

**Report of stakeholder consultations
in respect of
Casa Loma Advisory Committee report and final recommendations**

Prepared for: City of Toronto Economic Development, Culture and Tourism



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Cover Photo: Elaine Kilburn

1 Executive Summary

This report contains the findings from Casa Loma stakeholder consultations requested by the Economic Development and Parks Committee in June 2006. In total, 18 individual or group interviews were completed, including two group interviews with members of the Kiwanis Club of Casa Loma.

The stakeholder interview protocol was designed to elicit comments in four areas related to the Casa Loma Advisory Committee (CLAC) consultations and final report. The four areas for discussion were:

- Engagement with, and the value of, the CLAC consultation process;
- CLAC's recommended vision;
- CLAC's recommended governance structure; and
- Other comments that the interviewees wished to share.

Consultation Process

There was a strong sentiment among those that participated in the CLAC consultation process that it had a pre-determined outcome, and that their input made no difference to the direction of the Committee's thinking or the subsequent report. This was particularly true for the Kiwanis Club of Casa Loma (KCCL), but extended to other organizations such as The Garden Club of Toronto and the Queen's Own Rifles of Canada.

The KCCL and three other principal stakeholders believed their longstanding relationship to Casa Loma merited a more meaningful one-on-one dialogue with CLAC, which did not occur.

Vision

The organizations interviewed were generally supportive of the three proposed vision elements outlined in the CLAC report. Respondents agreed that Casa Loma needed to be refreshed and that a meaningful investment was required. Some questioned where the investment would come from to realize the vision.

There was general agreement around programming and curatorial focus to reflect the heritage of the site, however there was much debate around characterizing it as "Edwardian." Generally, this era was seen as too limited or inappropriate. Some suggested it was more Victorian; others posited that the site should extend its focus to include the earlier part of the 20th century, and the resulting impact of huge influxes of immigrants, industrialization and urbanization.

The KCCL believes the Vision advanced in the CLAC report was in essence their vision as articulated in a document entitled *History of Success, Vision for the Future* and that they are given no credit for it.

Governance

The KCCL positions on the governance and operations of the Estate have not changed since they were submitted to CLAC. The KCCL remain prepared to amend and expand their existing governance structure for Casa Loma to include representation from City Council and the community. However they are emphatic in their view that they must retain control of Casa Loma's governance if they are to manage the license agreement, a key element of the *History of Success, Vision for the Future* document they presented to CLAC, but feel was not duly considered. They do not see the need to eliminate the division between management of the interior and exterior of the property.

Other, but not all, respondents felt that a change in governance would be beneficial to Casa Loma. Some were more emphatic in their views than others. They felt a new model would streamline, and make more efficient, the operation of the estate. A number of stakeholders felt it would improve their relationship with Casa Loma and provide them with a stronger voice going forward. Several organizations specifically asked for a seat on the board.

Looking at raw numbers, of the 16 interview groups (other than the KCCL), eight agreed that a change in governance was necessary, five had no opinion or did not know, and three either questioned whether change was necessary or were opposed.

A number of stakeholders, specifically those with a more commercial attachment to Casa Loma, felt that there should be a transparent licensing process that would be open and competitive. Several also noted that any new governance authority would need to be responsive to private sector opportunities and not be fettered by government decision-making.

Other Comments

There is anxiety among many stakeholders about the timeline over which decisions about the future of Casa Loma will happen, with many noting the protracted process to date. Time is absolutely of the essence for the Kiwanis Club of Casa Loma as their current Licence Agreement expires in December 2008. However it is equally important for many of the interviewees who have contractual agreements with the Kiwanis Club of Casa Loma that expire in 2008, and for the Girl Guides of Canada and the Queen's Own Rifles of Canada who have significant anniversaries coming up in 2010. The KCCL itself notes that it can not move forward with business planning and the implementation of their vision, as articulated in their *History of Success, Vision for the Future* document.

The KCCL are deeply aggrieved by the CLAC process and report. They do feel that their concerns have been heard through these stakeholder conversations. However, that does not imply that they will be happy with the outcomes.

2 Background and Introduction

The Casa Loma Advisory Committee (CLAC) was established by Toronto City Council in 2004 to advise the City on Casa Loma's future potential as a public asset. Chaired by Ron Kanter, the Committee comprised seven citizen representatives and Councillor Joe Mihevc and Councillor Michael Walker in an ex officio capacity.

