



Villa Charities Visioning Project

Summary of Visioning Sessions

by The Fletcher Consultancy

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Introduction

Villa Charities Inc. engaged The Fletcher Consultancy to facilitate a series of visioning sessions with various stakeholder groups during the period April through November 2018.

The visioning sessions, known as the Visioning Project, began with the Villa Charities Inc. Board outlining their key vision priorities for Villa Charities in March 2018. The Board was first to participate in the visioning exercises.

The visioning exercise was then extended to broad-based stakeholder groups, to gather their input in strategic development of a campus plan that best meets the needs of Italian-Canadians and an increasingly diverse community for next generations. Close to 200 participants from 8 stakeholder groups, including the Board, attended visioning exercises during the period from April to November 2018.

Participants were provided with background educational materials and following a short presentation worked in small groups to develop a long-term vision for one of the following topics: **Engagement Networking, Redevelopment & Renovations, Campus Master Plan, Governance, Culture & Other Services** and **Finance**. At the end of the visioning session, each participant had the opportunity to identify their top three priorities from each of the long-term vision topics using a colour coded sticker.

The Visioning Project objective was to address immediate issues and needs, leverage current resources and identify required resources to provide enhanced services and facilities for the future.

A full report providing a summary of the overall sessions, as well as by individual session was written as a reference to develop stakeholder communications, assist with strategy development and to assess the degree of meaningful and sustainable change.

The report is comprised of two sections, each providing a summary of comments at a different level (Refer to the Appendix for additional details).

Section One: Executive Summary

Participants overall viewed Villa Charities as the Centre for residents and visitors to experience Italian Culture regardless of their background. The top three findings from all sessions for each vision priority were identified and listed as follows:

Engagement & Networking

- Increase Board consultation with stakeholders throughout the process.
- Engage other Italian organizations to utilize Campus resources.
- Increase intergenerational programming and participation.

Redevelopment & Renovations

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

Campus Master Plan

- A “small town” village concept – piazza, housing, shops, culture, education, recreation etc.
- Increase interest in Italian culture by expanding services on the Campus.
- Increase public awareness of the Campus and all it has to offer.

Governance

- Increase Board transparency as it relates to roles, responsibilities and processes.
- Increase Board diversification.
- Increase Board accountability and communication regarding any major future plans.

Culture & Other Services

- Current mission captures all elements of Italian cultural values.
- Increase Italian cultural programming and branding by offering activities that appeal to all age groups.
- Develop more intergenerational cultural events and activities on Campus.

Finance

- Increase transparency with respect to operating and capital funding.
- Seek out new sources of funding (Donors, Government, Services etc.) to support programs and capital projects.
- Monetize the value of the land to support redevelopment and renovations.

Facilitator's observations

Individuals who participated in the sessions were interested to share their vision and hear from others. Many older participants proudly shared their legacy of having built the City of Toronto and their commitment to do their best, no matter what the task. Others shared stories of parents transporting Italian art across the Atlantic Ocean to the Columbus Centre. Younger participants remembered celebrating their first communion in the Rotunda, attending piano lessons, summer camp and their love for Pinocchio.

Participants listened well to each other and courageously presented their findings to the larger group. They were respectful in taking questions and providing responses when interacting with the larger group. Some participants in the Local Community session did not listen well to colleagues and were intent on disrupting the proceedings. They were asked to decide if they wanted to participate or leave. They chose to leave. The remaining participants said they would have left, had these people not departed because they were tired of not being heard at community meetings because of their interruptions. Some said that while they did not agree with the redevelopment proposal, there were aspects they valued and they believed the visioning exercise was a first step for the community to move forward together.

Their vision for services in fitness, arts and culture reflected much of what is currently provided by Villa Charities. Older generations focused on preserving what had been achieved. Younger generations wanted to do more and on a larger scale, such as having a 1,000-seat theatre and an Olympic sized swimming pool. It was as if they had outgrown what their parents and grandparents built. They described experiencing Italian Culture, not in isolation as their grandparents would describe, but as part of a global fusion. They weren't keen to keep the buildings because as users they found them poorly ventilated, impractical for their needs and unrecognizable to those who passed by the campus.

Envisioning a piazza with more green space, fused the concept of a traditional Italian-paved village centre with surrounding growing plots and Canadian values for outdoor green space.

Columbus Centre

Everyone discussed keeping the Columbus Centre, however the majority of visions described services hosted at the Columbus Centre and not retaining the physical space, other than the Rotunda, which seemed to house cherished memories.

Lack of Financial Knowledge

What was surprising was the lack of financial knowledge and an expectation that government and Italian-Canadian owned corporations would pay for redevelopment. Alternative financing was considered at only one session where they envisioned using land and/or vertical space to finance redevelopment.

Long-Term Care

Most did not understand Ministry of Health and Long-Term Care payment structures. A number of older residents asked how they could become eligible for Long-Term Care and wondered why there were lengthy wait times. Many participants believed volunteers could provide additional support to Long-Term Care giving. They did not realize the expertise required to manage cognitive impairments, mood disorders, aggressive behaviour and to monitor acute medical conditions.

Communication

A common thread across all visioning discussions was a request for more conversations between stakeholder communities and Villa Charities Inc. Some participants said older Italian-Canadians were less comfortable reading printed documents and finding information online. During visioning sessions, participants often translated English discussions into Italian for their older colleagues.

Interestingly research results published in *Age-friendly Communication*, from Public Health Agency of Canada, shows that over 80% of seniors have low literacy skills that do not enable them to cope well in today's complex knowledge society or to make effective use of such documents as schedules, maps and charts.

Age-friendly Communication also notes that changes in visual and hearing acuity affect an older person's capacity to absorb information and particularly if information is online, on glossy paper and in colour brochures. The research shows that an older person places more emphasis on personal contact to disseminate information and yet, they often become more anxious about becoming dependent on others, with fears of safety, security and loss of access to activities or services enjoyed when they were younger.

It was said during one session that Villa Charities had allowed *"the petulant to win over the community and nobody won; that everybody lost, especially the Italian Community and the people they said they were protecting"*. It is possible that senior Italian-Canadians became disengaged and upset with redevelopment plans because they were not comfortable reading documentation and therefore relied upon others who did not have all of the facts.

In sum, stakeholders have big visions, just like their grandparents had fifty years ago. Their visions will come to reality through conversations and gaining a better understanding of the financial requirements to achieve their vision. The Villa Charities Board of Directors has a significant opportunity to reset its communications with stakeholders and therein lead the way to realizing a collective vision.

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

In moving forward, it is recommended that the VCI Board of Directors:

- Share the Villa Charities Visioning Project report with stakeholder groups and the general public by making the complete Villa Charities Visioning Project final report available;
 - to view and download from the Villa Charities website; and
 - to read in hard copy by request through email or by telephone.
- 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.

Section Two: Summary of Visioning Sessions

Stakeholders overall vision described a campus that would provide additional accommodation for Long-Term Care facilities, as well as for assisted living and senior living.

The campus would be physically accessible to those with mobility challenges and would be known as the Italian culture centre attracting Italians and non-Italians from the local community and outside of Toronto.

Any new building designs would showcase Italian-style architecture. Internal space would be adjustable wherever possible, to meet the needs of small classes or large events. Buildings would surround a piazza and greenspace for outdoor events and a soccer pitch or field. Retail shops, medical services, cafes and restaurants would overlook the piazza at ground level.

Italian art, culture and heritage would be accessible to everyone through programs in Italian language, dance, art, music and cooking. A 1,000-seat theatre would feature Italian-Canadian performances, along with film and curated presentations from Italy. A library with climate-controlled air conditioning would hold precious books and a museum would feature art and artifacts donated by founding members. The Rotunda would remain with regular art exhibits. Younger generations would continue to send their children to Columbus Early Learning Centres. All generations would use a modern athletic centre with an Olympic-sized swimming pool.

More communication would take place between the Board and the community through conversations.

Non-negotiables

Prior to commencing the visioning exercise, participants listed these features as being non-negotiable or sacrosanct:

- Campus known as a destination place to promote Italian culture for second and third generation Italian-Canadians as well as non-Italians.
- Town square surrounded by cafes, healthcare services and green space.
- Long-Term Care featuring best care practices and integrated services to give residents a better lifestyle.
- Affordable housing for seniors to transition to Long-Term Care and assisted living.
- An engaged community who felt heard.
- Rotunda, gym and pool.
- Childcare as well as adult daycare.
- Financial sustainability for Villa Charities.

Past experiences

Prior to commencing the visioning exercise, participants listed what they had learned from past experiences:

- Information about Board governance and financial management (including donations) is unknown because annual general meetings are closed.
- Residents are fearful of expressing concerns.
- Residents believe the Board does not accept accountability for its actions.
- Board approached redevelopment and renovation as a private developer instead of explaining expectations and consulting stakeholders before making decisions.
- A lack of effective communication (personal conversations) regarding operational issues was viewed as having contempt for residents.
- Villa Charities allowed the petulant to win over the community and nobody won.
- Italian culture must remain preeminent while meeting Campus users' needs, whether Italian-Canadians from Vaughan and Mississauga or local non-Italian-Canadians.
- Design campus services for future users by asking today's youth about their needs.
- The campus is a gem and must be the prevalent 'Italian Centre of Excellence.'
- Keep older values of being kind, caring, respectful, along with Italian culture and language.
- Youth memories and engagement came from taking piano lessons, playing soccer and attending summer camp.
- Is the campus a gathering place/piazza or a museum?
- Families share responsibility for keeping Italian culture alive by visiting Italy and speaking Italian at home.
- Large family donors appeared to have lost interest as few attended events.
- Italians have a reputation of not coming together to raise money and therefore need a strong vision to donate.
- Campus lacks revenue sources. The restaurant is losing money.

Key findings from Six Vision Priorities

Key findings from each of the six vision priorities: Engagement & Networking, Redevelopment & Renovations, Campus Master Plan, Governance, Culture & Other Services and Finance have been identified and are presented as follows:

Engagement & Networking

A better understanding of Villa Charities' lines of business and priorities through conversations with the Board was highly valued. Participants believed the Villa Charities Inc. Board could remove divisiveness amongst affiliate Boards by better integration of information. They thought the absence of a Board /Community relationship had created negative perceptions.

Viewing the Community as active stakeholders by seeking their views when planning projects at regular townhalls would rebuild trust.

Providing vision session findings to the Community as well as providing advance notice of campus changes including relocation of affected residents, was requested by participants.

Arts and culture engagement occurred best when using event themes around family and food. Although, youth believed engagement came with age-specific events which could include 'cooking with Nonna' classes or family event days.

Italian Culture would increase by inviting local Italian clubs to host their annual general meetings at the campus and by featuring Centro Scuola's engagement of youth through Italian language lessons.

Redevelopment & Renovations

The campus vision was for new buildings at heights of less than 6 storeys to create a stronger sense of community and with a modernized and more accessible Columbus Centre as the central focus.

Redevelopment was favoured over renovation because:

- Existing buildings had poor air circulation and awkward space that could not be repurposed. Renovations were considered costlier than redevelopment.
- There were no quick fix solutions for the aging athletic facility to remain competitive with neighbouring gyms.
- New construction would better meet Ontario Ministry of Health and Long-Term Care requirements, as well as providing additional Long-Term Care facilities.
- New buildings could offer fully integrated services and expanded green space, especially on high rise floors for the benefit of residents and staff.
- Additional space would become available through redesign for aging in place accommodation as well as hospice-type palliative care.
- Space was needed for a 1,000-seat theatre, 25-metre pool for training and competitions and climatized library and museum to house precious artifacts.
- The Rotunda was the only physical space cited for retention.

