



# **City of Toronto Casino Consultation Final Consultation Report**



February 22, 2013

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## EXECUTIVE SUMMARY

### Introduction

This report describes the consultation activities conducted in January 2013 and the input received from the Toronto public and stakeholders on whether or not a new casino should be developed in the City of Toronto. There were four main methods of input to the consultation: Feedback Forms, Stakeholder Consultations, Open House Discussions and Phone, Letter and Email Comments. The Consultation Report summarizes the input received from each component and this Executive Summary presents the key findings.

The Feedback Forms provided a wealth of input to the consultation: in all, 17,780 Feedback Forms were completed online and in hard copy. The input from the Feedback Forms reflects the views only of those who decided to participate and provide their views. **As a result, the information gathered by the Feedback Form was not intended to be, nor is it to be interpreted as being demographically or statistically representative of the views of the Toronto population.**

Following is a synthesis of the key findings from all the consultation activities.

### Key Findings

#### Views on a Casino in Toronto

The prevailing position of members of the Toronto public who attended the Community Open House Discussions and/or completed a Feedback Form was opposition to a new casino in Toronto. Among the 17,780 completed Feedback Forms, 66.3% indicated they were “strongly opposed” to a casino in Toronto and another 5% “somewhat opposed”. Those “strongly in favour” or “somewhat in favour” of a casino represented 21.2% and 4.5% respectively. Another 3.1% indicated they were neutral or had mixed feelings.

Many participants in the consultation felt that the views of all Toronto residents should be taken into account, using a referendum, before a decision is made by City Council on whether or not to provide consent for a new casino in the city. Of those that are in favour of a casino there was a preference for a casino at Woodbine Racetrack. Even some respondents that had indicated they opposed a casino were less concerned about expanding operations at Woodbine Racetrack.

### **Reasons for Opposition to a Casino**

The participants who indicated opposition to a casino did so for a variety of reasons. Some expressed the opinion that casinos attract illegal activities such as drug dealing, prostitution and money laundering. Others felt that the social costs of a casino far outweigh any benefits to be gained, citing the potential for a casino to severely impact problem gamblers and their families. Some participants at the open house discussions related how their friends or family members had lost their savings, jobs and families as a result of gambling. Some felt that the need for additional social services for problem gamblers and their families would be difficult to meet, given the current demands on the City's social services system. Some stakeholders indicated that there is evidence that the potential for problem gambling increases with proximity of a casino.

Many participants challenged the projected revenues the City would gain from a new casino, indicating that estimates from various sources (e.g. Ontario Lottery and Gaming Corporation/OLG and the Ernst and Young Report) were unclear, unsubstantiated, or varied significantly from one another. Some indicated that the revenues expected to be obtained from casinos in other cities have not materialized. Because of the negotiations still required to finalize the amount of revenue the City might receive, many felt they could not determine or have confidence in what would be the actual revenues received by the City. In addition, some felt that the revenues would be offset by the cost of additional social services needed to respond to the social impacts caused by gambling. The view was also expressed by some that the City should look at creative ways to fund long-term economic prosperity without a casino.

Many participants viewed a casino as not aligning with nor being compatible with the residential neighbourhood focus in Toronto. They see Toronto as a vibrant, world class city with many arts, cultural, theatre, restaurant and entertainment attractions to which a casino would add little or no value as a tourist draw and in fact could negatively change the international image of the city. The concern was expressed that a casino may adversely impact existing local businesses and cultural activities due to a loss of customers and sales. Issues related to the city's transportation and transit infrastructure were seen by many as a reason for not siting a casino in Toronto. Some respondents felt that traffic congestion, a constrained transit system and the lack of parking would be further stressed by a casino located in Toronto.

**Reasons in Favour of a Casino**

Many of the participants who indicated they were in favour of a casino saw it as an opportunity to enhance the city's image on the world stage by creating a modern facility with an innovative, 21<sup>st</sup> century landmark design for Toronto. Such a facility, particularly if developed as an integrated entertainment complex, would expand the city's cultural, entertainment and convention opportunities for local residents and tourists.

Other benefits cited by the public and stakeholders include: enhanced economic development in the city, reduced taxes, minimized tax increases, and generation of additional revenue for other City projects and services. Suggestions for use of casino revenues included improving transportation and transit infrastructure, housing for homeless people, arts and culture endeavours, sports organizations and social services. In particular it was felt by some that the increased revenue available for social services could be used to address the health and social issues associated with problem gambling, making money available to improve the current social services available. While some residents and stakeholders recognize the risk of social and health problems associated with gambling, they believe that these issues are regulated, manageable and do not outweigh the benefits of a casino development in Toronto.

Stakeholders also mentioned the benefits of increased and ongoing employment, particularly in the trades, hospitality, convention and tourism sectors but also economic spin-offs to other types of businesses (restaurant, retail, entertainment and horse racing). The jobs a casino would generate are seen to be good, well-paying jobs that create short and long term employment for local residents. A casino as part of an integrated entertainment complex that included a convention centre was seen to provide the best opportunity for jobs.

Some respondents in favour of a casino emphasized the need to ensure that the City gets "the best deal possible" from a casino in order that the anticipated benefits will be achieved.

