



CASA LOMA ANNUAL REPORT 2012



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The Gardens in bloom

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MESSAGE FROM THE BOARD CHAIR

Welcome to Casa Loma's Annual Report for 2012. We are pleased to share with you highlights and accomplishments of the past year.

This was a very successful year, with financial performance exceeding expectations. Revenues surpassed budget by 12.2% (\$579 thousand) and prior year by 18.0% (\$811 thousand). A 2012 operating surplus of \$1.5 million was generated; 54.6% (\$532 thousand) greater than budget and bettering 2011 by \$790 thousand.

We completed our review of future options for Casa Loma and based on our recommendations Toronto City Council asked us to proceed with a request for proposal from qualified entities to improve, lease and operate the main house and grounds. This process was launched in December 2012, and will be concluded in 2013.

On behalf of the Board of Directors, we applaud everyone involved in the success achieved in 2012 and welcome the next exciting chapter in Casa Loma's future.



Michael Williams

Respectfully,

A handwritten signature in cursive script that reads "Michael Williams". The signature is written in dark ink on a white background.

Michael H. Williams

Chair, Board of Directors: Casa Loma Corporation



THE CASA LOMA CORPORATION

For many years Casa Loma was operated by the Kiwanis Club of Casa Loma (KCCL) through an agreement with the City; however in 2011 it was mutually decided to terminate the management agreement between the City and KCCL.

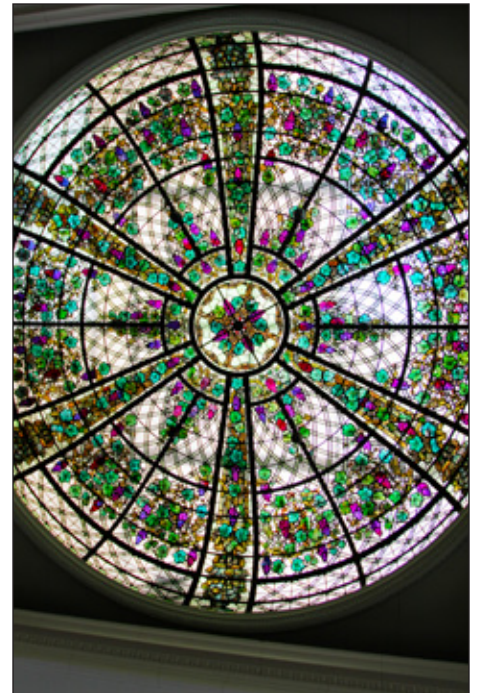
In June 2011, City Council created the Casa Loma Corporation for the purpose of managing the continuing operations of Casa Loma on an interim basis until its future ownership and management direction could be determined. At this time the Board of Directors appointed Eva Pyatt to be the Interim Chief Executive Officer.

The Board has continued with scheduled restorations and moved ahead with interior upgrades and worked to look at new ways to generate increased revenue for the operation.

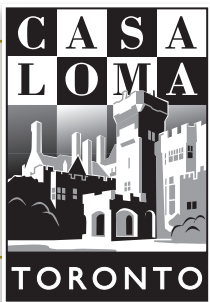
In addition to responsibility for the day-to-day operations, the Board was charged with considering measures to develop a strategy for the long term future of Casa Loma, as directed by City Council. The board initiated a process which included stakeholder meetings and public consultations to identify and evaluate various options for Casa Loma's future and the City's role in these operations.

This work resulted in the *Future Options for Casa Loma* report that led to the Board's recommendation and City Council's approval to seek a third party operator to improve, operate and lease the main house and grounds of Casa Loma. The Board elected to issue an Request for Proposal (RFP) in two stages. The initial Request for Pre-Qualification (Stage I) was issued in December 2012. This will be followed by a Request for Proposal (Stage II) issued to pre-qualified proponents in 2013.