Although participants realized land sale was controversial, they viewed it as a reasonable means to finance redevelopment.

Campus Master Plan

Italians and non-Italians would consider the campus as a modern and attractive Italian culture and heritage centre designed for the next generation.

The physical layout would include attractive and easily accessible buildings with wheelchair accommodating elevators and underground parking. A piazza, visible from outside the campus would pique curiosity of pedestrians and those in vehicles to visit:

- A 1,000-seat theatre showcasing dance, music and theatre.
- Modern athletic centre with swimming pool.
- Restaurant and cafes opening to outdoor seating.
- Green spaces, without vehicle intersection, featuring gardens, children's playgrounds, splash pads, space for BBQs, concerts and special events.
- A soccer field/pitch along with event spaces to host exhibits of exotic Italian cars.

Visitors coming by public transport or car, or neighbours and residents would:

- Take classes in Italian language, culture, dance, food and music.
- Attend clinics, medical specialists' offices, labs for bloodwork and imaging.
- Visit gift shops, grocery shopping, thrift shops and hair dressers.
- Savour an espresso or meal after visiting the athletic centre, and/or attend a lecture or cooking class.

Seniors would enjoy a better quality of life with more Long-Term Care beds using modern technology and equipment and Alzheimer-focused care with small groups of people living in space with natural light and having use of private rooms. They would use way-finding systems, have easy access to terrace gardens to build connection to nature and create a sense of purpose as well as overlook Columbus Early Learning Centre children playing outdoors. Physical and mental health recovery following hospital visits would be expedited by using a therapeutic pool.

Governance

The lack of knowledge about Board governance was believed to have caused community mistrust. There was a keen interest for more information about Board composition, Board terms and how members were selected and appointed. An effective Board would be comprised of equal gender representatives aged 34 and upward with professional experience as well as a representative from Centro Scuola and the Athletic Centre. Members would sit for terms of 4 – 6 years with clear roles and responsibilities. The Villa Charities Board would integrate work

with affiliate Boards ensuring no redundancy of responsibilities, thereby creating a positive working climate for employees.

The Board would hold an open annual general meeting with the agenda well publicized and communicated in advance through social media and other forums, such as conversations to reach both senior and youth populations.

Culture & Other Services

The campus was viewed as idealizing Villa Charities' culture and diversity and the heart and soul of the Columbus Centre. Renaming the campus to something other than Villa Charities would remove confusion about the purpose of the Centre and attract more visitors to savour Italian arts and culture.

Visitors would be attracted to the centre through these initiatives:

- Participating in coordinated special tours of Italy geared to different age groups.
- Engaging new Italian immigrants to provide fresh cultural ideas to Villa Charities programs.
- Aggressively promoting Italian language programs delivered in attractive spaces.
- Creating reciprocal exchange trips between Canadian and Italian youth living in Canada and Italy by working with higher education and culture organizations.
- Hosting Canadian secondary and post secondary campus internships to learn Italian language and culture.
- Creating business networking with an Italian focus for young professionals.
- Hosting an annual Italian festival.

The use of a 1,000-seat performance centre for bilingual (English and Italian) concerts, cinema, plays, speakers, lectures and special performances from Italian performers and/or Italian regional associations in Canada would attract more learners and spectators of Italian art and culture.

The rotunda was considered beautiful and held memories of receptions, weddings, first communions and baptisms. It was expected that increased revenue would come from more art exhibits and events.

Seniors would be engaged with all generations through activities such as exhibiting their traditional embroidery work. They would participate in early evening activities such as listening to traditional Italian music, ballroom dancing and food events such as pepper roasting and pasta making.

Finance

Operating expenditures and government funding were poorly understood and there were requests for more information.

New income sources would come from future tenants leasing space in new buildings.

Securing financing for renovation and redevelopment was a significant concern. They said Italian-Canadians were believed to donate less than the average Canadian and with the dramatic decrease in donations from founding Italian-Canadian families, participants contemplated donations coming from:

- Federal, Provincial and Municipal Governments; and
- Villa Charities making a compelling sell to all Italian-Canadians and other communities; and;
- Unlocking the value of the land – by sale or use of bank financing.

APPENDICES

Appendix A Stakeholders' Priority Ideas for each Vision Topic

Participants individually rated their top three priority ideas listed under each topic of Engagement & Networking, Redevelopment & Renovations, Campus Master Plan, Governance, Culture & Other Services, and Finance. There is more than one priority idea listed under stakeholder groups which had two or more sessions (see Appendix C for the Final Schedule of VCI Visioning Project). The results are presented as follows:

ENGAGEMENT & NETWORKING

PRIORITY ONE							
Ideas	Board	Staff	Local Comm-unity	Arts & Culture	Italian Comm-unity	Long-Term Care and Health Care	Youth
Regular townhalls to consult Community on new projects.	28						
Do not need to do an event – join events in GTA.	6						
Re-engage senior care residents to Italian Community services.	3						
Need to understand Leadership expectations; lines of business and priorities.		37					
Provide services such as gym & café to Local Lawrence & Dufferin Community.			6				
Increase VCI staff engagement with the Community.			2				
Increase Centro Scuola involvement.				7			
Invite all Italian Community organizations to participate at the campus.					15		
Have more VCI leadership presence.					4		
Use community advisory Board.						13	
VCI Board of Director membership to reflect Community.						11	
Provide age specific cultural events.							33

ENGAGEMENT & NETWORKING - continued

PRIORITY TWO							
Ideas	Board	Staff	Local Comm-unity	Arts & Culture	Italian Comm-unity	Long-Term Care and Health Care	Youth
How to move forward: shared vision with Community.	19						
Use space for cultural events and to generate income.	3						
Provide more financial information on reports.	2						
Build and strengthen relationships with Community and Italian Cultural organizations.		28					
Draw in larger community by connections with Italian Cultural groups.			2				
Use more volunteers for social activities.			2				
Engage with students and teachers at U of T, OCAD and Ontario Community Colleges.				3			
More collaboration with School Boards.					3		
Design age appropriate programs.						8	
Transparency.						10	
Engage youth through social media.							14

ENGAGEMENT & NETWORKING – continued

PRIORITY THREE							
Ideas	Board	Staff	Local Comm -unity	Arts & Culture	Italian Comm -unity	Long- Term Care and Health Care	Youth
VCI lost Community support from lack of communication and networking.	13						
Speak to current Community in consideration of future Community needs.	3						
Community engagement needs assessment.		15					
Exhibit more compassion toward community from VCI.			2				
Engage people from early childhood.				2			
Consider space for Community and not for condos and profits.					2		
Board needs to meet Community to answer questions.						6	
Board of Directors present at Community meetings.						9	
Italian language tied to longevity of VCI.							3

REDEVELOPMENT & RENOVATIONS

PRIORITY ONE							
Ideas	Board	Staff	Local Comm -unity	Arts & Culture	Italian Comm -unity	Long-Term Care and Health Care	Youth
What do we mean to preserve in the Columbus Centre – is it traditions, activities and/or the physical fabric?	6						
State-of-the-art-facility with more assisted living.	20						
Discuss funding and financing together – can't do in isolation.	4						
Use high quality materials to avoid constant quick fixes.		29					
Rebuild Long-Term Care and Healthcare.			6				
Rebuild using state of the art facilities.			3				
Protect Italian Culture by building more facilities to offer more services.				3			
Design with mid-height buildings.					5		
Better space use, new space for theatre.					3		
Preserve and modernize Columbus Centre.						18	
Are renovations better than development or vice versa?						16	
Accessibility for all.							15

REDEVELOPMENT & RENOVATIONS - continued

PRIORITY TWO							
Ideas	Board	Staff	Local Comm -unity	Arts & Culture	Italian Comm -unity	Long- Term Care and Health Care	Youth
Services that generate sustainable income.	19						
New buildings necessary for air circulation and better space utilization.	6						
Honour past with history wall, e.g. Yorkdale Mall, or build within structure, e.g. Air Canada Centre.	4						
Design campus space for inclusivity.		17					
Aging in place.			3				
Ensure full accessibility including bathrooms.			2				
Preserve Rotunda, piazza, gardens & Bocce Lanes.				3			
Use a space plan to revitalize Italian Culture.					2		
Large indoor theatre for plays, movies and presentations.						7	
Preserve founders' vision to celebrate Italian Cultural heritage.						15	
A facility to lead us past the 21 st century.							13

REDEVELOPMENT & RENOVATIONS - continued

PRIORITY THREE							
Ideas	Board	Staff	Local Comm -unity	Arts & Culture	Italian Comm -unity	Long- Term Care and Health Care	Youth
Fully integrated campus with greenspace.	18						
Decide if Lawrence and Dufferin is best location before renovating/redeveloping.	1						
New facility to meet government standards.		16					
Senior friendly healing environment.			2				
Build a theatre.				3			
Green area is beautiful, could use tenting for sun, rain and cold.					2		
Build a 25 metre pool suitable for competitions.						4	
Theatre.							11

CAMPUS MASTER PLAN

PRIORITY ONE							
Ideas	Board	Staff	Local Comm -unity	Arts & Culture	Italian Comm -unity	Long- Term Care and Health Care	Youth
Address Italian-Canadian cultural heritage – is it with a village and/or all services?	35						
Comprehensively plan all campus aspects with Strategic Plan.	6						
Italian Community to look after elderly?	2						
Make the Campus a lifestyle and destination place.		50					
Wellness hub.			7				
Current accessibility is unfriendly.			3				
Leadership.				5			
Increase Long-Term Care beds.					7		
Who are users of services such as pool & gym?					4		
Maintain & improve greenspace.						14	
Use friendly language to talk about Campus and not corporate-speak.						12	
Sustainable features, something that catches the public eye.							15

CAMPUS MASTER PLAN - continued

PRIORITY TWO							
Ideas	Board	Staff	Local Comm -unity	Arts & Culture	Italian Comm -unity	Long-Term Care and Health Care	Youth
Dufferin-Lawrence point of difference is integrated, intergenerational services with focus on Long-Term Care and seniors.	25						
Achieve aging in place with independent & assisted living, Long-Term Care, continuing care.	5						
Destination for out of town guests.	2						
Create a piazza – make services more visible to public.		33					
Long-Term Care centre.			5				
Create more Long-Term Care buildings and bring existing up to code.			2				
Fitness centre.				4			
Culturally sensitive programs & menus.					3		
Transparent.					4		
Competitive facilities and services.						7	
Meet legislative requirements for Villa Colombo.						7	
Use theatre, film festivals, museum to build appreciation for Italian-Canadian culture.							14

CAMPUS MASTER PLAN - continued

PRIORITY THREE							
Ideas	Board	Staff	Local Comm -unity	Arts & Culture	Italian Comm -unity	Long-Term Care and Health Care	Youth
Use master plan to define end state of what we will be.	14						
Provide hospice services to die with respect.	3						
Showcase programs in modern setting in centre of campus.		27					
More green space, such as rooftop gardens.			2				
Communicate with Social Media.				4			
Expand and improve community spaces.						9	
Enhance revenue streams.						6	
Rebuild and renovate with same feel as Columbus Centre.							13