CLAC's first meeting was in June 2004 and their final report was submitted to City Council in April 2006. During that period of time, the Committee commissioned research, met with the Kiwanis Club of Casa Loma, held three facilitated consultation meetings and prepared their report.

CLAC's report was reviewed by the City's Economic Development and Parks Committee in May 2006. At the Committee meeting, deputants from the Kiwanis Club of Casa Loma indicated that there had been insufficient consultation with them by CLAC and that the report was flawed.

The Economic Development and Parks Committee referred the report back to the General Manager of Economic Development, Culture and Tourism for further consideration and consultation with stakeholders and other groups including the Kiwanis Club of Casa Loma. The General Manager was requested to report back to the Economic Development and Parks Committee as soon as possible.

This report provides a summary of the findings from these stakeholder consultations.

3 Methodology

Jennifer Ginder and Micheline McKay ("the consultants") were retained by the City's Culture Division to undertake the consultation. Based on a survey protocol and list of stakeholders developed with the City's Culture Division, the consultants spoke with 26 individuals during 18 individual or group interview sessions, including two group sessions with the Kiwanis Club. All the interviews were undertaken by telephone, with the exception of the interviews with the Kiwanis Club of Casa Loma and the Garden Club of Toronto, which were conducted in person.

In every interview, participants were encouraged to share their complete perspective on the CLAC consultation process and any views on the future direction of Casa Loma that they may have.

Where requested, the interview report was shared with the interviewee for their review and edit.

The list of interviewees is attached as Appendix A.

4 Interview Guide

In discussion with the Culture Division, an interview guide was designed to capture stakeholder comment on and input in the following areas:

1. CLAC's consultation process: In particular, the stakeholder's perspective on whether or not their input and views had been heard and duly considered and the value of each of the three facilitated consultation meetings. Those meetings had been:
 - a. January 2005 meeting with local neighbourhood interests (primarily local residents' associations and the Garden Club of Toronto);
 - b. June 2005 meeting with stakeholders (from a list prepared by the Kiwanis Club of Casa Loma, which included principal tenants, caterers, and tour operators); and
 - c. November 2005 public meeting (advertised in the Toronto Star and open to the general public).
2. CLAC's recommended vision for Casa Loma: The interviewers reviewed the three vision elements to each respondent as a reminder of CLAC's recommendation. The vision elements are:
 - a. Casa Loma's programming, curatorial focus and interpretation will fully reflect its Edwardian Heritage, tell the story of Toronto in that era, and reflect the imagination, energy and innovation present in Toronto in the early 20th century;
 - b. Complementary programming, heritage walks, signage and marketing will create a heritage precinct that links the Casa Loma estate to Spadina Museum and the City Archives, two important City assets in the neighbourhood; and
 - c. A refreshed visitor experience and stimulating heritage tours will attract a greater number of Torontonians to the Casa Loma estate.
3. CLAC's recommended governance structure for the estate, which is the establishment of the Casa Loma Trust (working title) a non-profit organization responsible for overseeing all aspects of the management of the Casa Loma estate. CLAC recommended that the Casa Loma Trust have responsibility for all exterior and interior capital maintenance, extending contracts, developing relationships, involving members of the community and raising private and public sector funds towards the capital maintenance and the operation of the estate. The Trust's Board of Directors would be drawn from the community at large. This governance structure would significantly reduce the Kiwanis Club of Casa Loma's involvement with the Estate.

The interview guide also had an open ended question so interviewees could provide any other comments regarding the current or future operation of the Casa Loma estate.

A copy of the interview guide is attached as Appendix B.

5 Interview Responses

The interview responses have been summarized and presented in two sections.

The first captures the opinions of the six members of the Kiwanis Club of Casa Loma, and the CEO of Casa Loma, who met in two groups for in-person interviews with the consultant. The Kiwanis are the stakeholders with the longest history and the greatest investment in the estate. They have developed their own vision for the future of Casa Loma.

The second section summarizes the responses from all the other interviews, comprising 16 groups or individuals reflecting the diversity of interests in Casa Loma, including: historical, commercial, tenants, community and personal interests. The stakes and historical connection of some groups is more significant than others, and as such, it's important to recognize the different perspective each brings.