A separate process will be followed to determine future uses of the property north of Austin Terrace, including investigating the potential for locating a Museum of Toronto on this site.



Stained Glass in The Conservatory




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 [facebook.com/casalomacastle](https://www.facebook.com/casalomacastle)
 [@CasaLomaToronto](https://twitter.com/CasaLomaToronto)



“RICH IN ELEGANCE & HISTORY”

Taking three years (1911-1914), three hundred workers and \$3.5 million to build, Casa Loma was home to financier and military officer Sir Henry Pellatt and his wife Mary. Through wise investments in electrical development, real estate and the Canadian Pacific Railway, Pellatt was a leader in an age of unencumbered capitalism and was instrumental in the economic development of this country.

INTERESTING FACTS ABOUT CASA LOMA:

- Designed by Architect E.J. Lennox, also the designer of Old City Hall
- Library was designed to hold an estimated 10,000 books
- Casa Loma had 50 phones at a time when the City of Toronto had no more than 200 phones
- Home to the first elevator in a private house in Canada
- Among one of the first private homes in Canada to enjoy a central vacuum system
- Construction included 22 working fire places
- Home to a Wurlitzer pipe organ, which was originally housed at Shea's Hippodrome and then Maple Leaf Gardens before being located to Casa Loma
- The house was never completed largely due to the onset of WWI and the commencement of his financial downfall
- Henry Pellatt died on March 8, 1939, leaving debts of \$6,000 and cash assets of \$185.08

In 1933, the city of Toronto took ownership of the property for \$27,303.45 owed in back taxes.

The Kiwanis Club of West Toronto began operating Casa Loma as a tourist attraction in 1937. This arrangement continued until 2011.

In June 2011, the Casa Loma Corporation was formed. The City of Toronto remains the sole owner of the site. Today, the Gothic Revival house is a historical attraction and event venue. The story of Pellatt and early 20th century Toronto is told through a state-of-the-art, multilingual, audio guide system, feature film, guided tours, the collection of original furnishings and four acres of beautifully restored gardens.



Sir Henry Pellatt



SITE FEATURES & AMENITIES

Casa Loma consists of two contiguous land parcels.

5.89-ACRE PARCEL bordered by Austin Terrace (north), Walmer Road (west) and Davenport Street (south). The Baldwin Stairs City Park borders the east property line. The main parcel accommodates the “castle”, main gardens and a parking structure.

1.99-ACRE PARCEL (including a City park) located on the northwest corner of Austin Terrace and Walmer Road. This smaller site contains the Hunting Lodge (the original Pellatt residence on the Casa Loma property), Stables and Potting Shed as well as the original chauffeur’s residence. The two land parcels are connected by an 800 foot tunnel, buried 14 feet below ground.

THE BUILDINGS:

The Castle is approximately 64,700 square feet, over seven levels (including spaces in the towers and turrets).

The Stables building, featuring the five-story Gothic tower, is connected to both the Potting Shed on the south and the former chauffeur’s residence on the north. The Stables also includes the garage. The Stables buildings are a direct complement to Casa Loma and are of a similar picturesque medieval design. The Stables are about 22,400 square feet while the chauffeur’s residence is an additional approximately 2,000 square feet.

SITE AMENITIES

- Main floor capacity for events up to 550 people
- Third floor meeting space for between eight and 80
- Commercial grade kitchen
- Café
- Gift Shop
- Two tiered terrace with seasonal food and beverage service
- Parking for 155 personal vehicles
- Parking for 13 coach and school buses
- Audio guide available in eight languages
- Film location friendly
- Four acres of gardens



The Library



SITE MAP





2012 ACCOMPLISHMENTS



2012 HIGHLIGHTS

21 full-time and 32 part-time staff welcomed 295,634 visitors from 112 countries during 2012.

In addition to our traditional tours, guests joined us for *Unplugged – Summer Music Series*, *Winterlicious*, *Nuit Blanche* and *Doors Open*.