**Reasons for Neutral or Mixed Feelings**

Participants who were neutral or had mixed feelings towards a casino in Toronto indicated they needed more information before making a decision. Specifically they wanted more accurate data on potential revenue generation; more specifics around the commitment that the City could make on a social contract; and additional information on the potential impact on local businesses. Some public and stakeholders indicated their awareness of the social issues associated with problem gambling and suggested that there should be firm commitments and sufficient funding to address these issues.

### **Influence of Revenue on Positions**

Respondents were asked whether revenue generated for the City of Toronto from the casino would influence their position on a casino. Over two-thirds (66.9%) of the respondents indicated that the amount of revenue would not have an influence on their position; while 26.8% said it would. Of those who indicated revenue generated for the City from a casino would not have an influence on their opinion, 90% were strongly opposed to having a new casino in Toronto (Question 1), compared to 4.1% who were strongly in favour of the idea. In contrast, 65.7% of the respondents who stated the revenue would have an influence on their opinion were also strongly in favour of the new casino with 13.6% being somewhat in favour, while 9.3% were strongly opposed to a new casino. While 4% to 9.9% of respondents indicated that larger amounts of annual revenues may influence their views about a new casino, the largest proportion (62.1%) indicated that regardless of how much revenue a casino might generate for the City they were opposed to the establishment of a new casino.

### **Potential Site Areas**

Participants commented on various features, challenges and opportunities associated with the three areas being studied by the City in OLG's Zone C1: Downtown Area, Exhibition Area and the Port Lands; and one area being studied by the City in Zone C2, Woodbine.

#### ***Downtown Area***

Many respondents indicated that a casino in the downtown area would be unsuitable or strongly unsuitable, either as a standalone casino (81.1%) or as an integrated entertainment complex (68.8%). For the respondents who felt that a casino in the downtown area may be highly suitable, or somewhat suitable, a larger proportion selected an integrated entertainment complex (24.6%) as more suitable than a standalone casino (11.5%).

The primary challenge identified by the public and stakeholders for a casino in the downtown area was the management of traffic congestion, additional transit needs and additional parking facilities. Some participants were concerned about the costs to the City to address these. Some mentioned the potential for overcrowding roads from adding another large entertainment facility to the downtown. Others indicated that a casino would not fit well with existing land uses downtown (residential and commercial), while others indicated there are already sufficient entertainment, restaurant, art and culture facilities downtown and therefore a casino is not needed for residents or for attracting tourists. It was suggested that existing social and health issues need to be dealt with now, before taking on additional social impacts from a casino.

For some public and stakeholder participants, support for a downtown casino was dependent on the ability of the casino's design to integrate with existing entertainment facilities and neighbourhoods. Some of those in favour of a casino downtown saw the benefits could be more readily

achieved as an integrated entertainment complex which could add variety and vibrancy to the activities available, especially for tourists. The concept that more revenue could be generated from an integrated entertainment complex also helped to influence this view. Many business and union representatives expressed an interest in the economic and employment benefits from a large convention facility associated with a casino.

### ***Exhibition Place***

Many of the respondents indicated that a casino would be unsuitable or strongly unsuitable at Exhibition Place, either as a standalone casino (76.4%) or as an integrated entertainment complex (63.4%). Among those who felt Exhibition Place would be suitable or highly suitable, the preference was for an integrated entertainment complex (27.4%) over a standalone casino (14.2%).

Opposition to hosting a casino at Exhibition Place was expressed by the public and stakeholders. The opposition centred around the possible loss of the Canadian National Exhibition (CNE) if a casino were sited on these lands. The CNE has historical significance as an 18-day fair since 1879. Many participants believe Exhibition Place should remain “family oriented”, with the fair, trade shows and commercial exhibits that are currently hosted there. Some stated the area’s proximity to existing residential neighbourhoods of Parkdale and Liberty Village made the Exhibition Place an inappropriate place for a casino. That Exhibition Place lands also offer public access to the waterfront was also noted as a reason which made this location unsuitable.

Some participants in favour of Exhibition Place as a casino site indicated the benefits of lots of space, sufficient parking and a great waterfront location. They preferred Exhibition Place over Downtown Toronto due to the lack of traffic congestion compared to the downtown location. Some felt that the grounds are underutilized and could be used as a casino (especially as an integrated entertainment complex) to entice more residents and tourists to the area.

### ***Port Lands***

Many respondents saw a casino as unsuitable or strongly unsuitable at the Port Lands as a standalone casino (79.0 %) or an integrated entertainment complex (68.1%). Those who indicated the Port Lands may be highly suitable for a casino felt that an integrated entertainment complex (22.3%) would be more suitable than a standalone facility (11.0 %).

Opposition expressed by some participants for a casino located in the Port Lands was largely focused on a casino not being aligned with the objectives of the Port Lands Redevelopment Initiative which proposes mixed uses, including residential and green space. These participants saw a casino as incompatible, especially with the residential land uses. It was noted that redevelopment of this site for a casino would take a long



time due to soil and infrastructure issues. Some felt the location was too far from downtown to be viable and lacking in transit access. Some stakeholders indicated that a standalone casino is incompatible with “21<sup>st</sup> century city building” and quality of place envisioned for Waterfront Toronto.

The Port Lands were favoured by some participants and stakeholders who saw potential in revitalizing the site with a casino. It was suggested that there is no traffic or congestion to deal with, and the area has sufficient room for parking. Those in favour of a casino at the Port Lands see the area as a catalyst for redevelopment, attracting investment for transit and other much needed infrastructure. It was noted by some that additional revenue would be achieved through leasing of the City-owned land by the casino operator.