In some situations, the particular perspective of the Garden Club of Toronto, Girl Guides of Canada, Queen's Own Rifles of Canada and Toronto Theatre Organ Society have been noted due to their permanent presence on the Estate:

- The Garden Club of Toronto's history with Casa Loma dates to 1987 when they embarked upon a 5 year project, at a cost of \$1.5 million, to renovate the gardens. They have an ongoing interest in the Casa Loma Gardens, articulated in a standing agreement with the City and Kiwanis Club of Casa Loma. It is operationalized through a Casa Loma Gardens Committee that continues to advise and indeed invest in the gardens at the estate.
- Lady Pellatt was the first Chief Commissioner of the Girl Guides of Canada and the Girl Guides' only Toronto permanent display is located in Casa Loma.
- Sir Henry was knighted in 1905 for his military service with The Queen's Own Rifles of Canada and the Regimental Museum is located on the third floor of the house.
- The Toronto Theatre Organ Society owns the organ in Casa Loma and has had an agreement with the KCCL since the early 1970s, when the current organ was installed. The future direction of the Estate has significant implications for the future of the organ and the programming and direction of the Society.

5.1 Kiwanis Club of Casa Loma

Two meetings were held with representatives of the Kiwanis Club of Casa Loma. The first was attended by four members of the Board of Trustees, and the second by two members of the Board of Trustees and the CEO of Casa Loma.

5.1.1 History with Project

Of the 7 individuals who participated in this consultation, all had a thorough knowledge of the history of CLAC and the process it followed. Five of the respondents had attended one or more of the public consultations conducted by CLAC. All respondents had read the Report and the Executive Summary.

Some of the respondents felt the meetings were well facilitated, but all who attended were unanimous in their view that the consultation was a 'one-way information flow'. The Kiwanis Club of Casa Loma feels it was never asked what it thought should be the future direction of Casa Loma. Some of its members questioned whether there was already a pre-determined conclusion, and the CLAC process was 'backfill'. In short, the Kiwanis Club of Casa Loma did not feel their voice was heard.

In both meetings, the KCCL questioned the value and level of 'public input', suggesting that the public at large really had little to do or say about the CLAC process and its recommendations.

5.1.2 General comments on the CLAC Report

The Kiwanis Club of Casa Loma believes that the CLAC all but ignored their *History of Success, Vision for the Future* document, the KCCL's own recommendations for the future of Casa Loma. That being said, they feel that many of the recommendations and directions of the CLAC report were drawn from it, with no acknowledgement to the KCCL.

Respondents also felt that KCCL successes and contributions to Toronto were minimized and downplayed. In particular, respondents found the diminished importance accorded to their community work "hurtful". Respondents also felt there was a negative spin to the report; this was especially so with regards to the Executive Summary. In a number of instances, the KCCL believe that "a kernel of truth gets blown up or bent."

KCCL respondents suggested they were being blamed for the disrepair of the exterior, when maintenance of the exterior of Casa Loma has always been the responsibility of the City. "The word 'crisis' is used in the Executive Summary: The City didn't do the exterior as they should have; that caused the crisis."

In both interviews, the KCCL provided a rebuttal to many of the factual points made in the Report. The respondents also noted that, until the CLAC process, the City had never provided any indication that they had reservations with the direction of Casa Loma, or concerns about its operations. At both interview sessions, they noted that City representatives who attended the Board of Trustees meeting did not provide guidance and that City Councillors never attended, even though they could have.

They take issue with the suggestion that the finances of Casa Loma are not transparent. They indicate they send financial statements to the City monthly, and they are professionally audited. "I've never worked with a group where the finances are so transparent."

Members of the KCCL acknowledge that one good aspect of the Report was that it "made us sit up and pay attention it made us look internally. Since the CLAC Report, we have done a major review and have addressed some concerns."

5.1.3 Vision

The *History of Success, Vision for the Future* document issued by the Kiwanis Club of Toronto advances a 12 point vision. The KCCL believe that key parts of CLAC's vision are drawn from that. Hence, they do agree with many elements of the vision in the CLAC report. In particular, they point to: working on expanded access and programming for Torontonians and a historic precinct of heritage assets.