Mozart's Magical Castle



Wedding Decor in the Garden. Photo by Sara Wilde.

25,812

visitors attended business meetings, social events and weddings held at Casa Loma (2011 – 18,500)

1,220

people attended 13 themed Breakfasts with Snow White, Prince Charming and Santa

\$237,000

in revenue was generated from 12 film, commercial and television location shots. (2011 – \$221,000)

6,355

visitors attended 22 (2011 – 15) self-produced programmes (2011 – 4,500)

\$1,507,329

Casa Loma's operating surplus (2011 – \$731,000)

91

91 fairy-tale weddings



2012 KEY ACCOMPLISHMENTS

- Future Options Study was completed and adopted by City Council – RFP Stage 1 issued, Fairness Monitor engaged
- Two public meetings were held to seek input on future options review
- Marked growth in major local and international media coverage
- Casa Loma's percentage of the total G6 (group of 6 Toronto attractions, see page 11 for details) attendance has increased from 4.02% in 2009, 4.16% in 2010, 4.57% in 2011 to 5.26% in 2012
- 2012 attendance was up 6.89% from 2011; and revenues up 18% from 2011
- Partnership with Opera Atelier to create *Mozart's Magical Castle*
- New partnership with Toronto theatre companies: Classical Theatre Project and Humber River Shakespeare Company
- Development of "Unplugged" – a monthly summertime evening programme featuring music on the terrace
- Enhanced community engagement activities by participating in various initiatives, including: Cultural Access Pass, Star Fresh Air Fund, Museum Access Pass, reduced admissions for schools in low income communities, and our own charitable donations policy for local charities
- May was Museum Month programming – A Servant's Life behind the scenes tours
- Introduction of two gardens-oriented programmes which featured edible plants, conservation and our own honey
- Increased the number of Corporate Team Building programmes. Companies booked include the Royal Bank, University of Toronto, and Edwards Life Sciences
- Building Condition Audit update was completed
- The women's washroom on the main floor was renovated/ upgraded
- The Oak Room Floor was restored
- All interior signage was replaced
- Indoor and outdoor recycling bins installed (Stage I)
- Air conditioning installed in Library and Conservatory
- Negotiated donations and loans of period artifacts, including: bronze sculpture, mahogany chairs and crystal glassware
- IT upgrades
- Website was redesigned
- Launched Social Media initiative – almost 5,000 Facebook fans in less than 12 months
- Wedding photography permits rose by 17.5 percent over 2011
- Daytime venue rentals increased from 26 in 2011 to 62 in 2012
- Extended event operating hours to better accommodate clients
- Increased marketing and sales efforts by participating in and hosting consumer and industry events
- Attended international trade shows to grow group tour market
- Ten International Media Familiarization photo/film shoots were hosted
- New venue for annual City Parent trade show
- Location for media junket for launch of the movie *Brave*



2012 ACTIVITIES

Upwards of 130 self-produced programmes (2011 – 100) with 6,355 visitors (2011 – 4,500).

TYPICAL PROGRAMS INCLUDED:

- Archery (Adult, Date Night, Family, Intermediate, 5-Week Intermediate and Team Building)
- Become a Pirate/ Become a Knight
- Bootastic Trick or Treat (Halloween event)
- Bunny Hop (Easter event)
- Castles and Cupcakes
- Dracula – a partnership with Brant Theatre Workshops
- Ghost Tracking – a partnership with Canada's Most Haunted
- Mostly Unplugged
- Teddy Bear Picnic/Tea
- The Secret Garden
- Through the Garden Gate
- Upstairs/Downstairs Tour
- Valentine's Cupcakes

CORPORATE MEETING AND EVENT CLIENTS INCLUDED:

- Barrick Gold Corp.
- Brandon Communications Inc.
- Canadian Bankers Association
- Canadian Tours International
- CIBC Asset Management