GOVERNANCE

PRIORITY ONE							
Ideas	Board	Staff	Local Comm -unity	Arts & Culture	Italian Comm -unity	Long-Term Care and Health Care	Youth
Define Board structure to meet future needs – centralized vs decentralized.	28						
Separate personalities from governance.	10						
Define Board roles.		68					
Consolidate/streamline Boards.			5				
More input from stakeholders to Board.			7				
Representation from Generations X, Y, Z.				5			
Board representation from Italian Community sectors.					9		
Assign culture responsibility between Boards.					4		
More open Board.						16	
Democratic Board member appointment/election process.						8	
Youth presence on Board.							30

GOVERNANCE – continued

PRIORITY TWO							
Ideas	Board	Staff	Local Comm -unity	Arts & Culture	Italian Comm -unity	Long-Term Care and Health Care	Youth
Community doesn't understand process for Board member recruitment, nomination and election.	16						
Common corporate membership to avoid silos.	4						
Set Board terms.		38					
Simplify number and size of Boards.			4				
More funding and outreach to Community.			2				
Motivate families to become involved.				5			
Open AGM to public.					4		
Younger generation having difficulty being recognized.					2		
More participation from stakeholders.						10	
Poor communication from Board.						5	
Have constant youth presence to encourage growth from within.							20

GOVERNANCE – continued

PRIORITY THREE							
Ideas	Board	Staff	Local Comm -unity	Arts & Culture	Italian Comm -unity	Long- Term Care and Health Care	Youth
Consider Community advisory committees for VCI and affiliate Boards.	6						
Community has good people who want to do good things.	3						
Representation from parents/childcare.		6					
More diverse representation including outside of community.			4				
Election of Board members every 4-6 yrs.				1			
Board members from GTA.					2		
If goal is to increase consultation, does VCI reach out responsibly?					1		
Democratic principles.						4	
Accountability to the Community.						5	
Board to consult experts for proper execution.							4

CULTURE & OTHER SERVICES

PRIORITY ONE							
Ideas	Board	Staff	Local Comm -unity	Arts & Culture	Italian Comm -unity	Long-Term Care and Health Care	Youth
Intergenerational lifecycle provides learning for children to elders.	30						
Be mindful to keep emphasis on social services.	10						
Feature language, dance, music, food, art, fine art, design.	3						
Advertise cultural and recreational programs throughout campus.		31					
Keep language lessons and cultural education for children to adults.			5				
Incorporate best practices from other countries.			2				
Get children, especially grandchildren involved.				9			
Columbus Centre to continuously reach out to other organizations.					5		
Promote Italian language programs in main building.						11	
Maintain Italian Culture through movies, music, Italian language, dance, swimming, cooking, exercise, art shows.						13	
Networking for young professionals.							23

CULTURE & OTHER SERVICES - continued

PRIORITY TWO							
Ideas	Board	Staff	Local Comm-unity	Arts & Culture	Italian Comm-unity	Long-Term Care and Health Care	Youth
Focus on ages 16-30 with modern/contemporary Italian and Italian-Canadian programs.	18						
Be mindful of competing services in geographic area.	5						
More Italian Cultural events – pepper roasting, wine making & seek media coverage.	2						
Appoint cultural ambassadors to recreational departments.		27					
Engage the Roman Catholic faith.			4				
Encourage Long-Term Care staff to learn some Italian to speak with residents.			2				
Theatre for 1,000 people.				7			
Branding to bring people to the Campus. Rename the Campus.					2		
Continue heart & soul of Columbus Centre in future.						10	
Maintain green space.						9	
Language and cultural heritage classes.							20

CULTURE & OTHER SERVICES – continued

PRIORITY THREE							
Ideas	Board	Staff	Local Comm -unity	Arts & Culture	Italian Comm -unity	Long- Term Care and Health- care	Youth
Greater integration of senior extra-curricular activities and cultural programming - e.g., embroidery turns into an art exhibition.	8						
Build relationships to extend Italian Culture into other communities.	2						
Tie-in Italian-Canadians with lessons for non-Italians.	1						
Senior day programs at Columbus Centre.		25					
Sports complex, summer camps, therapy lifts in pool.			3				
Staff encourage resident participation, even if first decline.			2				
Maintain Rotunda, library and language.				4			
Pursue radical Italian language use throughout campus & with families.					2		
Re-instate J. Carrier Gallery of Art to showcase Local, Provincial and International artists.						8	
Keep gym, pool and seniors' residences.						6	
Museum and library.							8

FINANCE

PRIORITY ONE							
Ideas	Board	Staff	Local Comm-unity	Arts & Culture	Italian Comm-unity	Long-Term Care and Health Care	Youth
Broaden donor base with grass roots fundraising.	24						
Finances do not solely govern existence: don't forget other contributions.	10						
Event hosting based upon profitability.	2						
Transparency.		30					
Outsource services i.e. bakery, pharmacy			9				
Engage MPP, City of Toronto Councilor, Ministry, Italian-Canadian companies to donate.			5				
Include families who previously supported VCI financially.				7			
Seek contributions from Italian and other Communities.					5		
Charge more for higher quality services.					5		
Transparency of funds – provide itemized accounting in financial reports and not general summaries.						18	
Regular financial reports to the Community.						17	
Eliminate the parking fee.							19

FINANCE - continued

PRIORITY TWO							
Ideas	Board	Staff	Local Comm -unity	Arts & Culture	Italian Comm -unity	Long- Term Care and Health Care	Youth
Maximize revenue through better use of resources and facilities.	14						
People will open their wallets if they believe in the vision.	5						
Financially sustainable and thriving organization.		22					
Planned giving, special events and large donors.			8				
Does parking lot revenue go to VCI?			2				
Send vision plan to all levels of government and corporations to expand financial support.				5			
Lotteries.					5		
Restaurant space is unattractive, too formal and not hip with view of parking lot.					2		
Income source origins - fundraising, government, residents?						6	
Budget from results of annual building mechanical assessment.						8	
Corporate name dedication.							13

FINANCE - continued

PRIORITY THREE							
Ideas	Board	Staff	Local Comm -unity	Arts & Culture	Italian Comm -unity	Long- Term Care and Health Care	Youth
Third party models to deliver services.	10						
Community doesn't know what we do with the money.	5						
Impacts innovation and relevance in all programs.		19					
Ask community to help with fundraising, i.e. sports teams.			5				
Think of VCI as a business with revenue opportunities.			1				
Preserve existing buildings.				2			
Build more senior residences as generate 60% of revenue.				2			
Business donations.					4		
Revenue from gym, restaurant, café, arts – is it a business or a culture?					1		
Annual net revenues given are misrepresented.						4	
Greater discussion of fund-raising plans and member involvement.						2	
Retail space for rent.							12

Appendix B Section Three: Individual Stakeholder Summaries

Villa Charities held twelve vision sessions with seven different stakeholder groups - Board, Staff, Local Community, Arts & Culture, Italian Community, Long-Term Care and Health Care and Youth. The first session occurred in April with the Board and the last session in mid-November with Youth. The following individual session summaries are a narrative of what participants said. Comments have been combined for stakeholders having more than one session.

Each stakeholder summary features the most representative comments made by participants under the headings of Non-negotiables, Past Experiences, and the six vision priorities of Networking & Engagement, Redevelopment & Renovations, Campus Master Plan, Governance, Culture & Other Services and Finance.

The visioning exercise assumes for a variety of reasons that not everything said and heard is always accurate. Participants may describe an event which occurred many years ago as if it happened yesterday. What may simply be a misunderstanding or misconception may, to some, be perceived as an untruth. However, it is likely that what they said is reality as they see it and that it guides their decisions about how they view Villa Charities. Certain comments and views may require clarification and further research. Comments from vision session participants were recorded as accurately as possible but may not be precisely as originally stated.

I. Board Visioning Sessions

Non-negotiables

Participants said Villa Charities needed leadership spirit and a physical space for Italian Cultural programs.

Space

They said Villa Charities would remain a provider of social housing and would meet Ministry of Health and Long-Term Care 2025 standards for Long-Term Care. They viewed elder care as including Long-Term Care, providing housing and community services such as Meals-on-Wheels and day programs with some intergenerational programming.

Participants said the Lawrence and Dufferin campus valued the Columbus Centre and hoped it would be updated to reflect youth interests.

They believed people needed to honour Italian cultural heritage by visiting the Campus. They said the gym was important to the Local Community and believed it generated revenue. They said ancient Italian Culture valued a healthy mind, body and spirit.

It was important to maintain and enhance the campus' green space. They said revenue generating programs would remain highly valued, such as the childcare and camp programs.

Culture

They envisioned a continuation of Italian Cultural programs for participants of all ages, whether they were of Italian ancestry or wanted to make Italian Culture a part of their life. They said the creche, or nativity scene, along with Cultural Tuesdays and Boccaccios' themed meals were valuable cultural offerings to continue. They said Italian Culture in music, dance, language classes, art classes and cooking classes and sports was important.

Intergenerational cultural programs were considered to be the foundation for Villa Charities and they believed influence from younger generations would ensure a natural cultural evolution. Participants believed that outreach programs to seniors living off campus would breach visitation impediments.

Leadership spirit

Participants believed the leadership spirit of Villa Charities would carry forward Italian values for present and future Italian-Canadian children as well as to grow an appreciation of Italianism by welcoming a larger community of non-Italians who wanted to make Italian-Canadian Culture part of their life. They said financial sustainability was important to obtain from revenue driven activities and a broader fundraising base.

Past Experiences

Participants said past experience demonstrated it was important to have a shared vision and that future planning worked best when the larger community was engaged through verbal, written and face-to-face interactions which recognized and valued diverse opinions.

They said Villa Charities had not effectively discussed Campus redevelopment with various Communities (Founders, Italian and Local) by asking about their interests or guiding the Community to understand the need for redevelopment. They said Campus redevelopment had been approached as if Villa Charities were private developers rather than a Community organization.

Participants said the Board took governance matters too lightly and needed to be transparent about Board nominations as well as unified when dealing with the public.

Participants believed that insufficient attention had been given to the discussion of culture and how it was embedded in Villa Charities. They asked if culture manifested as a vibrant and active piazza or a museum, or both and how Italian-Canadian ideals would be promoted.

They said seniors' care was successful and should be leveraged. They said Campus facilities were boring, tired and outdated and did not engage youth.

Engagement & Networking

Participants said that Villa Charities' purpose was to serve the Community, however they had lost Community support and they believed Villa Charities needed to re-establish Community relations. They said the community needed to know they had a voice and suggested conversing about upcoming programs through Town Halls – actual and virtual - to engage youth and people from different geographic locations.

They thought past Board members were good advocates to re-engage the Community and suggested Villa Charities consider affiliations with Italian clubs who shared the same vision, some of whom they believed could rent Villa Charities' space.

They said Villa Charities could resolve the loss of Community support by sharing more information, such as had occurred with the vision handouts. They said they were unclear about cultural expectations and who needed to be engaged. They believed families could be engaged through their parents and/or grandparents who were residents on the Campus.

They believed Villa Charities could feature Italian Culture in larger events hosted by other organizations in Toronto.

Redevelopment & Renovations

Participants envisioned the Campus as a centre of excellence for performance, with state-of-the-art technology and considered it to be **the** Italian Cultural destination place. They believed *“if you build it, they will come”*.

They said attempting to fix or retrofit the buildings was not a practical solution because the buildings lacked proper air circulation and had awkward space. They said redevelopment and renovation planning could not be discussed in isolation without considering funding and financing. They believed the discussion should consider the benefits of redevelopment at the existing location versus another location, as an initial planning step. They said the Community had not supported a redevelopment plan. However, they thought the prospect of selling land to finance redevelopment, while controversial, may be a possibility.