The Kiwanis Club of Casa Loma expressed concern about limiting the focus of Casa Loma to the Edwardian era, noting that the framework and stories of Casa Loma are much broader than that. The interviewees in both sessions also expressed concern about the focus on an "Edwardian Museum" indicating that they did not believe this was financially viable.

Respondents suggested that Casa Loma is best used as a multi-faceted facility that incorporates a heritage tourism site, a local special event venue, an evening function venue and a film and photo location. It was acknowledged that multi-faceted use compromises some element of all those purposes, but this was necessary to make it financially viable.

The Kiwanis expressed concern on why a change in vision needs to impact their relationship with the City. They indicated they are "open to listen and accommodate."

5.1.4 Governance

The Kiwanis Club of Casa Loma does not believe a change in governance is necessary: "Why? The transparency is all there; reporting mechanisms are there."

That being said, the KCCL are open to expanding the current system to include representatives of the community and stakeholder groups. They are clear, however, that they must have the deciding vote in any new structure. "We can't be part of a group responsible for turning a profit, but then we're being outvoted. That would put us down the road to financial disaster."

The KCCL is not amenable to being part of a new not-for-profit entity, the Casa Loma Trust, as envisioned in the CLAC Report. They do not see the value it would add, since their organization is already a not-for-profit organization. If absolutely pressed on this issue, they indicate that if the City is "adamant" they would engage in the conversation about the Trust, but are clear that they do not see what value the expanded model would provide.

The Kiwanis Club of Toronto also believe that any new licensing agreement must be for a period of 20 years. Five years, renewable once, is too short for effective business planning.

5.1.5 Other comments

The KCCL also request that the restoration of exterior maintenance be completed faster than the current timeline which sees renovations continuing until 2012. The lengthy schedule is negatively

impacting their special events business, functions like weddings and film shoots, thereby eroding their revenue base and ability to raise funds.

5.2 Other stakeholders

The opinions of a further 16 stakeholder groups are captured in this section of the report. As could be expected, this diverse group of interviewees provided a wide range of opinions. Consequently, if the same observation is offered by three or more respondents it has been included in this summary analysis.

5.2.1 History with Project

Ten of the 16 individuals or groups interviewed had participated in at least one of the three consultations sessions held by CLAC. 15 had read the Executive Summary of the CLAC report. 12 had read the full report, and two others had read half of it. Regardless of their level of engagement with the CLAC consultation process and report, the stakeholders all had strong opinions that they wished to share.

Those who attended the consultation sessions generally found the information presented by CLAC and the Kiwanis to be informative. However, respondents felt that they were being asked to comment on “something that was already decided”. There was the sense that the agenda was fixed, that “there was a vision that was already created”. Another respondent commented that “The decisions were already made as to which way the report would go”. So while most participants felt that the process allowed for their input, and some even noted that their input was heard, the majority do not believe that their input made any difference to the direction that CLAC was headed with its report.

In addition, The Garden Club of Toronto, The Girl Guides and Queen’s Own Rifles believe that their stake in Casa Loma warranted a one on one meeting with CLAC. The Toronto Theatre Organ Society has also expressed its wish to be more involved in the consultation. While the Garden Club and Queen’s Own Rifles found the meetings informative, the format did not provide them with the opportunity to speak candidly about their vision for Casa Loma or to voice their ideas. The Garden Club, in particular, raised \$1.5 towards the renovation of the Casa Loma Gardens in 1993 and believes that this, plus their ongoing contribution to the upkeep of the Gardens and their standing three-way agreement with the City and the Kiwanis Club of Casa Loma warrant more meaningful consideration.

5.2.2 General comments on the CLAC Report

The respondents did not disagree with the overall content of the report. However, there were several general observations about the content, including:

- Three respondents commented that the report should have included an in-depth analysis of the current finances and operations at Casa Loma; conversely one believed

that CLAC had exceeded its terms of reference and delved too deeply into Casa Loma's operations.

- Three who felt that the report was unfairly negative towards the Kiwanis, assigning fault to the Kiwanis for the problems which were not only of the Kiwanis' making.

In addition, strong concern was expressed by the Garden Club that their history with the Estate had not been reflected at all in the report. The Garden Club also noted that the Estate's gardens are an attraction in their own right, and that this should have been noted in CLAC's report.

5.2.3 Vision

All those interviewed were generally in agreement with the three vision elements contained in the CLAC report. Those with ongoing programming or daily involvement in Casa Loma all hope that the introduction of the new vision will not have a negative impact upon their current activities in Casa Loma, but rather will enhance these activities.