- Consulate General of the Republic of Korea
- Davis LLP
- HTS Engineering Ltd.
- Inspired Media Inc.
- Janssen Inc.
- Mundo Media Ltd.
- Phoenix Broadcast and Wireless Inc.
- Premier Publications & Shows
- Ricketts, Harris LLP
- Royal Danish Consulate General
- Sun Life Assurance Company of Canada
- Toronto Mendelssohn Choir
- Venezuelan Canadian Organization
- York University

FILM, COMMERCIAL AND TELEVISION SHOOTS INCLUDED:

- Beauty and the Beast
- Copper
- Dino Dan
- Hemlock Grove
- Mortal Instruments
- Nikita
- Ron James Show
- Sleeman
- Volkswagen
- Warehouse 13

GROUP TOUR FAMILIARIZATION PROGRAMS WERE HOSTED:

- Hosted 300 tour operators on 26 Familiarization Tours representing student groups, performance groups, seniors groups and general touring groups. Visited us from all over the world including:
 - Australia
 - China
 - Japan
 - Korea
 - Ontario
 - Quebec
 - South America
 - United Kingdom
 - United States of America
- Tour offers out to Toronto District School Board (TDSB) (went to 15,000 TDSB staff, 100 teachers replied)
- OISE students
- Language School Coordinators
- In person visits to approximately 20 hotel concierges during summer months



VISITOR DEMOGRAPHICS

Casa Loma vs. G6 Average:

GEOGRAPHICAL AREA	CASA LOMA	G6 AVERAGE
From the GTA	36%	52%
From the rest of ONTARIO	12%	11%
From the rest of CANADA	9%	9%
From the UNITED STATES	26%	16%
INTERNATIONAL	17%	12%

G6 LIST OF ATTRACTIONS:

- Casa Loma
- CN Tower
- Ontario Science Centre
- The AGO
- The ROM
- Toronto Zoo

VISITOR SATISFACTION FINDINGS

Casa Loma participates in the G6 Attractions on-site customer satisfaction surveys conducted by Harris Decima Research. The 2012/2013 wave of 100+ onsite surveys are conducted in July, December and March.

95%

'exceeded or met expectations'
(96% in 2011)

71%

'would recommend to family or friend'
(69% in 2011)

93% of respondents awarded a rating of 9 or 10 on a 10-point satisfaction scale of staff interaction. (2011 – 82%)

87% of respondents awarded a rating of 9 or 10 on a 10-point satisfaction scale on overall cleanliness of the facility. (2011 – 71%)

39% of respondents cited the subway as their mode of transportation to the site. (2011 – 31%)

66% of visitors residing outside of the GTA stay in a hotel. (2011 – 66%)

Visitors continue to find navigation easier at Casa Loma when compared to the G6 average



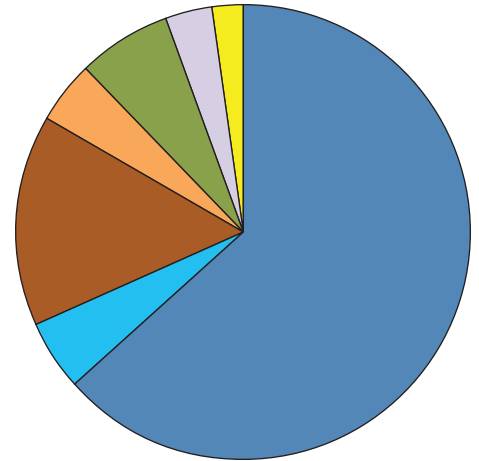
FINANCIAL (SEE SEPARATE AUDITED FINANCIAL STATEMENTS FOR FULL DETAILS)

For the calendar year 2012, the Casa Loma Corporation ended the year with:

- A surplus of \$1,507,329 (2011 – \$731,000), excluding property tax and rent.
- \$575,000 set aside in a Capital Reserve Fund for exterior restoration (2011 – \$500,000).