Participants questioned whether Long-Term Care needs would be better served with renovations or through redevelopment given limits to government financing, management requirements and fulfilling the waitlist. They thought luxury condo construction would attract retiring Italian-Canadians who envisioned a continuum of care into their elder years, while the sale of condos could finance redevelopment of the Campus.

Participants said traditions of hosting Prime Ministers at the Columbus Centre had given the Centre iconic status. They asked if the Community was attached to the activities or to certain physical aspects such as the Rotunda, foyer and public space. They referenced Yorkdale Mall having created a corridor to exhibit photographs in honour of the Mall's history. They said the

Air Canada Centre recognized the Postal Delivery Building by retaining the original exterior walls which depicted the history of communication and transportation in Canada. They believed redevelopment may be restricted due to Villa Charities' address being listed on the City of Toronto's Heritage Register.

Participants envisioned Campus programs and services generating income, similar to the St. Lawrence Market, but specializing in Italian goods, such as having gelato and food stands.

They said the idea of a fully integrated Campus required definition as too much diversification was unrealistic. The greenspace was valued. They believed building design should make good use of vertical space by having a podium at the base.

Campus Master Plan

Participants said the Campus Master Plan would address Italian-Canadian cultural heritage in its physical design and in all services offered. It would feature open space with trees and places to gather for festivals and barbecues. They said it would be a gem inside the City of Toronto.

They said the Centre would feel as if residents and visitors were at home, living in Italy. It would showcase beautiful Italian architecture to attract out of town visitors. Programs and services would focus on Italian family values to attract intergenerational participants. Children would learn about Italian Culture.

Participants said the Campus buildings would respect age and physical ability by being easily accessible to everyone. They said residence design and services would encourage aging in place by offering independent to assisted living as well as complex continuing care in home, Long-Term Care and hospice services.

They said the Centre needed a comprehensive master plan which defined Campus life experience. They said it was important to define the process which would achieve the result, such as defining the physical location, services, priorities and financial restrictions. They asked if the Lawrence and Dufferin area was the right geographic location, or if the land should be sold and the Centre moved closer to Vaughan.

In addition to cultural features, participants believed the building design could incorporate retail space to generate income.

They said the Athletic Centre was central to engaging the Community and its continuation, not only attracted people under the age of 40, but encouraged senior fitness which led to a better quality of life.

Governance

Participants said Board structure was complicated and needed to be well defined. They said governance should take precedence over Board member personalities and disparaging remarks made between and amongst members of affiliate and Villa Charities Inc. Boards.

They believed the definition of membership needed to be expanded. They explained that a closed membership model had been used to protect assets from unwanted influence, but that it had prevented the Community from exercising its voice. They said protection remained an interest, but the Board needed a better way to communicate with the Community and with affiliate Boards.

They questioned whether there should be one Board with committees or better governance within and between Boards. They said the focus should be on commonly owned assets and the Board should focus on the collective good for the Community.

They said a dearth of communication had caused a lack of Community understanding in the Board nomination process. They questioned whether the Community was misinformed about the former redevelopment proposal and the involvement with the Toronto Catholic District School Board, as well as whether the Community remained agitated.

They recommended having a Board advisory council of key stakeholders from the Community including politicians to increase dialogue with the Community. They said dedicated volunteers were available as there were people who really cared and that advisors could be non-Italian as there were many people in the larger non-Italian Community with interest in Italian arts and culture. They also recommended Board members increase their event attendance to be more aware of Community interests.

Culture & Other Services

Participants said culture had an intergenerational life cycle and learning catered to different ages. They believed people aged 16 – 30 were under served and more programming in contemporary music, literature and media would attract the underserved demographic. Participants believed more Italian Cultural programming could be integrated into senior care. By example, they said a program in embroidery could become an exhibition in traditional Italian embroidery styles.

They believed Italian Cultural content could be integrated into daycare and Meals-on-Wheels. They envisioned attracting Italian and non-Italians to the Centre by offering more Italian Cultural events featuring food, wine, dance, music and fine art experiences – and having a performing arts venue. They said promoting Italian language lessons and having bilingual signage would increase the cultural experience. They believed culture could also come through relationships with other Italian Communities and by partnering with Italian cultural icons whose personalities were the embodiment of Italian Culture.

They said cultural programs could consider Italian regional diversity spanning from Africa to Switzerland as well as featuring different aspects of Italian Culture in food, drink, theatre, opera, architecture, history and fashion - such as Milan Fashion Week. They said sources could come from higher education centers in Italy and from new Italians to Canada. They said that selling culture was a difficult revenue generator and required high program service standards to attract people.

Participants said there was a risk of diminishing social services if culture became the preeminent focus in delivering services. They said the Centre also needed to be mindful of competing food and health and wellness services in the geographic area.

Finances

Participants said accountability to those who Villa Charities served was best met through ongoing assessment of the relevancy and financial stability of physical assets and services. They said more attention must be given to grassroots fundraising to achieve ongoing financial sustainability. They said the Italian Community, by reputation, did not come together for fundraising regardless of the reason and that sponsors were feeling donor fatigue because of repeat funding requests.

Participants believed diversifying funding sources beyond the original five family donors would require broadening the donor base and finding alternative financing. They thought buildings could be mortgaged and that public and private partnerships with best in class shared services – such as in the medical and educational area, would attract more campus visitors and therein generate revenue.

They believed increased revenue could come from better utilization of facilities and thought Villa Charities should debate whether or not to continue services that did not generate income.

They thought servicing costs could be reduced by using third party service providers.

Participants believed Villa Charities would require a compelling fundraising campaign to incent people to donate. They said leadership should consider Villa Charities' cultural and social responsibilities when planning for renovations and redevelopment and not let financing alone govern decisions.

They said discussing financing was challenging because many residents as well as visitors, believed the government paid for everything.

They said the restaurant was losing money and there were limited revenue resources.

II. Staff Visioning Session

Non-negotiables

Participants said Long -Term Care services would remain in the future as they comprised 65% of Villa Charities' services. They believed seniors should have affordable housing that allowed them to transition from retirement to senior care. They questioned the financial sustainability of providing care and questioned who was responsible for the cost.

They said Villa Charities needed to include Community ideas and feedback to prevent Community upset. They said engaging youth to plan for their future was also important.

They said providing Italian Cultural choices through services and programming such as visual arts programs, dance and art was valued, along with promoting ever far reaching catering and food services which were a big part of Italian Culture.

Participants said that promoting wellness would result in feeling better and living longer. They said it was also important to have a positive workplace environment in order to attract and retain staff who were one of Villa Charities' most important assets.

They said childcare services were also important.

Past Experiences

Participants said they had learned from past experiences that it was important to capture older values and remember the original Campus purpose in order to keep the culture intact. They said the Campus was a gem and needed to be protected. They said the Local Community had fewer Italian-Canadians and therefore more promotion of Villa Charities' services was necessary to attract attention of new non-Italian residents.

Participants said major donors attended Villa Charities events in the early years. They were concerned that Villa Charities may not be able to sustain services without contributions from major donors. They suggested broadening fundraising to include non-Italian donors.

They said they did not know how donations were allocated and believed some donations should have been assigned to financial struggling areas such as Villa Colombo. They asked why one building's lobby was finished in marble while others were not.

They said members were in turmoil without knowing what was taking place at the Campus. They believed they would be happier if they had more information.

Participants believed seniors attending the day program required more attention to avoid depression and other mental health issues. They said these special needs created staff frustrations and resulting divisions in staff relations. They believed conversations were necessary with people working the day program to resolve divisions between staff.

They said seniors waiting for accommodation required continuous updates as the wait list was long.

Engagement & Networking

Participants said engagement came from having a better understanding of Villa Charities' lines of business, priorities and better relationships between leadership and staffing levels.

They envisioned strengthening and building relationships with other organizations such as the successful partnership with the Italian Cultural Centre.

They said Community engagement could be assessed by creating a Community profile which would lead to the development of a Community advisory committee. They said this would enable a shared vision.

Participants believed the Board could work toward having shared values across affiliate Boards.

They believed change management experts could facilitate staff engagement and networking by having staff discussions within and across departments to better understand the needs of the Community. They said by example, those working with the Columbus Centre would then know what was happening at Villa Colombo and vice versa. They described the approach being similar to having mixed engagement visioning sessions and said in this way they would communicate better with the Community.

Redevelopment & Renovations

Participants said renovations required high quality materials to avoid making constant quick fixes.

They said space design should include needs and interests of everyone living on and visiting the Campus as well as meeting Ministry of Health and Long-Term Care requirements.

Participants said the most important aspect of redevelopment & renovations was to consult with the Community to learn about their interests and need for space, services and Campus use. They envisioned Villa Charities rebuilding Community relations by sharing information about the design plan, timelines for redevelopment & renovations as well as a plan to relocate affected residents.

They said Villa Colombo required new beds to meet new regulations and believed a new facility was required as small fixes would not satisfy government requirements.

Participants envisioned a new athletic facility. They said it was not possible to remain competitive with neighbouring facilities by doing quick fixes or renovating.

They visualized more versatile indoor space to feature the kitchen studio, run the summer camp and repurpose space for small or large gatherings. They believed movable walls created

versatile space to accommodate small or large classes and thereby expanded programming possibilities. In some cases, they believed dedicated rooms would be more beneficial.

They said food services required larger and higher functioning space for preparation and serving. They envisioned space which was accessible by everyone.

Campus Master Plan

Participants envisioned the Campus Master Plan creating a destination place that encouraged people to make Italian Culture a part of their lifestyle.

They saw a piazza as a central point to showcase Italian Culture in a modern setting. They believed it was important for inside services to be visible to the public looking from the outside, especially the younger generation. They said at present there were no signs to indicate a Campus existed or what the buildings represented to those walking or driving by the Campus.

They believed residents needed to feel a sense of integration and that it could be achieved by unifying cultural programs between senior residents and non-residents which would expand communication. They envisioned the café in a highly visible location with easy access to residents and the public.

They envisioned assisted living homes coming together in one building to facilitate accessibility between residents and between their building and Columbus Centre services.

Governance

Participants envisioned well defined Board roles to support leadership vision and prevent micromanagement of operating departments. They said knowing who was responsible for fundraising, for advocacy, political lobbying and oversight would facilitate better operations.

They said having fixed Board terms would create space for new Board members. They believed new Board members would bring fresh perspectives, reflect current trends and contribute to creating a positive work environment.

They said there was a perception the Villa Charities Board did not work cohesively with affiliated Boards. They described the Villa Charities Board as a parent who delayed decision making to its affiliate Board children. They said it was important to use expertise from all affiliate Boards.

Participants believed Board members required more education to better understand their responsibilities and liability. Some participants believed Board members had little knowledge of programming because they did not participate, while others said they did participate in programs such as Cultural Tuesdays and it was more a matter of some parts of the organization not feeling supported by the Board.

They believed fundraising activities required more Board governance as well as more requests of government.

Participants believed Villa Charities was responsible for creating a positive work environment for staff to deliver services as well as to successfully integrate new staff. They questioned whether the topic of staffing was part of the governance priority and felt that if it were not, there was a gap in the Board's six priorities as the organization was service based which required staff to deliver services. They asked for the Board to show more appreciation of their efforts and questioned whether Staffing should be a seventh priority.