### **Woodbine**

Many respondents offered their views on whether there should be an expansion to gaming options at the Woodbine Racetrack. More respondents felt expanding gaming operations at Woodbine were not suitable (38.5 %) compared to those who felt they were suitable (21.2%); however, there was less opposition to a casino at this location relative to the other Toronto locations.

Some of the participants opposed to a casino or expanded gaming at Woodbine indicated that it is not a suitable tourist location, due to its distance from downtown and its poor transit access. They suggested that its isolation would impact the ability to generate other tourist activities in the area. Some stated that the area is under redevelopment and should not have a casino located there.

Participants and stakeholders who were in favour of the Woodbine site for expanded gaming had a variety of reasons:

- Successful operations for a number of years;
- Profitable operation;
- Socially accepted;
- Provides local employment;
- Accessible by highways, close to the airport;
- Has land available for additional buildings and parking;
- Minimal impact on surrounding communities; and
- Support for the horse racing industry.

The concern was expressed by some residents and stakeholders that if there is no casino at Woodbine, the horse racing industry would be severely impacted directly through jobs lost at the facility and indirectly in farming and other support services for the horse racing industry.

### **Location in Other Municipalities**

A larger proportion of respondents (27.1%) indicated their preference for a casino in the City of Toronto compared to an adjacent GTA municipality (19.4%). However the largest proportion of respondents (53.5%) preferred neither location. The preference for a casino in other municipalities over a Toronto location was based for some on the availability of more land in other locations; the desire to avoid the social impacts in the city; and the fact that Toronto already has sufficient entertainment facilities available. Those who preferred to have a casino in Toronto over another municipality stated that Toronto should benefit from having both the revenue and the control over how it is developed, since the city will have to deal with the social problems.

### **Standalone versus Integrated Entertainment Complex**

Among participants who indicated that a new casino in Toronto would be somewhat or highly suitable, a preference was stated for an integrated entertainment complex over a standalone casino. The view was reversed for those who felt that a new casino was somewhat or highly unsuitable; they preferred a standalone casino.

Residents and stakeholders who preferred an integrated entertainment complex stated it would:

- Offer more options for activities and entertainment than a standalone casino;
- Generate more money;
- Expand Toronto's hotel, entertainment convention capacity; and
- Add vibrancy to the area by encouraging commercial growth. Some saw such a complex as an opportunity for the city to have a world-class attraction.

Key among the reasons provided by those who preferred a stand-alone casino is the idea that such a facility allows for local retail, arts and culture, hotel and entertainment facilities to co-exist in the local area rather than have these competing within an integrated facility. Some participants indicated that Toronto has enough entertainment facilities and does not require more within a casino complex in order to be considered a world class tourist destination. Some stakeholders felt that a standalone casino would be less detrimental to local small businesses in that there would be less competition for business and staff.

If an integrated entertainment complex were to be developed, the four key features respondents felt should be included were (in order of priority as reported on the Feedback Forms):

- Restaurants;
- Cultural and Arts Facilities;
- Theatre; and
- Retail/Hotel.

### Conditions

Many participants indicated that all the conditions listed in Section 5 of the Consultation Guide (e.g. planning and urban design, health and social contract conditions) should be required of any casino operator. Other participants and stakeholders listed conditions that were most important to them, such as:

- Limiting hours of operations;
- Reducing maximum bet size;
- Prohibiting ATMs in a casino;
- Restricting the number of electronic gaming machines;
- Eliminating casino credit; and
- Prohibiting alcohol consumption on the casino floor.

Many highlighted the need to provide sufficient funding for adequate social services to effectively address the negative social impacts they associated with problem gamblers and their families.

Many residents and stakeholders had suggestions regarding revenues from a casino. They indicated that the City should obtain the best deal possible to have the maximum benefit. Some preferred to have the revenue specifically targeted to social services, both for addressing the impacts from problem gambling and relieving the current social system which was seen to be “overloaded”. Others felt the revenues should be targeted to required infrastructure improvements (e.g. the Gardiner Expressway, transit). A number of participants wanted to ensure the proceeds from a casino benefit local communities (e.g. support for arts and culture, sports, local entertainment etc.). Some suggested that transparency and accountability in revenue sources and reporting of revenue to the public were important conditions.

A key condition for many residents and stakeholders, particularly with reference to the existing gaming at Woodbine, was the need to continue to provide support for the horse racing industry in Ontario. Without ongoing support from casino revenues, some participants were concerned that the horse racing industry, including thousands of jobs including those in the farming industry in Ontario would be at risk.

Others comments were also made by the public and stakeholders regarding the operation of a casino:

- Ensuring full-time, well-paying jobs was seen by many as a key condition;
- The City should approve a design that ensures full integration with surrounding communities/businesses;
- It is important to have plans in place for managing or avoiding pedestrian congestion, traffic, transit and parking needs that participants associated with a casino;
- The casino operator should be reputable with a track record of success;
- The casino should be well managed, paying due regard to the needs of workers, its clientele, and the wider community; and
- The casino is ideally located with good access to public transit and supported by an infrastructure that facilitates efficient and effective entry and exit to a casino – avoiding crowding and congestion.