The first vision element – that Casa Loma reflects its Edwardian heritage and the imagination, energy and innovation present in Toronto in the early 20th century – attracted additional comments. Three respondents, including the Queen's Own Rifles, felt that Henry Pellatt should be prominently featured in this element of the vision, while others felt that the focus should be on the history of Toronto and the City's urbanization in the early 20th century. This was tied to the observation of several respondents that Casa Loma was completed after the Edwardian era. Two others observed that the people of Toronto are less interested in their history and more interested in visiting Casa Loma as an event venue and that having a restaurant, rotating programming and increasing the quality and volume of special events were the most viable ways to attract more City residents to the estate.

The Girl Guides of Canada see the vision as an opportunity to update and refresh their display, "not only during the Pellatt period but the history of the Girl Guides since then by tying Lady Pellatt's influence into the whole history of the organization".

The Garden Club also donated a garden to Spadina Museum and thus the Club is particularly excited about the vision of a heritage precinct which would connect the two properties.

Four respondents noted that the events, food and beverage business was not reflected in CLAC's vision. They suggested that this was integral to both the experience of visiting Casa Loma and to the Estate's financial self-sufficiency. To quote one respondent "the event business is easy money for Casa Loma".

5.2.4 Governance

There was significant divergence of opinion when interviewees were asked whether a change in governance was necessary. For ease of analysis, the interview responses have been analysed in two groupings – those with "internal" and those with "external" relationships with the Estate.

Eight of the respondents have “internal” dealings at Casa Loma by virtue of their role as programmers, producers or organizers of events at Casa Loma. These include non-profit organizations with year-round presence, such as the Girl Guides and Queen’s Own Rifles, as well as commercial interests such as meeting planners and exhibitors. Of these eight, three endorse CLAC’s recommendation of a new governance model. One of these three respondents noted though, that they did not have an opportunity to consider or debate other options.

Of this “internal” group, the other five all answered “we don’t know” or “we don’t have an opinion” to this question, stating they were not in a position to categorically state a yes or no. They articulated some concerns about the operation of the estate, but did not know whether those would be resolved with a change in governance. Two expressed some concern that a non-profit governance structure would make the estate’s operations less flexible and responsive to market forces and the ability to act upon revenue-generating opportunities, especially in the event business. Two others believe the net revenue from the estate should be reinvested in the estate rather than directed to charity.

The other eight respondents have a keen “external” interest in Casa Loma because of broader interests including tourism, heritage and community. Among this group, five agree with CLAC’s recommended change in governance for a variety of reasons including: eliminating the division of responsibility with the City will result in operational ineffectiveness; the operation of the estate should be tendered through a public process; and the lack of vision of the current operator. One agreed with the recommendation and the composition of the proposed Trust, but questioned whether such a change was necessary. Two others were opposed to a change in governance – the first arguing that what was needed was for the Kiwanis to have a clearer understanding of the City’s expectations for the estate, and the second that the estate should be run as a business, on a for-profit model, and that the establishment of a non-profit board would eventually cost the City money.

Three interviewees wish to have a seat on the Board if a new governance structure is established, and one asked for a seat on the proposed Transition Committee.

5.2.5 Other Comments

The interviewees were given the opportunity to share any other thoughts they had on the current or future operation of Casa Loma. The majority of respondents used this opportunity to reinforce some of the key points they had made earlier in the interview as well as to raise new topics.

The comments primarily dealt with the operating implications of a new vision for Casa Loma and programmatic ideas.

Several organizations noted that Casa Loma has to be refreshed, and both the Queen’s Own Rifles and the Girl Guides acknowledged that their displays need to be updated. The latter two organizations will be celebrating historical milestones in 2010: the 150th anniversary of the

Queen's Own Rifles and the 100th anniversary of the Girl Guides. Casa Loma houses the only museum or display space for these organizations in Canada, and both place high value on their historic relationship with Sir Henry and Lady Mary Pellatt. Both organizations are in preliminary planning for the 2010 anniversaries and are anxious to know what the future holds for Casa Loma so that they can reach decisions on their anniversary celebrations at the estate and finalize arrangements for upgrading their displays. The Toronto Theatre Organ Society has recently incorporated, with a view to attaining charitable status, so that it may move forward on more solid footing, including expanded programming. Continued uncertainty about the future of Casa Loma hinders such planning.