Participants said the visioning session documents were biased without mentioning volunteers and believed more consideration to volunteer recruitment and management was necessary as they too assisted in service delivery.

Culture & Other Services

Participants envisioned vigorous advertising of cultural and recreational programs throughout the campus to increase participation. They said posting information about services would ensure everyone had easy access to information.

They said protecting Villa Charities' long-term status as the home for keeping and sharing Italian Cultural heritage was important. They said the Campus could not encompass everything people wanted.

Staff said they needed more leadership direction to help them transition into new roles and responsibilities. They said, leadership should not assume that work would be accomplished by simply giving someone a title and instead, leadership should take the time to explain what was expected of them in their new role.

Participants said vision session documents mainly reflected the Columbus Centre and not Villa Colombo or other programs. They valued Villa Colombo's culture of small dining rooms and wanted to ensure the culture did evolve to become large institutional spaces. They said discussions needed to continue to ensure everyone shared the same vision.

Participants envisioned using a culture of accessibility to ensure all Villa Charities' services reached the aging population and those with developmental disabilities at younger ages. They said programs and space needed to be changed and upgraded to accommodate their needs.

Participants viewed improvements to seniors' day programs at the Columbus Centre. They said the pool required upgrades as it was not accessible to people with disabilities. They believed by combining café services with music, more needs could be met in one location. They saw expanding coffee cart services to all Campus areas. They believed greater access to and use of technology would improve residents' use of programs and services.

Cultural programming was also envisioned for staff, volunteers and students. Participants regarded partnerships with Italian speaking communities outside of the Campus as being mutually beneficial to preserving and expanding Italian Culture. By example, they envisioned high school student volunteers assisting in the delivery of adult day care programs and local Italian vendors supplying fresh bread, wine and espresso to adult day care participants. They said all Communities could participate in fund raising.

Finance

The envisioned Villa Charities as a financially sustainable and thriving organization intent on innovation to make all programs relevant, affordable and competitive. Participants viewed financial transparency as valuable to the Community. They said more financial details and plans should be shared.

They asked how Villa Charities could attract new donors while retaining older donors.

They wondered if the Ministry of Health and Long-Term Care would increase its financial support.

They were concerned that seniors' accommodation would not be affordable and wondered if there were alternative ways of providing affordable housing.

Participants suggested developing a matrix to help prioritize financial expenditures.

III. Community Visioning Sessions

Non-negotiables

Participants valued the existing green space and believed it should be increased in size. They envisioned its use for more quiet space and social activities.

They said it was important for Villa Charities to repair eroded relationships by working collaboratively with different Communities.

They said no one should forget why Villa Charities existed and who it was built for. They said it was a heritage site but were unclear as to what space and features were included in the heritage designation. They thought it included the Columbus Centre, Villa Colombo, and the Joseph Carrier Art Gallery, or another description they called the Italian footprint.

They said the ensemble of services offered within the fitness centre, such as the pool and racquet courts were valued and should remain. They envisioned updated facilities for the athletic center, library, art gallery and art centre. They said having space which could change in size to accommodate users would be valuable.

Participants said there should be more senior residences as well as additional apartment buildings for senior living. They said if buildings were to be demolished, Villa Charities would need to relocate residents.

Past Experiences

Participants said they no longer trusted Villa Charities and residents were too frightened to express their concerns. They said they could not work with management and did not know how the Board operated. They said the Villa Charities Board had acted as dictators. They asked for an open annual general meeting where financial results would be shared and to hear of the past year's success and failures.

They asked that Villa Charities' management listen to their concerns and treat them as a customer and not in a manner that felt like contempt. Participants believed management needed to erase what had been done to the Community as people felt fearful and guarded and did not want to speak up. They wanted clear terms regarding who could be admitted to Long-Term Care.

They asked for transparency and honesty in communication and to be consulted before decisions were made. They wanted to be kept informed of plans for changing services and/or physical space.

Participants said Villa Charities needed to do a better job with facilities maintenance. They said the pool; air conditioning and water had been shut down to carry out maintenance.

They said a health club member had been told they defied Villa Charities' Code of Conduct and as a result their membership was suspended. They wanted to know how the Code of Conduct was developed and how a suspension was defined.

Some participants questioned whether the visioning session was a smoke screen for management to avoid discussing redevelopment plans with the Community. Some participants asked others to consider the session as a first step toward working together.

Engagement & Networking

They believed the Villa Charities Board had created a culture of fear by engaging in bullying behaviour and as a result the Board had alienated the Community. They said there was a lack of trust and they wanted to see a democratically elected Board which truly reflected the interests of the Community – including representation from the athletic centre.

Participants asked that the Board meet with the Community to answer questions and have their identities be known. They felt the vision session meetings were a smoke screen to serve the plans of the Board and not the community.

Participants believed an advisory Board comprised of members from the Community would ensure transparency and more cooperation between the Community and Villa Charities Board of Directors.

Participants envisioned age appropriate programs for dance and movies and with a particular focus to attract more youth to the campus. They said Villa Charities had offered more programs in the past.

Redevelopment & Renovations

Participants saw the Columbus Centre being preserved and modernized, however there was a difference of opinion as to whether that would be achieved through renovations or redevelopment. They believed part of the Campus needed renovation and the other part redevelopment. They said it was important to keep the Founders' vision to have a Centre focused on preserving and celebrating Italian Cultural heritage.

Participants said plans for renovating or redeveloping needed to take into consideration use by future generations. They asked that youth be consulted as they would be future users. Participants said innovative ideas could also come from studying what had been done by other communities in the Toronto area as well as to study senior care models used in Japan and China.

They envisioned the plan including a large indoor theatre suitable for plays, movies and presentations, a 25 metre pool suitable for competitions, green space incorporated throughout and an expanded library and museum.

Participants asked for benches to be returned to Caboto Terrace which they believed were removed around the time of the renovation. They said there was insufficient building security by having one superintendent for three independent living residences as homeless people had been found sleeping in the entranceway.

They said it was not about monetizing Villa Charities assets, but to plan what the Community wanted and needed.

Campus Master Plan

Participants envisioned enhancing green space by adding splash pads and playgrounds and by removing roads that cut through open space.

They said language could be used in a different way to talk about the Campus; that instead of using a business language which they believed caused disengagement, the language could focus on building Community relations by being respectful of residents and users.

Participants said meeting Ministry of Health and Long-Term Care requirements for Villa Colombo were a priority.

They envisioned improvements to the café and restaurant décor, menus and hours of operation, as well as improvements to the daycare.

They envisioned modernizing facilities to attract a younger demographic and to increase revenue streams. They believed athletic centre improvements in space and classes would attract more clients. They saw creation of retail space for walk-in clinics.

They said it was important to enhance the unique cultural environment which included the Columbus Centre entryway, Rotunda and expansion of the library. They valued the Italian Fallen Workers Memorial. Participants envisioned more cultural spaces, such as a theatre.

Governance

Participants envisioned a more open Board with an open annual general meeting, where community stakeholders were permitted to hear results of Villa Charities' Annual Report, vote on incoming Directors or proposed slate of Directors and participate in the question and answer period. They envisioned more communication from the Board outside of the Annual General meeting.

They said they did not know how to become a member of the Villa Charities Board or of an affiliate Board. During the second Local Community meeting, a participant announced Villa Charities' recent invitation for applications from those who were interested in becoming a Director of the Board.

They said Board of Directors should have Board governance experience, include representatives from the Columbus Centre, the athletic club and be equal in male and female numbers. They said a graphic description of the organization would help the Community understand the governance structure and the relationship between the Villa Charities Foundation and Villa Charities Inc. They also wanted to know Board by-laws.

They asked how the Board, could better govern itself to act in a democratic manner and be held accountable to the Community. They suggested Board of Directors have fixed terms and be required to resign or have their posts terminated if they did not satisfactorily perform their responsibilities.

They believed Board members should have attended the Community visioning sessions.

Culture & Other Services

Participants envisioned the 'heart and soul' of the Columbus Centre continuing in the future. The said Italian Cultural heritage was expressed in many different ways and needed to be

maintained. They saw all current programming and events continuing with updates such as Italian movies, music, dance, drama, cooking, art shows, swimming, yoga, tennis and exercise. Enhanced cultural programs for seniors were also envisioned.

Participants said Italian language programs were important to sustain the Italian Culture and especially Italian language classes for youth. They said language classes should be aggressively promoted and hosted in the main building.

Green space was highly valued and participants envisioned more green space for traditional cultural uses such as growing tomatoes and grapes.

They envisioned the Joseph D. Carrier Art Gallery showcasing Local, Provincial and out of province artists on a monthly basis. They said a designated Director of Curation was necessary to mount the 4 -6 week shows. They believed the Alberto di Giovanni Italian library should be invigorated.

Participants envisioned campus buildings visually idealizing the culture and diversity of the Community through use of statuary, exhibits, showcasing and flags.

They believed renovations and improvements would optimize use of the athletic, aquatic and wellness programs. They valued the women and men's health clubs.

Participants wanted the Italian Fallen Workers Memorial and annual remembrance to remain, along with the Tennis and Bocce Courts and the restaurant and café.

Finance

Participants said financing was not well understood and asked for greater transparency of expenses and revenues by providing more details in financial reports. They wanted to see Board of Director and CEO salaries and benefits to consider how the rates compared to their roles and responsibilities.

Participants wanted regular financial reporting beyond the annual general report with financial details about Long-Term Care, Ministry of Health and Long-Term Care funding, seniors' apartments, the Columbus Centre and the Villa Charities Foundation.

They wanted to know the source and amount of revenue from fundraising, government funding and member/resident income. They said they were unaware of fundraisers and wanted to be involved in fund-raising plans.

Participants believed financial reports of annual net revenues were misrepresented. They cited (no source provided) net revenues for 2015: 1.2M; 2016: 330G; and 2017: 360G.

They believed annual building mechanical studies would provide maintenance and repair information to adequately budget for heating system, roof and air conditioning repairs.

They believed regular financial reporting on the athletic centre would ensure it remained open and believed members had left resulting in a loss of income due to the current state of the gym.

Participants envisioned increasing revenue from greater promotion of banquet services.

IV. Arts & Culture Community Visioning Session

Non-negotiables

They believed Villa Charities was not considered to be a destination place for Italian Culture, arts and food. They said the commotion over the past year had negatively affected the Community and thus people needed encouragement to visit the Campus.

Participants said changes were necessary to preserve Italian Cultural heritage and that people would come together to learn and experience Italian Culture if a Centre of Italian Culture was created.

They said while the neighbourhood had fewer Italians living nearby, the mission of Villa Charities should remain to present Italian values and culture. They believed partnering with Italian Communities outside the Campus would be mutually beneficial.

They said there was no other gallery like the Columbus Centre and believed the layout was an asset. They said curating was difficult and no one was currently responsible for curation, unlike 15 years ago when Villa Charities had a Curator.

They said the Library had a unique selection of Italian history and literature books. Participants believed the library should be accessible to everyone and needed to be promoted more by hiring a fulltime Librarian.

Participants believed promotion of the Campus' food catering would generate attention to the campus as food was a big part of Italian Culture.

They said it was important to consult youth for future viability of the campus.

Past Experiences

Participants living a distance from the Campus said they were negligent in not visiting the Campus and as a result no longer felt a belongingness to the Campus. They said they recently brought family to view their personal art exhibit only to discover the gallery was inaccessible due to a private party. They wished the website had listed restricted hours.