### **Consultation Process**

The initial format of Community Open House Discussion on January 9, 2013 in the City Hall Rotunda entailed a series of information boards which provided information on the casino decision process; revenue, financial and economic development information; social and health considerations; and planning and site area information. City staff were available to answer questions and provide clarification as needed. As well, there were tables where participants could sit and engage each other or fill out the Feedback Form. Facilitation staff were on hand to assist in table discussions as requested. Two online terminals were also available to make it easy for participants to complete their Feedback Forms online as an alternative to filling out hard-copies. Based on feedback from the public and Councillors, the format for the remaining Community Open House events was changed to include a presentation by City staff, more formal facilitated discussion groups and the opportunity to make statements during an open microphone session. Some participants stated that they appreciated the change in the format to allow for more formal facilitated discussions and the opportunity to make statements at the open microphone.

Some participants expressed their appreciation for the opportunity to provide their views on the Feedback Forms; others noted that some of the questions in the Feedback Guide were “biased towards acceptance of a casino”.

## 1 Introduction

### 1.1 Background

The [Ontario Lottery and Gaming Corporation](#) (OLG) is responsible for establishing casinos within the Province of Ontario. As part of its modernization plan, the OLG is looking to [expand gaming across the Province](#). At the request of the Ministry of Finance, the OLG in December 2010 initiated a process to identify ways to expand and modernize its lottery and gambling operations across the Province. The OLG has identified [29 zones within Ontario](#) where it would like to establish gaming operations. Twenty-four (24) of these zones are provincially authorized gaming venues operating throughout the Province, including Woodbine Racetrack in Toronto. Two of the zones (C1 and C2) include lands within the City of Toronto as well as lands within the adjacent Greater Toronto Area (GTA) municipalities of Mississauga, Vaughan and Markham-Richmond Hill.

C1 incorporates the City of Toronto, the City of Mississauga in Peel Region and Markham and Richmond Hill in York Region. Zone C2 includes parts of the City of Toronto, the Cities of Mississauga and Brampton in Peel Region, and the City of Vaughan in York Region. According to the OLG's Modernization Plan, the Province intends to develop a maximum of one casino in each (C1 and C2) GTA zone.<sup>1</sup> Before a casino is established in a community, Provincial law requires that the Municipality seek public input prior to passing any resolution on the issue of a casino. See Figure 1.

On November 5, 2012, Toronto's City Council's Executive Committee voted to move ahead with public consultation to seek the public's input on the establishment of a casino in Toronto. This decision came after consideration of the City Manager's report dated October 22, 2012, [Considering a New Casino in Toronto](#) and a technical study conducted by Ernst and Young in August 2012, the [Impact of a Potential Commercial Casino in Toronto](#).<sup>2</sup>

In order to make an informed decision on a possible casino in Toronto, City Council will assess public input on potential locations, revenue generation, construction and operations, as well financial, social, economic, infrastructure, planning, health and public safety considerations. The City is looking for input on the three areas in zone C1 that are currently being considered for the development of a new casino (Exhibition

<sup>1</sup> Executive Committee consideration on November 5, 2012. *Considering a New Casino in Toronto*. Summary of the OLG Modernization Plan. October 2012, from Toronto city Clerk at <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.EX24.1>

<sup>2</sup> Executive Committee consideration on November 5, 2012. *Considering a New Casino in Toronto*. Retrieved 14 October 2012, from Toronto city Clerk at <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.EX24.1>

Place, the Port Lands and a downtown location), and one existing facility in zone C2 (Woodbine Racetrack) which has the potential for expanded gaming. City staff is also engaged in conducting research and assessing information relevant to Council's deliberation on issues related to a possible casino in Toronto.

## ***1.2 The Casino Consultation***

The OLG identified 29 zones, of which two, identified as C1 and C2 in the OLG's modernizing plan, includes parts of the City of Toronto. Consequently, and at the request of the City's Executive Council, the City Manager was asked to consult with the OLG and to provide a report on the findings to the committee. The report provided the Executive Committee with a summary of the provincial government licensing process for new gaming establishments; the municipal planning and approval process; the pros and cons of various gaming and development options including the location, and anticipated financial, economic and social impacts. The report also provided the basis for informed public discussion and consultation.<sup>3</sup>

Under the [Lottery and Gaming Corporation Act](#), the City Council of the host municipality has to pass a resolution approving the operations of a casino after first holding public consultations. To this end and in accordance with the Act, Toronto City Council's Executive Committee authorized the City Manager to conduct public consultation to seek input from Torontonians on the matter of establishing a casino in Toronto.<sup>4</sup> In December 2012, the City Manager engaged the consulting firm DPRA to organize, conduct and report on the consultation with the public and stakeholders. DPRA in consultation with the City Manager developed and implemented a public consultation strategy intended to inform the general public and stakeholders on the matters of respecting a casino in Toronto and to obtain their views, opinions and advice.

The City Manager will consider the information from the consultation provided in this report when writing his March 2013 report to the Executive Committee on the potential of establishing a new casino in Toronto.

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<sup>3</sup> Executive Committee consideration on October 22, 2012. *Considering a New Casino in Toronto*. October 2012, from Toronto city Clerk at <http://www.toronto.ca/legdocs/mmis/2012/ex/bgrd/backgroundfile-51514.pdf>

<sup>4</sup> Ibid.