Two felt that the events business should have been given greater profile in the CLAC report. Specifically, they noted "the event business is easy money for Casa Loma" and therefore should not be compromised by any changes in programming. They point out that the experience of attending an evening event at Casa Loma is unique and leaves a positive lasting impression with the guests.

Other comments were wide ranging and in some cases contradictory. For example, some felt that the operations needed to be improved and that the management was lacking vision. Others believe that the Kiwanis have been doing the best they can considering the Kiwanis do not have a lease beyond 2008, which stifles long term planning.

Several provided programmatic ideas to attract most visitors and make the whole visitor experience more appealing. Respondents suggested that Casa Loma could benefit from more lively and interactive visitor experiences, such as changing displays and replacing the self-directed audio-guide tours with thematically dressed tour guides.

Others cautioned that the emphasis on attracting more Torontonians to the Estate should not be done at the expense of the existing tourism business and further tourism potential. This sentiment was echoed by those in the event business.

Five of the interviewees were particularly interested in the future of the food and beverage operations at the estate, and the benefits – or not – of opening a restaurant that would in its own right attract Torontonians as well as tourists to Casa Loma. Three respondents see this as a very desirable and viable proposition. Two others question whether this would be a good idea, noting that restaurant margins are very thin and failure rate very high. It was also suggested that you could not open a restaurant without changing the authenticity of the house – unless it was situated in the Hunting Lodge or Stables, where it would not interfere with the event business and heritage tours. There was a further suggestion that the patio and gardens behind the house are under-utilized and that a canopy over part of the patio would extend the "season" for both events and catering purposes.

6. Conclusion

The consultations reveal little consensus on the future direction of Casa Loma as a public asset. What is clear though is that virtually all participants felt the CLAC consultation process was inadequate and their voice was not heard. Several respondents also cited the lack of 'public' consultation, suggesting that only those with a direct interest in Casa Loma's future had any participation at all. Many, beyond the Kiwanis Club of Casa Loma, felt the outcome of the CLAC report was a foregone conclusion.

That being said, there is an openness to change at Casa Loma; this includes the Kiwanis Club of Casa Loma. Overall, there seemed to be a willingness and interest for respondents to engage in the new vision proposed for Casa Loma. It is clear though that refinement of the CLAC vision is in order, particularly the focus on an "Edwardian theme."

In the area of governance, there is no consensus. The Kiwanis Club of Toronto believes no change is necessary, although they are open to expanding representation on the Board of Trustees as long as they retain control. Of the other stakeholders, one half felt that the governance recommendation in the CLAC report was appropriate, particularly the suggestion that the new not-for-profit entity be responsible for both the interior and exterior of Casa Loma. Two respondents felt a change to governance was not necessary. A striking number of respondents, particularly those with an internal stake, felt they could not, or did not have sufficient knowledge, to comment on the proposed governance model.

An analysis of the responses to the governance questions among different groupings, such as commercial interests, heritage interests, tenants, external observers, organizations, or individuals shows no consensus. Literally, stakeholders are all over the map on this issue.

The interview protocol developed for this consultation focused on the vision and governance recommendations of CLAC. It was clear that respondents were not aware of the parameters of CLAC's mandate and many respondents demonstrated an appetite and energy to engage in discussion about the detailed operations of Casa Loma in addition to vision and governance. Many ideas were put forward as to new programs that could be introduced at the Estate.

There is a wide diversity of opinion cutting across all stakeholder interests on how the City should make the most of Casa Loma as a public asset. The stakeholder interviews did not illuminate a clear path forward. As the City considers its next steps, it is important to note that stakeholders want a decision made as soon as possible. Continued indecision by the City is significantly hampering operations and planning by many stakeholders, and leading to increased anxiety, gossip and unease for all those with an interest in the future operations of Casa Loma. That said, for many stakeholders the discussion is not yet over as they have ideas about the way the Estate should be operated.

