristorante Boccaccio has an updated menu and wine list, and has been opened on Sundays to private events. In 2015, the restaurant hosted forty-eight private events. Eighty-two events were held during the first half of 2016 and many more are booked for the remainder of the year.
Overview
For over 30 years, Columbus Event Centre (CEC) has been producing extraordinary events with distinct Italian flair. CEC accommodates events, receptions and meetings ranging from 10 to 300 guests in banquet rooms located in Villa Colombo and the Columbus Centre as well as outdoor gardens.

Accomplishments
2015 was a year of transition, challenges and growth for CEC. It was the first full year the department operated separately from Columbus Centre Food Services.

Net Contribution Jumps 75%
Revenue grew slightly from the previous year to almost $2.2 million while the net contribution soared 75% to more than $335,000. The improved profit resulted from price increases to reflect cost and market value as well as reduced staffing and food costs.

New Menu Packages
Thirteen new menu packages were created to efficiently provide clients with event-specific menus and pricing. Food trends were researched to create innovative menus that cater to clients’ growing desire for unique and customized cuisine.

New Event Booking System
A new event booking system, Caterease, was implemented. The system enables greater efficiencies in booking procedures, tracking and progress reports, and greatly minimizes the chance of accounting and booking errors.

New In-House DJ
Sound X Entertainment was brought in as CEC’s new in-house DJ. The change has led to improved client satisfaction and revenue growth. Sound X installed and paid for new state-of-the-art sound, lighting and AV equipment in both the Sala Caboto Ballroom and Carrier Gallery.

Glittering tables set for a wedding at Sala Caboto
Comprising Italian Canadian Benevolent Seniors Apartment Corporation and Casa Abruzzo Benevolent Corporation

Overview

Villa Charities operates three apartment buildings for independent seniors, providing housing to more than 710 people in 637 units.

The Italian Canadian Benevolent Seniors Apartment Corporation (ICBSAC), incorporated in 1982, developed Caboto Terrace with assistance from the Ontario Ministry of Housing (MOH) and Canada Mortgage and Housing Corp. (CMHC). Located on Villa Charities’ Lawrence and Dufferin campus, it houses more than 270 people in 260 apartments. Caboto Terrace became so successful and its waiting list so long that Villa Charities decided to build a second apartment, Casa Del Zotto, in 1990, with MOH and CMHC support. It houses more than 230 people in 202 apartments.

Separately, members of the Italian-Canadian community incorporated Casa Abruzzo Benevolent Corporation (CABC). In 1994, again with MOH and CMHC assistance, CABC built the 175-unit Casa Abruzzo Apartments for Seniors at Keele and Highway 401. The building houses more than 210 people. CABC joined the Villa Charities family as an affiliate in 2004.

Accomplishments

Fiscal 2015 Surplus
For fiscal 2015, ICBSAC and CABC combined ended the year with increased earnings prior to capital reserves funding of $566,000 on revenues of $7.1 million. Separately, ICBSAC’s operating surplus improved, largely reflecting reductions in maintenance and mortgage interest costs, while CABC posted a lower surplus as a result of higher maintenance, utility and amortization costs.

Revitalization of Apartments
An initiative to revitalize the seniors’ apartments was accelerated with the start of a five-year program to renew Casa Del Zotto’s 202 units. Each apartment will be fitted with new kitchens, washrooms, floors and trim – in effect creating brand new space.

A separate, seven-year initiative to revitalize Caboto Terrace is now winding down. Work on most of the building’s units is complete. The renovated apartments are offered to both new and existing residents as they become available. Both projects are funded out of the apartments’ operating funds.

After work on the two buildings’ living spaces is completed, the focus will turn to revitalization of lobbies and other common areas. The two decade-old Casa Abruzzo remains in good condition.
Other Capital Improvements
At Caboto Terrace, localized exterior wall repairs were completed and lighting in common areas and corridors was retrofitted. At Casa Del Zotto and Casa Abruzzo, lighting in common areas, corridors and the garage was retrofitted.

Improvements in Reaching Rent Geared to Income Targets
Casa Del Zotto and Casa Abruzzo are required to make 50% of all units available to persons who cannot pay market rent. Caboto Terrace’s requirement is for 90 such units. At the end of the ICBSAC/CABC fiscal periods, Casa Del Zotto was 12 units below its required allotment, Casa Abruzzo was 8 units below, and Caboto Terrace was on target. At the writing of this report, Casa Del Zotto has met its target and Casa Abruzzo is just two units below target.

A Supportive Environment for Seniors
For residents who find it difficult to live independently, Villa Colombo Community Services (Centro Anziani), in tandem with local Community Care Access Centres, continued to provide the support and assistance they need. Centro Anziani operates within all three seniors’ apartment complexes.

Tenants of Caboto Terrace and Casa Del Zotto, as always, have easy access to the many fitness, cultural and other services offered at the nearby Columbus Centre. The atmosphere of community, programs and friendships enriches the lives of tenants, and reflects the goodwill and cooperation of the entire Villa Charities family.

Acknowledgements
Seniors’ Apartments Administrator Greg Natale thanked the Board of Directors and Villa Charities organization for their continued guidance and support along with volunteers and staff for their continued effort, patience, dedication and service, often times beyond the call of duty.