Figure 1 shows the potential locations within OLG's C1 and C2 zones which City Council is considering for a new or expanded casino.

**Figure 1: Study Areas in C1 and C2**



## 2 Approach to Consultation

### 2.1 The Purpose

The overall purpose of the consultation was to gather input, including:

- The public's views and opinions on a casino generally;
- Possible locations for a casino; and
- What the public would like Council to consider when making a decision on this matter.

#### Objective of the Casino Consultation

The objective of the casino consultation was to actively engage the public and key stakeholders in an informed discussion on the opportunities, issues and challenges associated with the potential development of a new casino in Toronto and or the expansion of Woodbine Racetrack for gaming. This objective was achieved by providing:

- Information for the public and stakeholders to learn about the opportunities and issues/challenges associated with the potential development of a new casino and/or the expansion of Woodbine Racetrack for gaming;
- Opportunities to share opinions with City staff and elected officials about a possible casino in Toronto;
- Opportunities to share perspectives with other members of the public and stakeholders; and
- Opportunities to document concerns, issues and suggestions through a Feedback Form.

The consultation included several ways for the public to become informed and learn more about the issues before giving their feedback:

1. A **Consultation Guide** was designed to provide background information on the casino decision-making process and initial findings from City staff on opportunities, issues, and challenges associated with a new possible casino in Toronto and/or the expansion of Woodbine Racetrack for gaming prior to providing their input on a Feedback Form. The Consultation Guide was available in English, Chinese (Traditional), Russian, Persian, Korean, Tamil, Italian, Spanish, Portuguese, Urdu, and French. Large Print versions of the Consultation Guide were also available on-line and in hard-copy. A copy of the English Consultation Guide is presented in **Appendix A**.



2. **Community Open House Discussions** provided an opportunity for the public to talk to staff and ask questions, review information displays, and discuss and share input with other participants. The information displays and handouts available provided information on the casino decision process; revenue, financial and economic development information; social and health considerations; and planning and site area information. The information displays are available on the City website. Samples of the information displays are provided in **Appendix B**.
3. **The Casino Consultation website:** [www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation). The City website provided: information on consultation opportunities; links to background reports and information related to casino development and operations; access to the Consultation Guide and Feedback Form; key dates and schedule of community open house discussions; copies of information panels presented at the open house discussions; questions and answers; the opportunity to sign-up to the City's mailing list for updates on the casino consultation; and an email address to forward additional comments, concerns or questions. The website launched on Friday, December 14, 2012. A Consultation Plan, outlining key aspects of the consultation, was also available on the City website. A screen shot of the website and a copy of the Consultation Plan are provided in **Appendix C**.
4. **Communication and Outreach** informed participants about the casino decision-making process, timelines, research and issues to enable informed feedback. These communication and outreach activities included:
  - A Consultation Plan was developed that provided an overview of the process and opportunities to get involved. It was circulated to Council and media and made available on the website.  
[www.toronto.ca/casinoconsultation/pdf/casino\\_consultation\\_plan.pdf](http://www.toronto.ca/casinoconsultation/pdf/casino_consultation_plan.pdf). It is provided in **Appendix D**.
  - A memo and information kit sent from the City Manager to all City Councillors, which included material to help them with outreach to their constituents;
  - A large banner graphic right on the [www.toronto.ca](http://www.toronto.ca) home page through the duration of the consultation, which allowed people to click through to the website;
  - Significant social media outreach using the City's two main communications and engagement Twitter accounts, @TorontoComms and @TorontoCivicEng;
  - An information package sent to over 400 City of Toronto staff whose jobs include outreach, communications, front line work, community partnerships and engagement, and working with the public, for their help in spreading the word about the consultation with public; and

- A series of four press releases sent between December 14, 2012 and January 24, 2013, informing people about the consultation and inviting them to take part.
- Social media were also tracked regularly to monitor issues.
- Extensive print and online advertisements were placed (including in various languages in local ethnic publications). The list of print advertisements, online advertisements and sample advertisements are provided in **Appendix E**.

### Obtaining Public and Stakeholder Feedback

1. A **Feedback Form** was developed to allow residents to share their views and opinions on a casino generally, on possible locations for a casino, and what they would like Council to consider when making a decision on this matter. The Feedback Forms could be completed on-line or by hardcopy. The on-line forms were available from January 3 2013 at 3:00 p.m. at until January 25, 2013 at 11:59 p.m. They were also distributed at the Community Open House Discussion sessions. The Feedback Form included 11 questions related to:
  - How participants generally feel about having a casino in Toronto;
  - How a casino fits their image of the City of Toronto;
  - Questions related to the proposed options and areas; and
  - Recommendations for the OLG if Toronto City Council decides to proceed with the development of a new Toronto casino and/or the expansion of Woodbine Racetrack for gaming.

A total of **17,780** Feedback forms were received on-line and in hard copy by the close of the consultation, 11:59 p.m. on January 25, 2013. A copy of the Feedback Form is provided in **Appendix F**.