Participants discussed the challenges of outreach and questioned if the Center could attract the greater Italian Community through food events, similar to what had brought people together in the past.

They said music groups such as Coro San Marco Musica Sacra, Cassica e Popolare, a choir that ran productions like the Marylake Concert Series: Remembering the Great War could not perform at the Campus because there was no venue sufficient in size to house the production. They believed Villa Charities had been more supportive of culture in the past by not charging rental fees to artists. They said the policy change may have discouraged those in Arts & Culture from using the space.

They believed Arts & Cultural events could be communicated in better ways to the public than on small screens in the fitness center and around the building. They suggested promotion in the new Italian magazine, more on-line use of social media and having CHIN promote events.

They said communication between the community and Villa Charities needed significant improvement.

Engagement & Networking

Participants envisioned the Villa Charities Board forming a partnership with Centro Scuola in recognition of their work with young people.

They said cultural engagement began in early childhood and like a Ferris wheel, youth could continuously be added to learn about Italian Culture as they aged into adulthood. A participant said she had orchestrated an Italian Cultural event for a school where families were invited to enjoy a film, presentation and fashion show. She said a young woman had been embarrassed to talk about her Italian heritage, but as a result of the event, she became proud of her heritage.

They said the Campus needed a theme to engage people. They suggested using something like a Michelangelo evening arts lecture, (which was currently taking place at the time of their visioning session) and having related events such as an art exhibit occur during the same evening.

They believed more art gallery exhibits would attract visitors.

Participants said more people would become aware of Campus events if relationships were forged with Italian Clubs at University of Toronto, OCAD, other universities and colleges, as well as with Community-based Italian clubs. They said these new relationships would replace those with the original Italian clubs tied to ancestral villages as their members were shrinking in size due to member old age and death.

The believed the campus could attract thousands of visitors because of its proximity and growing population density from occupation of new condominiums. They said the Campus location was easily accessible by walking distance from the subway or by car and that is was in a good neighborhood, close to other attractions such as the Barbara Frum Library, and Yorkdale.

Redevelopment & Renovations

Participants believed if the campus were to be redeveloped it should include more facilities to protect Italian cultural heritage for the next generation. They said planning ideas could come from examining Italian Communities in Boston and Lygon Street in Melbourne, Australia.

They envisioned vertical development as part of redevelopment plans because of land value. They suggested placing the parking lot below ground for better land utilization. They questioned where finances would originate to pay for redevelopment.

Their envisioned campus redevelopment would include more Long-Term Care facilities, the Rotunda, a piazza with gardens and Bocce Lanes, underground passageways to connect buildings, a modernized fitness centre and a 1,000-person theatre. The said the tennis courts were no longer needed as they were not used.

Campus Master Plan

Participants considered the fitness centre as a primary attraction to the Campus and believed gym members could be attracted to partake in other Campus activities. They said that a focus on fitness of the body at the gym, could extend to fitness of the mind by participating in Italian classes and cultural events held at the Campus.

They believed fitness centre members could be inspired to linger following their workouts by intertwining other services, beyond them having a cafeteria espresso. They said larger screens promoting events and connecting with Italian television would bring the Campus to their attention. They believed seniors and their visiting families, would also be more inclined to use the Campus if activities were promoted more in their residence areas.

Participants said the fitness centre needed updated equipment and strong leadership to successfully compete with neighbouring centres such as 'Fit for Less', who offered less expensive prices, but for fewer services.

The said a theatre was important to host large musical and theatrical productions and believed it could be a revenue generator. They said the Joseph D. Carrier Art Gallery required a Curator and the library, a Librarian.

They said Centro Scuola was important for introducing children to Italian language and culture through lessons and trips to Italy. They said their relationship with Villa Charities needed to be nourished by inviting more of their participation in Campus decisions.

Governance

Participants envisioned Board member terms limited to 4 to 6 years in order to create openings for younger and more diverse representation. They believed Founding member children may be interested in joining the Board. They believed Board representation from Centro Scuola would bring the youth perspective from young instructors teaching young students.

They said motivating people to join Villa Charities began with appealing to their pride in being Italian and to emphasize the positive experience of family participation. They said relationships with youth could be developed early if they joined families in Campus activities.

They believed interest in governance needed to be nurtured and suggested internships and partnerships with OCAD students to curate the gallery as a means to introducing them to Villa Charities' Campus.

They thought a senate, similar to Canada's Senate, would give Board members, who had served their term, a place to continue their participation.

Culture & Other Services

Participants said the passion for culture came from Board leadership as well as from the people. They said times had changed and Villa Charities Campus services needed to be promoted to both Italians and non-Italians. They thought non-Italians were intrigued with Italian Culture and the local Filipino population, who like Italians, valued family and attended church, would be interested in attending Italian Cultural events at the Campus.

They believed engaging children and grandchildren early in cultural activities would result in their long-term support and participation. They thought Villa Charities could benefit from learning more about how Montreal preserved their Italian Community as well as working more closely with Centro Scuola on cultural matters.

They envisioned a 1,000-seat theatre for concerts, cinema, plays, dance productions, speakers, and lectures. They said a theatre of that size could host www.Corosanmarco.com performances and attract many Italian Communities.

Participants said the Rotunda was the essence of Italian Canadian heritage and believed it generated income from receptions, weddings, first communions and baptisms. They said the space was too beautiful to give up. They said previous redevelopment plans showed a smaller space which led people to believe the Rotunda would be eliminated and thus caused a lot of upset.

Participants believed a professional Curator would mount shows that reflected the diversity of Italian art which appreciated by Italians and non-Italians. They believed the Joseph D. Carrier Art Gallery hours needed to be clearly communicated so visitors would not interfere with event usage of the same space.

They questioned how the gym related to Italian Culture.

Finance

Participants envisioned the Federal, Provincial and Municipal governments, along with the Italian government committing to redevelopment financing after being shown a brilliant redevelopment plan. They believed the brilliant plan would also attract the original corporate Italian family donors to again donate to the campus.

They said another form of fundraising could come from Community outreach using new methods that replaced telethons and galas used in the past.

They questioned if costs could be reduced by preserving existing buildings and/or building more senior residences as they generated 60% of Villa Charities' revenue.

They asked if financing could come from building condos and signing a 99-year lease as they believed the Campus location was in an attractive part of the City of Toronto and the land had similar high-density zoning as that of nearby land. Some thought the Community would be against development.

V. Italian Community Visioning Sessions

Non-negotiables

Participants felt preserving Italian Cultural heritage was most important for the future of Villa Charities. They viewed the Columbus Centre as the Italian Cultural Centre and voice of the Italian Community. They said every program should have someone appointed as an Italian Culture associate to guard and promote Italian Culture.

They thought Villa Charities could promote sharing and enjoyment of Italian Canadian Culture with other Italian associations and thereby discourage competitive practices between associations.

They said the Italian Community was actively involved in the original construction of Villa Charities and wanted to remain involved with renovation and redevelopment plans. They said people were unhappy and now skeptical of whether their voices would be heard because they weren't involved in the recent process.

Participants believed the Italian Community's thoughts and ideas would be valuable to the Villa Charities' vision. They said securing a good cross representation of ideas required hearing from Italians throughout the Greater Toronto Area and they suggested meetings be held in Vaughan City where a large number of Italians resided as well as meeting with Italian Associations and Federations in outlying areas such as in Mississauga.

People said seniors should be encouraged to take part in Campus events as a continuation of their heritage. They said events should be held in an easily accessible central area.

In reading the vision documents, participants remarked that with the Italian population decline in the neighbourhood, Villa Charities should consider the diverse population needs of providing Long-Term Care ten years from. They suggested a mosaic of cultures may be shared and not just Italian Culture.

They believed more Italian Culture loving people would visit the Campus if there were more events. They asked if there was sufficient funding to support and grow events without having to rely on donations.

They said while the second generation of Italian-Canadians remained connected to Italy, the third generation was less connected and less interested in their Italian Cultural heritage. They believed the Italian brand needed to reach through to the third and fourth generation. They said parents needed to teach their children about Italian Culture by travelling with them to Italy. They believed Villa Charities could be part of youth education by offering and promoting more activities for youth, especially Italian language classes and trips to Italy.

Past Experiences

Participants recalled a student exchange program between Italy and Canada which helped parents and grandparents educate children and grandchildren about Italian Cultural heritage. They said families used to travel more often to Italy as well as attend more cultural heritage events in the Rotunda. They said bonds could be fostered between grandparents and grandchildren if they attended the ICFF – Italian Contemporary Film Festival together.

They said Villa Charities needed to indoctrinate youth earlier and employ similar strategies to what was used by McDonald's restaurants who promoted children's toys as a form of early indoctrination to their restaurants.

Participants believed Villa Charities' leadership had not involved the Community in its plans for Campus changes which had created a setback in Community relations. They believed the Community had different expectations for the future of Villa Charities than what had been revealed by Villa Charities in the redevelopment plan. They believed promotion and advertising through multiple media channels was necessary to reconnect with the Community and let them know how to get involved.

Participants said involving Italian Communities in Mississauga and Vaughan in the visioning process would be valuable - or to at least gather ideas from their representatives to ensure their interests were reflected in the future of Villa Charities.

Participants asked questions about how Italian Cultural heritage could be promoted within Long-Term Care if the Ministry of Health and Long-Term Care funding required Villa Charities to accept people of all cultural backgrounds. They discussed how Baycrest had to meet similar requirements but continued to focus on Jewish culture and religion.

They asked if the centre of Italian Culture needed to be located at the Lawrence and Dufferin Campus or if it would be wiser to relocate to Woodbridge where more space might be available. They also asked if there should be an additional Italian Culture hub or Columbus Centre branch to the Lawrence and Dufferin Campus. They said culture should not be limited to the Italian-Canadian Community and Villa Charities should look beyond to reflect culture from other communities.

Engagement & Networking

Participants recommended all Italian associations and organizations be invited to attend semi-annual and annual events at the Campus, and in particular that their leaders and representatives receive invitations.

They believed vision session results should be shared with communities and that invitations be made using all forms of media.

Cultural Engagement Examples

They said there were many examples of cultural engagement events including:

The Bloor West Village Festival which included all Ukrainian associations, clubs and other traditional groups with people who dressed in native clothing, played traditional music and educated the public on what it meant to be Ukrainian. They said people were encouraged to join clubs and that representatives from the Royal Ontario Museum were there as well.

The Italian-College Street Festival held on St. Clair which celebrated Italian cuisine and offered rides to children. They said while there were no native costumes, music or bands, it was a great venue to promote Villa Charities and questioned why they were not involved.

Vaughan International Film Festival for Youth offered monthly films.

Participants suggested Villa Charities offer monthly films to seniors. They believed seniors needed more engagement and suggested computer literacy classes be available for seniors to

learn how to communicate online with their children and grandchildren or with each other and the larger community. They referred to the Cyber Seniors program where students taught seniors how to use the computer.

Schools

Participants envisioned more collaboration with School Boards to develop elementary school visits to the Villa Charities Campus. They believed similar programs could be developed for high school and university students.

Leadership

Participants said the Italian Community had evolved and it was important for leadership to be continuously engaged to keep abreast of changes and to build trust. They said the Community believed the land was for them and not for profit and feared a loss of control if the land was used for condominiums and profit. In addition, they said the Community had feared a loss of control had the Dante Alighieri Academy shared Campus space. They said without continuous communication, Community perceptions were shaped with their own information, which created mistrust.