Appendix A: Stakeholders Interviewed

Carlu	Mark Robert
Castle Hill Residents Association	Barbara Gibb
	David Gibb
Congress Canada	Pam Graham
Daniel et Daniel	Daniel Megly
Filey, Mike	
Girl Guides of Canada	Catherine Miller
Heritage Toronto	Ernest Buchner
Historic Houses of Old Toronto	Barry Smith
Howell, Trelawny	
Kiwanis Club of Casa Loma	Virginia Cooper
	David Drew
	Ken Hanson
	Heather Horner
	Don Kibblewhite
	David MacDonald
	Richard Wozenilek
Liberty Grand	Nick Di Donato
Lush Art and Entertainment	Barbara Cooper
Queen's Own Rifles Regimental Museum	Captain Adam Hermant (ret)
The Garden Club of Toronto	Marisa Bergagnini
	Judy Dingle
	Jacqueline Clark
The Quilt Project	Carol Miller
Toronto Theatre Organ Society	Geoffrey Paterson
Tourism Toronto	Joel Peters

Appendix B: Interview Protocol

Introduction: Toronto City Council established the Casa Loma Advisory Committee (CLAC) in 2004. The Committee comprised 7 citizen representatives and two City Councillors. The Committee was asked to advise the City on Casa Loma's future potential as a public asset. CLAC's final report was presented to the City's Economic Development and Parks Committee in May 2006. With CLAC's work done, the Committee directed the General Manager of Economic Development, Culture and Tourism to undertake further consultation with stakeholders and other groups and to report back to the Committee. This interview forms part of this stakeholder consultation.

The interview consists of 11 questions and will take approximately 1 hour to complete. Your comments and insight are an important part of this process and are valued by the City. Culture staff will notify you when they report back to the Economic Development and Parks Committee.

Questions to establish history with the project:

1. Did you personally participate in the earlier consultations undertaken by CLAC?
2. If so:
 - a. which meetings did you attend (Community Consultation, Stakeholder Consultation, Public Meeting – prompt with dates etc as necessary).
 - b. did you find the meeting informative?
 - c. did you feel that your input was heard?If not: did anyone from your organization participate?
 - d. If yes, do you have a sense of whether that person felt their input was heard?
3. Did you have an opportunity to read the CLAC report?

Questions to establish comments on CLAC report findings and vision:

4. Do you have any generic comments on the CLAC report that you would like to share?
5. Are there any findings in the report which you strongly agree with?
6. Are there any findings in the report which you strongly disagree with?
7. CLAC recommended a vision for Casa Loma which contained three inter-connected elements. I'll read them all to you, and then perhaps we could review them one by one. (Read the three elements, then a discussion on each one). (NOTE: Interviewer to have existing KCCL vision available for people should they ask "in what way is this different from what is happening now?")
 - a. Which aspects of this vision do you agree with?
 - b. Which aspects of this vision do you not agree with?
 - c. Do you have other ideas of what should comprise the City's vision for Casa Loma?
8. How would a different vision impact upon your organization's relationship with the Casa Loma Estate?

Questions to establish comments on CLAC report findings on governance:

9. CLAC recommended a different governance structure in order to realize the vision discussed earlier. They suggested that a non-profit organization should be created to govern Casa Loma, which would be responsible and accountable for all aspects of the Estate, including raising private sector funds, reinvesting revenues in programming, and providing community-based leadership.
 - a. Do you agree that a change in governance structure is necessary?
 - b. If not
 - i. Why not?
 - ii. (Assuming that the respondent agreed with the vision elements) How do you perceive that the Kiwanis Club can realize CLAC's vision within the existing governance structure?
 - c. If so
 - i. Upon what basis?
 - ii. What governance model would you recommend?
(If necessary, prompt with options such as: status quo, modified status quo, commercial operator through RFP; Board of Management; direct city operation.
 - iii. With a new governance structure in place, what mechanisms can you suggest that will provide for the continued involvement of the Kiwanis Club and recognition of the Club's historic relationship with the Estate?
 - iv. How would a different governance model (based upon their response to question 10) impact upon your organization's relationship with Casa Loma?

Final questions:

10. Your comments and insights have been extremely helpful. Do you have any other thoughts that you would like to share about the current or future operation of Casa Loma?
11. Your comments and those of other stakeholders being interviewed will be compiled into a report for presentation to the City Council early in 2007. The City welcomes deputations at its Standing Committee meetings – would you be interested in presenting your views when the report goes to Committee?

On behalf of Culture at the City of Toronto, I'd like to thank you so much for your time.