2. **Community Open House Discussions** provided an opportunity for participants to ask questions and seek clarification from City staff, share their ideas and engage with other members of the public in discussion and complete the Feedback Form. The initial format of Community Open House Discussion on January 9, 2013 in the City Hall Rotunda entailed a series of information boards which provided information along the four thematic areas mentioned earlier, with City staff available to answer questions and provide clarification as needed. As well, there were tables where participants could sit and engage each other or fill out the Feedback Form. Facilitation staff were on hand to assist in table discussions as requested. Two online terminals were also available to make it easy for participants to complete their Feedback Forms online as an alternative to filling out hard-copies. Based on feedback from the public and Councillors, the format for the remaining Community Open House events was changed to include a presentation by City staff, more formal facilitated

discussion groups and the opportunity to make statements during an open microphone session. Some participants stated that they appreciated the change in the format to allow for more formal facilitated discussions and the opportunity to make statements at the open microphone. Staff from DPRA also supported all events by assisting with booking spaces and arranging logistics, answering questions on the process, and recording input from the public.

It is estimated that approximately 1,500 people in total attended the five sessions. The Community Open House Discussions were held in five locations across the city:

<b>Wednesday January 9</b> Toronto City Hall Rotunda <u>100 Queen Street West</u> 6:00 pm - 9:00 pm	<b>Saturday January 12</b> North York Memorial Hall <u>5110 Yonge Street</u> , lower level 1:00 pm - 4:00 pm	<b>Monday January 14</b> Etobicoke Olympium Gymnasium <u>590 Rathburn Road</u> 6:00 pm - 9:00 pm
<b>Thursday January 17</b> Scarborough Civic Centre Rotunda <u>150 Borough Drive</u> 6:00 pm - 9:00 pm	<b>Saturday January 19</b> Bluma Appel Salon at Reference Library <u>789 Yonge Street</u> 1:00 pm - 4:00 pm	

3. **Stakeholder Interviews** were conducted individually or in groups of people with similar interests to obtain the views of various organizations on the potential for a new casino in Toronto and/or the expansion of Woodbine Racetrack for gambling. Twenty-nine organizations were contacted for interviews; representatives of 19 organizations took part in the interviews. The invitation letter and discussion questions for the stakeholder interviews are provided in **Appendix G**.
4. **Emails, Letters and Phone Calls:** some residents provided input to the consultation through email, letter or phone call. All communication received were provided with responses and/or follow-up. These comments are included in the consultation findings.

A summary of the public consultation report, the City Manager's report and associated data will also be posted to the City's website on the Open Data page.

## 2.2 Analysis

As noted in *section 2.1*, the objective of the casino consultation was to actively engage the Toronto public and stakeholders in a discussion on the opportunities, issues, and challenges associated with a new Toronto casino and/or the expansion of gaming at Woodbine Racetrack. The desired output from this process was to understand the level of support for a casino and/or expanded gaming facility, the type of facility and the reasons behind the positions.

**The Feedback Form was not developed as a poll, with a statistically representative sample population asked to provide opinions on casinos. Instead this was an open opportunity to the general population who wished to participate and comment on the casino proposal. As a result, the information gathered from the Feedback Form provides a summary of the opinions as expressed by those who engaged in the casino consultation process and will inform the City Manager's report to Executive Committee.**

Participants were able to fill out a Feedback Form on a designated web form or in paper format. The information was stored in an MS SQL Server. Each incoming entry was verified for duplication by checking if an exact replica was already stored in the database. If the incoming entry was a duplicated record, the system moved it to a temporary table for record purposes only. The duplicates were not included in the overall count and data analysis. The Feedback Form checking mechanism has captured 40 duplicate Feedback Forms.

Hard-copy feedback forms were manually entered by DPRA staff using the web form. The same duplication checking process also applied to the hard-copy data entry. **A total of 17,780 feedback forms were completed: 16,830 online and 950 hard-copies.**

Upon completion of the data collection phase, *Statistical Package for the Social Sciences (SPSS)* was used to compute basic aggregate frequency tables, which displayed response to each close-ended question. Open-ended responses, which asked respondents for their comments, were reviewed and grouped into general themes, based on review of the feedback form responses.

DPRA's designated web server experienced an unexpected shutdown on January 25, 2013 at around 1:40 p.m. due to an accidental power surge; the server was rebooted immediately. This incident caused a disruption of Feedback Form submissions for about 10 minutes. DPRA reported back to the City and people who had indicated the problem regarding the outage and confirmed with the City the first successful submission after the server reboot was at 1:55 p.m. Data entries then continued uninterrupted until the end of the data collection period on January 25, 2013 at 11:59 p.m.

### 3 Consultation Findings

This section presents the consultation findings, including the input received through the Feedback Forms, Community Open Houses, Stakeholder Consultations and comments received by letter, telephone or email.

#### ***3.1 The Feedback Forms***

This section documents the input provided by community residents and organizations on the online and hard copy Feedback Forms on whether or not Council should approve a new casino in the City of Toronto.

The Feedback Forms consisted of 11 questions. Some of the questions were open ended, requiring only checkmarks; others asked for more in-depth descriptions of participant's views. Participants could answer some or all of the questions, as desired.