They asked who was the face of Villa Charities and how would they bridge the relationship distance between the Community and the Toronto Catholic District School Board.

Redevelopment & Renovations

People felt strongly about redevelopment plans restricting building height to 5-6 storeys in order to create a stronger sense of Community. They envisioned buildings surrounding a central space where people would come together. They believed people would feel freer to talk with one another in a common area and therefore become more connected.

They thought Italian clubs around the greater Toronto area could meet at the Villa Charities Campus, at least for their annual general meetings which would create awareness of the Campus features and services. They wondered if the Italian Consulate (downtown) would offer services at the Campus which would be easier than going downtown, especially for those living in Vaughan.

Participants said the Campus should be called the Italian Centre as the name Villa Charities did not appropriately describe the Campus.

Participants said the Campus needed to reconfigure smaller spaces into larger spaces in order to make space for a theatre and a large pool. They envisioned a planner/architect who would design using knowledge of Italian philosophy and culture.

They saw more space devoted to Italian culinary arts which would accommodate people eating together during the Day of Italian Language.

They said green space was beautiful and envisioned tented areas to protect against sun, rain and colder weather. They also saw designated green space for seniors to have a sense of purpose in growing flowers and tomatoes.

They believed space planning and building design may be restricted by government controls (planning by-laws).

They asked why Villa Charities in Vaughan was not part of the Campus project and suggested that Vaughan be considered a hub of the Campus.

Campus Master Plan

Participants envisioned more Long-Term Care beds to meet the needs of the aging population as they recognized the shortage of beds and believed shortages would worsen in the future.

They believed seniors should have easy access to programs valuing Italian traditions as well as menus reflecting their regional Italian cuisine.

They envisioned campus facilities, such as the pool and gym being attractive to people of all cultures and not just Italian.

Governance

Participants said they had questions about governance as the description provided in the vision educational package had insufficient information to answer their questions. They said people did not understand the Villa Charities brand and structure, especially elderly people who were familiar with the Italian Canadian Benevolent Corporation and did not understand the change to Villa Charities Inc. They said the elderly believed Villa Charities had expropriated the land and operations from ICBC.

Board Mandates and Structure

They wanted to know who was responsible for culture; was it the Villa Charities Inc. Board or was it at the level of each affiliate Board? They questioned how culture was promoted and if the Board structure impeded continuity and accountability for culture.

Participants said Board mandates were unclear. They asked, if the goal was to increase consultation, how would Villa Charities reach out responsibly on an ongoing basis and how would there be a continuous Community presence. They asked if the new Executive Director of Cultural Programming was communicating with Communities.

Participants asked if it were better to have affiliate Boards operate as committees of Villa Charities Inc., or was it better to remain as separate Boards in order to attract and retain committed Directors.

They believed the younger Italian generation was having difficulty being recognized as second and third generation Italians identified less with their Italian Cultural heritage than the first generation. They said only 11% of the younger generation spoke Italian at home as compared to Greeks where 24% of the younger generation spoke Greek at home.

Board Composition

They asked if the Board included diverse representation, including from other Italian associations, new and old immigrants, as well as from Italian business, professionals in education, law and medicine as well as youth. They said by comparison, the Board of Education Council of Trustee by-laws required two youth representatives. They thought Villa Charities Inc. Board would benefit from having youth representation.

They believed Board members should have equal female and male representation and include people who were experts in Italian language and Culture such as teachers and artists.

They believed the Villa Charities Inc. Board required new members. They asked if Villa Charities advertised for new Board members. They wanted to know how Board members were elected, the length of their terms and if their terms were renewed. They asked if some had life terms.

They also wanted to know where Board members lived and if there were representatives from outside the greater Toronto area, who lived in areas such as Mississauga, York, and Durham.

Annual General Meetings

They said the annual general meeting (AGM) agenda should be publicized through social media and other forums and that AGM attendance be open to the Community.

They asked how the Board would receive visioning results. They asked how participants would know of the findings, especially those who did not have access to email.

They said Board governance needed to be in sync with the overall goals of Villa Charities.

Culture & Other Services

Participants said a radical Italian language policy was required to have more Italian spoken in all Italian organizations. They believed Italian conversations began with family and was a way to preserve the Italian Culture. They said if children did not grow up in an Italian Community, it was hard to preserve the culture and some children were embarrassed at school because Italian was not the dominant language.

They believed more programs such as ballroom dancing, created the foundation for young families and grandchildren to participate in Italian Culture.

Participants envisioned the Columbus Centre reaching out to other clubs and associations to organize intergenerational events because there was insufficient staffing to do it at the campus and volunteers were fatigued.

Athletic Club

Participants said athletic club members came from as far away as Mississauga on weekends to work out. They said for the purpose of visioning, it would be helpful to have data on the number of people using the gym, their ages, where they lived and whether more members were required to make it profitable. They believed the gym facility needed upgrading and a refreshed culture to incent people to explore other areas of the campus.

Events and Food

They said Mississauga had an annual Italian festival. They envisioned an annual Villa Charities Day to excite people about Italian Culture and heritage, similar to events held in Italy where they said everyone got involved. They believed hosting such an event was feasible as there was an annual event held by the Canadian Armed Forces.

They said food was a big part of Italian Culture and brought people together. They envisioned the restaurant and cafes have indoor and outdoor dining.

Branding and Centre Renaming

Participants said branding was important to bring people together and they questioned whether the Campus should be called the Columbus Centre as there was an attachment to the name. They thought Montreal and Ottawa called their centres Cabota.

Finance

Participants envisioned financing from donations and operating revenue.

Donations

Participants said with changing demographics, donation sources needed to expand beyond the Italian population to other interested parties. They said it may be challenging to persuade people to redirect their donations from cancer or some other well-known disease, to Villa Charities, especially if they themselves or a family member has been affected by the disease. They said with donations having declined by 20%, they foresaw that further Italian generations were likely to donate less.

They thought new Italian immigrants may be interested in donating. They asked if the Italian Consulate would provide information, such as through AIRE (Anagrafe degli Italiani Residenti All'Estero – Registry of Italians Residing Abroad who transfer their residence abroad for a period of at least 12 months). They also thought that Census Canada may provide more information about the Italian population.

Participants thought financing could come from lotteries or through requests to the Italian government, from a Canadian Italian conference, although they thought it unlikely as they said Italy was having its own financial struggles.

They believed Villa Charities could re-engage Italian businessmen to donate which would then attract the larger population to donate. They recalled Tridel executives having donated to Villa Charities.

They wondered how Italians could become as committed to making donations as Jewish people and thought Italians could learn something about Jewish fundraising initiatives.

Participants believed Villa Charities should create a special lobby group to approach federal, provincial and municipal governments to secure grants.

Operating Revenue

Participants envisioned improving the gym facility by making it more 'hip' and having views of green space instead of the parking lot which would then support higher membership fees.

They said food was important to Italians and believed placing the restaurant in an attractive, less formal space would increase the number of patrons and therefore increase income. They wondered if existing and additional cafes could increase activity.

They asked if services would be less costly to Villa Charities if they were performed by employees and not outsourced.

VI. Long-Term Care and Health Care Visioning Sessions

Non-negotiables

Participants said Villa Charities needed to continue offering Long-Term Care, along with housing blended to income, life leases, retirement homes, affordable homes for early Alzheimer's, assisted living and adult daycare.

They said continuous up-to-date practitioner training and education was important to provide the best care from nurses, personal support workers (PSWs) and physiotherapists. They said currently there was inconsistency of knowledge between nurses and PSWs and families didn't know who they should contact to discuss their parent's care. They said community involvement in decisions about Long-Term Care was important.

Participants said Long-Term Care accommodation should be clean with plenty of daylight and greenspace. They said residents should have easy access to the Campus which would have a town square, café, green space and services from physicians, specialists, pharmacy and diagnostic imaging.

They said intergenerational space was important where adult day care could integrate with childcare, elementary student programs, concerts and dancing.

Participants valued Ministry of Health and long-Term Care funding. They said the Columbus Centre should remain but with a renovated gym, galleria, a bigger restaurant and a theatre.

Past Experiences

Participants said in the past people were kinder, hospitable, had respect and would go the extra mile. They said the environment changed when Long-Term Care was mixed with care for physical and intellectual disabilities. They said problems weren't readily solved and blame was shifted so that it made it difficult to see where accountability lay and how to ensure there was follow through. They believed care for physical and intellectual disabilities should be separate from Long-Term Care.

They felt they were living in a hospital-like setting with an institutionalized lifestyle and no choice on when to eat, watch television or go to bed. They said they felt separated from one another. They said many staff had poor English skills which led to communication problems.

Participants said more open communication and transparency was required between care givers and families. They said that the Italian Culture was linked to faith and families attending services together was important. They said staff and residents needed to learn how to live together as a family.

Participants said they found the Campus layout complicated and inaccessible to those who were disabled. They said planning for a true Campus with accessibility and connected buildings was important.

Engagement & Networking

Participants envisioned more engagement between residents, families and staff. They said nurses should work in partnership with personal support workers. They envisioned a compassionate staff who shared resident care information. They believed additional volunteers could be helpful for socializing residents and for running a thrift/gift shop and that pets would bring comfort and vitality to residents.

Participants saw Ministry of Health and Long-Term Care and other health services creating a medical centre on Campus for residents and Local Community to visit without having to find transportation and to offer special programs on site such as fall prevention. They also saw engagement with centres of medical excellence, such as Baycrest, to share knowledge and with Corso Italia and Woodbridge to share Italian Culture through events and programs.

They envisioned residents engaged with all aspects of the campus and its Community, whether visiting themselves or with family by participating in fitness, restaurants, cafes, gardens or attending adult daycare with intergenerational programming.

Participants envisioned the Campus drawing visitors from the Local Community and Community at large by connecting Italian cultural groups, by offering enterprise rental services such as hair salons and by hosting special culinary and wine events. They believed visitors would come to see flag throwing and other events reflecting neighbourhood cultures such as Filipinos and Portuguese. They thought CHIN Radio and OMNI could broadcast the events.

Redevelopment & Renovations

Participants envisioned the Campus to be a senior friendly and a healing environment where residents lived well by aging in place. They also saw palliative and hospice care to allow residents to remain on Campus until they passed.

Participants said the Campus infrastructure needed updating to meet Ministry of Health and Long-Term Care and building code requirements. They thought some buildings could be renovated and/or repurposed, provided quality design, construction and materials were employed to ensure longevity. They said proper drainage was necessary to avoid flooding in the kitchen. They said similar campuses had repurposed Long-Term Care accommodation into assisted housing and then built new Long-Term Care facilities.

Participants envisioned a new site for Long-Term Care with technology improvements such as electric beds for residents and online medical records coordinating hospital and physician care with resident care.

They said space designed for living with Alzheimer's care in mind, would have no more than 10 people living in clusters, with each having private space and bathrooms that could be easily supervised by night staff. The space would be well lit by natural light with way-finding for easy movement throughout the space and access to gardens. They said studies showed daylight helped the mood of residents as well as the mood of caregivers.

They envisioned residences having nearby flower shops and indoor gardens. However, they said the Sala Cabota fountain was too loud for the space and should be relocated.

Participants envisioned residences connected by bridges, tunnels and underground garages and underground heating of sidewalks to avoid icing. They said freedom of movement encouraged normal behaviour and reduced senior's agitation which made for easier and better care.

Participants said faith was important to residents and believed they should have the opportunity to attend mass, baptisms and funerals. They believed a shorter service could be provided if they were unable to attend the full mass.