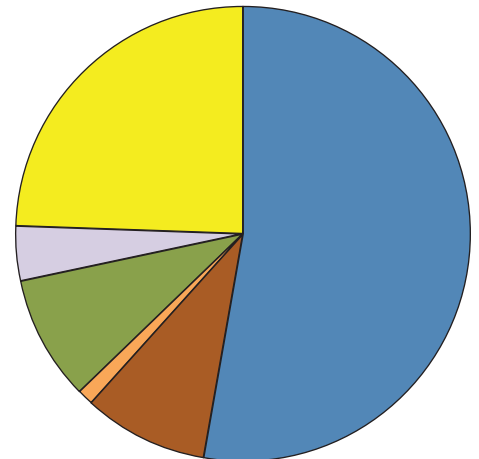
REVENUE BREAKDOWN

■ Admissions: 63.4% (2011 – 61.5%)	■ Gift Shop: 6.6% (2011 – 7.4%)
■ Parking: 5.2% (2011 – 5.3%)	■ Programming: 3.4% (2011 – 3.3%)
■ Catering: 14.9% (2011 – 15.5%)	■ Other: 2.0% (2011 – 2.8%)
■ Film Shoots: 4.5% (2011 – 4.2%)	



EXPENSE BREAKDOWN

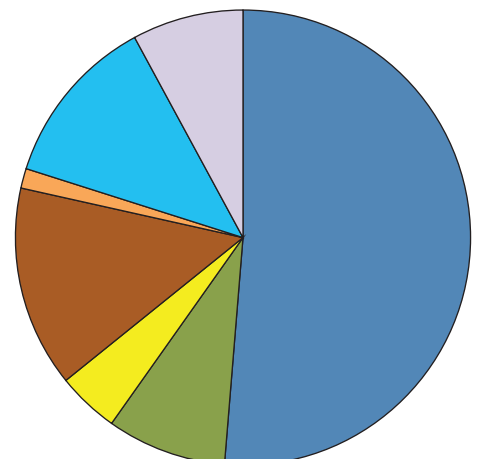
■ Admissions: 53.0% (2011 – 54.1%)	■ Gift Shop: 8.8% (2011 – 9.4%)
■ Catering: 8.9% (2011 – 11.2%)	■ Programming: 3.9% (2011 – 4.0%)
■ Film Shoots: 1.0% (2011 – 1.4%)	■ Other: 24.4% (2011 – 19.9%)



EXPENSE TYPE

■ Wages & Benefits: 51.3% (2011 – 53.3%)	■ 3rd Party: 14.3%* (2011 – 12.8%)
■ Utilities & Maintenance: 8.5% (2011 – 12.8%)	■ Programming: 1.4% (2011 – 4.1%)
■ Gift Shop Cost of Goods: 4.4% (2011 – 4.2%)	■ Other: 12.2% (2011 – 12.8%)
	■ One-Time Costs: 7.9%

*Security, Cleaning and Parking



BOARD & MANAGEMENT TEAM

BOARD MEMBERS

Terry Nicholson

Acting Director, Cultural Affairs
City of Toronto

Josie Scioli

Chief Corporate Officer
City of Toronto

Mike St. Amant

Director, Accounting Services
City of Toronto

Michael H. Williams

General Manager,
Economic Development and Culture
City of Toronto

Dianne Young

Chief Executive Officer
Exhibition Place

CORPORATE SECRETARY

Fatima Scagnol

Corporate Secretary
to the Board of Governors
Exhibition Place

MANAGEMENT TEAM

Ildiko Bekesi

Gift Shop Manager

Brian Cormier

Director of Operations

Joan Crosbie

Curator

Katie Inverarity

Director of Sales & Marketing

Tina Katz

Events and Services Manager

Kelly Ng

Chief Financial Officer

Eva Pyatt

Chief Executive Officer



The Grand Staircase