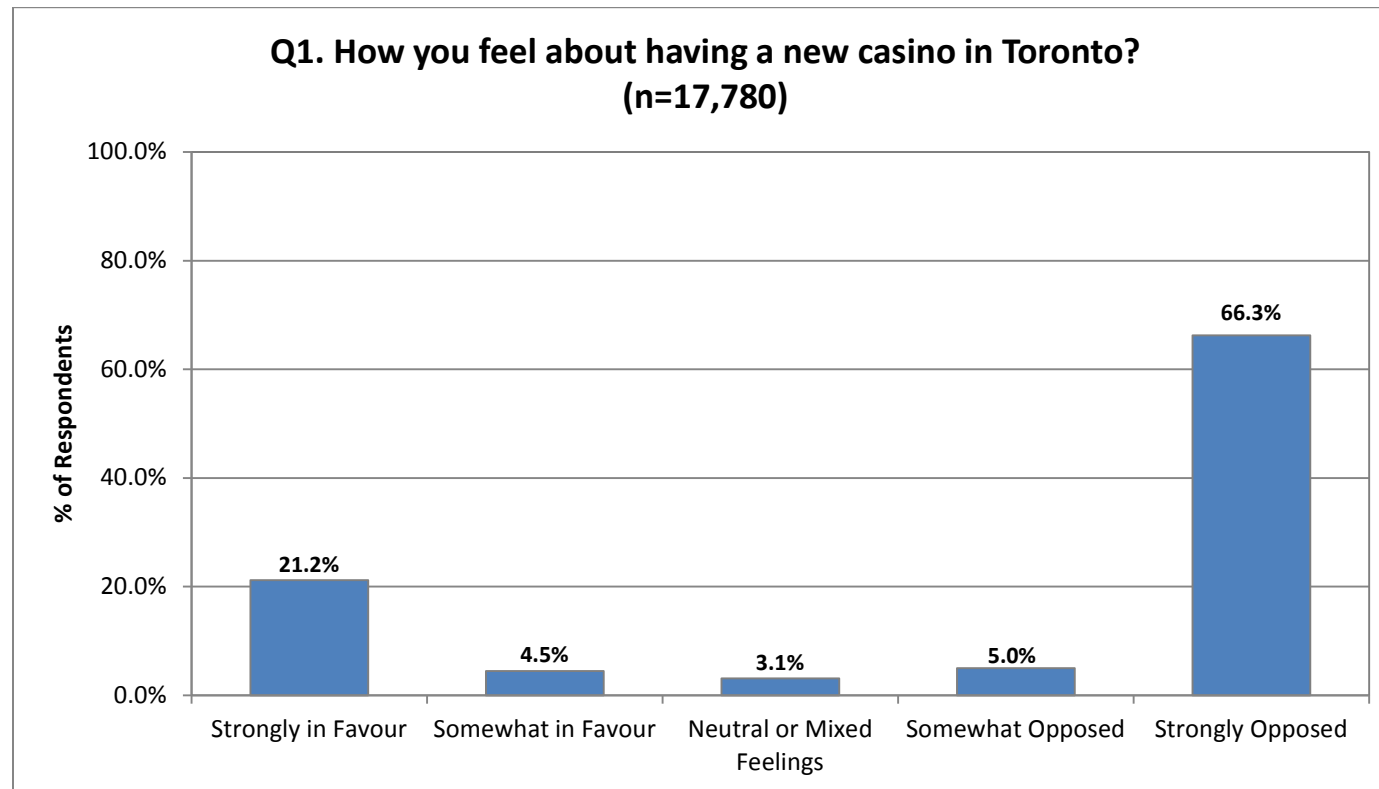
Some participants expressed their appreciation for the opportunity to provide their views on the Feedback Forms; others noted that some of the questions in the Feedback Guide were "biased towards acceptance of a casino".

The findings from each of the questions in the Feedback Form are presented graphically, and then summarized in text. A table is used to provide summary points of frequently mentioned comments from people who indicated they are opposed, have neutral or mixed feelings or are in favour of a casino in Toronto respectively. The text boxes are direct quotes made by individual respondents that also reflect the broader themes reported by other respondents.

In the graph of each close-ended question, a number of respondents or the "n" value is provided, e.g. (n=17,780). The "n" value indicates the total number of responses the results are based upon for that particular question. Feedback Form participants were not obligated to respond to all questions; hence, the "n" value for each close-ended question in the report varies.

### 3.1.1 Question 1: Feelings about a New Casino

**Question 1: How do you feel about having a new casino in Toronto? What are your reasons for this rating?**



*“Casino patrons are disproportionately represented by people who cannot afford to spend their money there.”*

Two-thirds (66.3%) of respondents to the Feedback Form indicated strong opposition to a casino, while approximately one in five (21.2%) were strongly in favour. Those who stated having neutral or mixed feelings represented just over 3% of respondents, while those somewhat in favour and somewhat opposed constituted 4.5% and 5% respectively.

### **Strongly Opposed**

There were a number of repeating themes throughout the public consultation. The predominant views among respondents opposed to a new casino in Toronto focused on the social and health issues/impacts (e.g. problem gambling, impact on family cohesion, drug abuse, suicides, debt, crime etc.) as well as infrastructure considerations that are associated with a new casino in Toronto.

### **Problem Gambling**

These respondents linked casinos with problem gambling, and were concerned about the potential increase in the number of people affected by an addiction to gambling. In addition, respondents were also concerned about the wider implications to society, particularly the ability of taxpayers and other government agencies (e.g. CAMH and OHIP) to cover the cost of providing support services to those negatively affected by casinos. Consequently many respondents felt strongly that the City of Toronto should not go ahead with the development of a casino, as there are better and more innovative ways of stimulating the economy.

