



## **Villa Charities Visioning Project**

# **Executive Summary of Visioning Sessions**

by The Fletcher Consultancy

February 1, 2019

## Table of Contents

	<b>Page</b>
Introduction	3
Summary of Visioning Sessions	3
Key Findings	3
“Must Haves”	3
Past Experiences	3
Top 3 Ideas in Key Priorities	4
General Observations	5
Takeaways	5
Next Steps	5

## Introduction

Villa Charities Inc., with the help of The Fletcher Consultancy, conducted a series of community-wide visioning sessions during the period from April through to November 2018. The reason for our sessions was to “ask” everyone who participated what services and facilities were important to them on our campus, now and in the future.

## Summary of Visioning Sessions

### Key Findings

Those who participated spoke openly and passionately about their past experiences and what they would like to see in the future on our campus:

- Housing (Long-term care, Assisted living, Senior Housing)
- Improved facilities for all ages that embodied Italian culture & design
- Amenities (Green space, Retail, Health Service Providers)
- Community programming (dance, music, art, theatre, etc.) rooted in Italian culture
- Improved and expanded facilities available to all generations and cultures
- More communication (Board & Community)

### “Must Haves”

At the beginning of each session each group shared with us what they felt was critical and needed to be in the foundation of any of our plans:

- Campus should be a destination for anyone interested in Italian culture
- Town square / “piazza” like setting
- A variety of “affordable” services anyone could access
- More community participation
- Amenities (Rotunda, gym, pool, child and adult daycare)
- Financial sustainability

### Past Experiences

Participants then listed what they had learned from past experiences:

- Families share responsibility for keeping Italian culture and heritage alive
- Residents concerned about sharing their opinions
- More Board accountability, openness and communication (AGM, future planning, etc.)
- No winners emerged from the cancelled redevelopment
- “Italian Centre of Excellence” promoting and sharing our heritage for all to enjoy

- Be kind, caring, respectful and welcome each other regardless of age or nationality
- Large donors from the past appear to be disengaged
- Italian-Canadians have a reputation of not coming together to raise money

### **Top 3 Ideas in Key Priorities**

Everyone who participated had the opportunity to share their vision and develop and rank their top 3 ideas for the 6 priorities identified below:

#### **1. Engagement & Networking**

- Increase Board consultation and communication
- Welcome other Italian organizations to use the campus and resources
- More intergenerational activities

#### **2. Redevelopment & Renovations**

- Improve and expand services and facilities
- Modernize Community space while preserving the Rotunda
- Campus amenities desired - green space, senior friendly, theatre; low rise buildings (< 6 storeys), underground parking

#### **3. Campus Master Plan**

- A “small town” village concept
- More Italian cultural services
- Increase public awareness of the Campus and services

#### **4. Governance**

- Increase Board transparency (roles, responsibilities and processes)
- Greater Board diversification (age, sex, experience, skill sets etc.)
- Increase Board accountability and communication

#### **5. Culture & Other Services**

- Current mission captures all elements of Italian cultural values
- Increase Italian cultural programming and branding by offering activities for every age
- Develop more intergenerational cultural events and activities on Campus

#### **6. Finance**

- Increase transparency (operating and capital spending & funding)
- Seek out new sources of funding
- Monetize the value of the land to support redevelopment and renovations

## General Observations

The Facilitator noted that throughout the visioning sessions the following themes arose:

- The vision for most services reflected what was currently provided
- Older generation focused on preserving achievements
- Younger generation focused on change and growth
- Green space was highly valued
- Columbus Centre retention was primarily services not “bricks and mortar”
- “Face to face” conversations were a preferred form of communication for seniors
- Lack of community financial knowledge regarding capital and operational funding as it relates to different services on Campus (Long-term care, Community Services, etc.)

## Takeaways

### 1. Transparency

- Governance
- Communication
- Engagement

### 2. Preservation and promotion of culture

- Multigenerational
- Share across Italian community and community at large

### 3. Financial sustainability

- Redevelopment
- Renovations
- Fundraising
- Monetizing our resources
- Increasing our value

## Next Steps

Villa Charities is committed to the following:

- Share the Visioning Project report widely with all stakeholders
- Host quarterly Q&A forums between VCI Board Chair, VCI President and CEO and the community
- Work with the Strategic Planning Committee to incorporate findings into an updated Strategic Plan for Villa Charities Inc.