Campus Master Plan

Participants envisioned a grand campus master plan which would ensure accessibility for mobility challenged to all areas of the Campus regardless of the weather. The main parking lot would be placed underground with increased parking to generate revenue. Parking for

independent living residents would be located adjacent to their homes. Secure bridges and tunnels would connect buildings for residents to freely move about the Campus. All passageways and elevators would be large enough to easily accommodate wheelchairs

They believed existing residences could be renovated similar to the plans to upgrade the Fusco Building as part of the Ministry of Health and Long-Term Care initiative. They envisioned Long-Term Care and retirement residences with roof top gardens to grow vegetables. Children's daycare would be located nearby so that residences could watch children playing and/or interact with their programming.

At the centre of the Campus, participants envisioned a town square, with an indoor section to be used during inclement weather. There would be multi-use green space for Soccer, Tennis, Bocce and concerts and events.

A section of the Campus would be designated as a wellness hub with physician's offices, medical specialists, a pharmacy, diagnostic and imaging services and rehabilitation therapies – including a therapeutic pool to assist residents and adult day program participants with slow-stream rehabilitation to enable transfer from hospital to home. Nearby a salon would offer manicures, pedicures, and massages.

The culture centre would offer space for culture clubs, dance, music, art, language and history classes. It would house an art gallery with a Curator, a library with a Librarian, a theatre/event centre, banquet halls and a church with a chapel. The culture centre would have ground level retail stores for grocery and gift shopping. Participants envisioned a restaurant and at least two cafes with longer operating hours, better marketing and entertainment to attract patrons and thereby increase revenue.

They said an athletic centre with an Olympic sized pool for lessons, training and swim meets would be located nearby.

Governance

Participants envisioned a diverse Board with representation from all parts of Villa Charities. They said in addition, the Board would be comprised of experts and the chair would ensure each expert was heard. They said members needed Italian Cultural heritage and family-centred cultural sensitivity training to better meet the needs of the population they served. They expected reassurances that Board recruitment and appointments would be transparent and follow robust guidelines.

They saw the Board using various forms of communication to reach the Community including an open annual general meeting and the Community having easy access to the Board – whether through representation or response from the executive committee. They expected the Board to consult with residents, their family members and users of the Columbus Centre when changes were to occur.

Participants said it was important for the Community to understand Board structures, as well as the roles and responsibilities of Directors. They questioned if the existing structure was too complex and whether fewer Boards would be more efficient.

Culture & Other Services

Participants envisioned a cultural program which incorporated best practices from other countries and was centred on understanding and applying the tenets of dementia care across all programs, including day care and Long-Term Care. They said the butterfly model which put the person and household at the centre of care decisions would ensure effective delivery of culture programs. They said it required education about the social, emotional and intellectual aspects of delivering care and that the education would be received first by the Board, followed by executive leadership, then staffing to nursing and housekeeping.

Participants said enhanced cultural programs required more labour to deliver and believed student volunteers along with residents could be attracted to deliver the programs. They said staff could encourage residents to participate even if they initially declined. Participants said cultural program design could better reflect residents' interests by increasing variety and showcasing old Italian music and theatre. They said paying attention to details such as making Bingo card print larger and having early evening options would attract more participants. They said residents needed easy access to all areas of the Campus to partake in cultural activities.

Food was considered the essence of Italian Culture. Participants said residents' menus should include more Italian food and less use of bread pudding. They said residents would enjoy growing tomatoes and grapes in raised beds located in nearby gardens.

Participants envisioned more spoken Italian by families, staff and volunteers. They envisioned staff communicating better with residents by learning Italian phrases for 20-minute periods at the end of their shift and by having printed phrases for reference on their lanyards.

Culture was also considered to be embedded in faith and therefore attending mass and regular use of the rosary was important. They believed the St. Charles Borromeo Church could integrate the Roman Catholic Community into the Campus to attract people who had moved away from the Campus and could then take mass with their Nonna and Nonno.

Finance

Participants believed financing for capital improvements could be obtained through government partnerships at the Municipal, and Provincial levels as well as from Italian owned companies and wealthy benefactors. They believed a big vision matched by a big campaign would attract large donations in the \$40 to \$60 million range. They thought other forms of capital funding could come from selling high end condominium units to lower end assisted living as well as seeking financing through Canada Mortgage and Housing Corporation.

Participants envisioned revenue streams to cover labour and operating costs as coming from underground parking fees, recreational/gym packages, banquet hall/rotunda rentals, along with space rental fees from cafes, bakery, the medical hub (pharmacy and doctor's offices). They said special events such as Christmas music concerts tied to Community giving would help to raise funds.

VII. Youth Visioning Session

Non-negotiables

Participants said Pinocchio must remain as he represented the Columbus Centre.

They said they needed to build something the Community would be proud to call home and that as long as Italian Cultural heritage remained at the centre of decision making, everything would work out well for the next generation. They said sometimes people forgot why Villa Charities was created.

Participants remembered having a rich library of artifacts and rare books that had to be removed due to uncontrollable temperatures. They said the Centre needed to prepare for state-of-the-art computers.

They said Ristorante Boccaccio should not fear serving 99% genuine Italian food with an Italian chef or someone who trained in Italy. They said the café should remain open so that students from different schools could immerse themselves in Italian food and culture.

They believed elder care could include more socializing opportunities and not be limited to physical care.

They said more focus on history through exhibitions in the Joseph D. Carrier Art Gallery, theatrical performances and library books would encourage young people to participate in dramatic arts and other programs.

They said it was important to continue the language program and provide space for language, music and dance classes.

They said having multi-functional event spaces was important to use for private celebrations such as sweet 16th birthdays and dances as well as for visual exhibits and music performances.

Participants valued the athletic facility and childcare. Some participant's children attended Columbus Early Learning Centre.

Participants said marketing Campus services and events through social media was the best way to engage youth.

Past Experiences

Participants recalled taking piano lessons, playing soccer and attending summer camp and other events at the Campus. They felt they were part of the Community by having taken the classes. They believed youth would not share similar interests to those of older people and therefore would not be attracted to events designed for seniors. They said the gym, daycare, summer camp, dance, music classes and other youth focused programs would attract youth.

They said they had allowed the petulant to win over the community and nobody won; that everybody lost, especially the Italian Community and those who the petulant said they were protecting.

They said Villa Charities should make sure the Campus was a prevalent Italian Centre and not fear establishing it as a place of excellence or fear they were expecting too much. They said it was important to remember where people came from. They believed it could be a welcoming Centre which encouraged people to make an effort to speak Italian.

They said the Columbus Early Learning Centres should incorporate Italian Culture and teach Italian language so that the children would feel more of a part of the Community as they grew up.

Engagement & Networking

Participants said engagement came with age specific events in Italian literature, opera, religion, poetry and cinema. They said providing access to events with youth in mind also helped with engagement. By example they said the Canadian Opera Company gave a discounted rate to people under 30 and asked why Villa Charities was not doing something age specific.

They said age specific, could also mean events that were designed for youth to engage with seniors such as cooking classes with Nonna, or event days for families to intermingle.

Participants said social media played a huge role in engaging youth.

They said learning and understanding Italian was an important to the longevity of Italian Culture and would ensure the Italian identity was not commodified.

Redevelopment & Renovations

Participants said redevelopment of the Campus should keep accessibility as a primary design feature. They envisioned a facility that would lead the Community past the 21st century by incorporating technology for information sharing and resourcing.

They said redevelopment was necessary because the current building was poorly ventilated and spaces were not suitable for childcare and couldn't host language classes.

They said new space was needed for sports facilities including a soccer outdoor field and indoor training as well as for a theater.

They imagined the Campus as being an Italian Cultural showplace that would include an Italian supermarket.

Campus Master Plan

Participants said the Campus needed to be rebuilt in such a way that it gave the same look and feel of the Columbus Centre but was more modern and allowed people to grow with it. They said it should be larger and designed in such a way that it caught people's eye as they passed by; that in time services and features, such as the restaurant would be well known.

Participants envisioned the Campus sustaining features that made it recognizable in a physical way as well being known for Italian Cultural heritage. They said providing Italian Cultural heritage classes, Italian sports such as soccer with an onsite soccer field and Italian cooking were all ways to be immersed in Italian Culture.

The envisioned building a theatre for the older generation to watch classic Italian films. They envisioned the Centre hosting film festivals (such as the Toronto International film Festival) art exhibits and a museum of the Italian immigrant's journey, all as a way for people to immerse themselves in Italian Culture and develop an appreciation for the Italian-Canadian Community.

Participants envisioned larger event spaces to host the history of soccer exhibits or to feature Italian exotic cars such as Ferrari and Lamborghini.

Governance

Participants said the Board should have more youth presence in a way that gave youth more responsibility and authority to be an ongoing part of the culture. They said youth could be consulted about such matters as after school programs or summer camp because they used the services. They said by example, school trustee Boards had youth trustees to attend meetings, although they were not permitted to vote, and asked why the same could not occur on the Villa Charities Board. They believed such an experience would encourage youth to remain engaged with the Campus as they grew older

They believed youth engagement in governance would also allow them to be more aware of the elderly and to foster programs where youth would walk with the elderly, take them grocery shopping and contribute to the senior community in other ways as well.

Participants said the Board should consult often with experts to ensure things were done properly

Culture & Other Services

Participants envisioned the Campus providing business networking for young professionals with an Italian cultural focus.

They said Italian Cultural heritage programs which covered culture and language would attract youth.

Participants said a well-developed Italian Culture and history museum along with a library would engage students from elementary and secondary schools. They fondly recalled the Christmas nativity presentations.

They believed the formation of a theatre group would attract youth to Italian Culture and heritage.

Participants said the Campus should also include programs for adults with special needs.

They said high school students could acquire Italian language and/or learn Italian language and culture from each other through participation of student work experiences and internships at the Campus.

Finance

Participants said by eliminating the parking fee, the Centre would become more inviting.

They believed development financing could come from corporate sponsorship, including name dedication to new buildings.

They said new forms of revenue could come from retail leases, renting attractive event space and imposing a cultural fee on programs. They likened the cultural fee to a membership, similar to having a Royal Ontario Museum membership.

APPENDIX C: Master Schedule for VCI Visioning Project

	Date	Time	Location	Total # of Participants
VCI Staff	Wed July 25th	9:00am - 11:00am	Columbus Room	42
VCI & Affiliates Board Directors	Sat April 14th	8:00am - 12:00pm	Ristorante Boccaccio	22
	Thu Sept 6th	6:00pm - 8:00pm	Main Boardroom	4
	Sat Sept 8th	8:30am - 10:30am	Main Boardroom	7
Local Community	Wed Sept 12th	6:30pm - 9:30pm	Columbus Room	42
	Thu Sept 13th	6:30pm - 9:30pm		30
Arts & Culture Community	Tues Sept 25th	6:30pm - 9:30pm	Main Boardroom	5
Italian Community	Tues Oct 2nd	10:00am - 1:00pm	Columbus Room	7
	Wed Oct 3rd	6:30pm - 9:30pm	Columbus Room	3
Long-Term Care & Health Care Provider Community	Wed Oct 10th	6:30pm - 9:30pm	Sala Caboto	7
Long-Term Care Clients/Recipients	Thu Oct 18th	6:30pm - 9:30pm	Sala Caboto	6
Young Adults Community	Mon Nov 12th	6:30pm - 8:30pm	Ristorante Boccaccio	20

Total Number of Sessions

12

195