*“Gambling addiction is a usually under-estimated cost to the city and society.”*

### **Impact on Family Cohesion**

Some respondents indicated that the families of problem gamblers experience many difficulties including emotional and physical distress, financial problems (debt) and associated health issues. Many respondents who are strongly opposed to any gambling establishment within the city limits pointed to the higher rates of separation and divorce among persons addicted to gambling and prevalence of depression and other mental health issues as a concern to them.

### **Other Social Costs**

There were general concerns that City Council and the OLG are too focused on the economic benefits of a casino, while insufficient attention or emphasis has been placed on potential harm, and necessary

*“A casino will drain the life and vitality from the businesses and entertainment venues that surround it.”*

mitigative measures. It was argued by many respondents that living near a casino can lead to social ills such as alcoholism, drug abuse, increased suicide rates among pathological or problem gamblers, crime and prostitution. In general those respondents opposed to a casino felt that gambling establishments create an environment which attracts illegal activities. Regarded as a regressive involuntary tax on the poor and vulnerable and a criminal enterprise, these respondents were insistent in their opposition to a casino in downtown Toronto.

### ***Traffic and Congestion***

Many expressed that traffic congestion in the city of Toronto is a significant concern. The city is gridlocked with public transit functioning at or near full capacity. Some respondents felt that a casino in the city's core would exacerbate this problem and lead to greater bottlenecks along major thoroughfares like Lake Shore Boulevard and the Gardiner Expressway. In addition to the congestion on the roadways, many suggested that downtown Toronto lacks the transit infrastructure to adequately meet the current demands of city residents and commuters. The development of an integrated casino entertainment complex within the downtown core under these circumstances is seen by some respondents as unrealistic.

### ***Impact on Current Land Uses***

Many of those opposed to a casino see them as incompatible with the increasingly residential, public space and recreational land use patterns emerging in downtown Toronto, particularly along the waterfront. While much of Toronto's waterfront has been taken up by condominium development, respondents indicated a preference for green open spaces (parks), outdoor recreational and "family-oriented" activities (bike lanes, playgrounds), and preservation or restoration of natural features on the waterfront.

*"Toronto is congested enough... we have too many condos, shopping centres, etc... being built."*

*"Toronto is a diverse and dynamic city that should be able to leverage the assets of its residents in productive ways and should not have to resort to gambling for job growth and revenue."*

### ***Impact on Local Businesses***

An integrated casino entertainment complex with stores, restaurants and other amenities is seen by many as a threat to small businesses within the downtown core. It was suggested by many that a new casino could conceivably redirect consumer traffic away from existing local businesses towards the casino. This was not considered to be a positive economic impact as no new wealth would be generated for the City.



### Neutral or Mixed Feelings

A small number of respondents (3.1%) indicated on their Feedback Form that they had neutral or mixed feelings about a new casino in Toronto. They were neither an advocate for nor an opponent, but were able to recognize the benefits associated with a new casino (e.g., optimizing tax revenue and employment, addressing budgetary deficits, capital development) as well as the adverse impacts (e.g., problem gambling, traffic congestion, alcoholism, crime).

### Strongly in Favour

While many respondents were adamant in their opposition to a casino in downtown Toronto, approximately 21.2% were strongly in favour of a casino in either the C1 or C2 zone. Woodbine in zone C2 was considered as more suitable for either an integrated entertainment complex or the addition of expanded gaming facilities. It was the opinion of many in favour of a casino that the suitability of Woodbine Racetrack is due to the existence and success of the current gaming establishment, accessibility via highway, proximity to the airport and the availability of land to accommodate expansion and development of the supporting infrastructure.

Support for a casino was also generally premised on a number of considerations and or conditions which Council should stipulate to potential casino operators. Some of these considerations include:

- Well paying full time jobs;
- Effective training and recruitment programs;
- Limiting hours of operation;
- Eliminating casino loyalty programs and credit;
- Prohibiting ATMs and alcohol consumption in the casino;
- Implementing strong casino self-exclusion programs to support gamblers who choose to be banned;
- Funding commitments for expanded problem gambling prevention and treatment programs;
- Establishing a social and health impact audit committee;
- Restricting the number of gaming machines;
- Mandating a daily loss maximum;
- Smart serve training for all staff;
- Issuing of monthly statements to track winnings and losses; and
- Using modern architectural designs to ensure that the facility is integrated into the community and contributes to the city's liveability.

*"A casino would be profitable for the city. This may be a new source of much-needed income and jobs thereby lowering the pressure to increase taxes."*

Respondents strongly in favour of a new casino in Toronto see this as an exciting, progressive and beneficial undertaking that will stimulate economic development, expand tourism and enhance the city's image as a first class business and travel destination. They cited the opportunity for the City to increase municipal revenues which could be used to provide additional infrastructure and public services; and support, culture, sports, charities and the horse racing industry. Increase in employment opportunities as well as enhanced entertainment choices were also cited by many of those in favour of a casino as reasons why the City should consider granting consent.

*"A casino in Toronto would serve as an investment opportunity for all parts of the city."*

The following table lists some of the more common statements made in consideration of a new casino in the Toronto. The table presents the feedback indicating whether respondents were opposed (strongly or somewhat), having neutral/mixed feelings or in favour (strongly or somewhat) as indicated in their response to question 1.

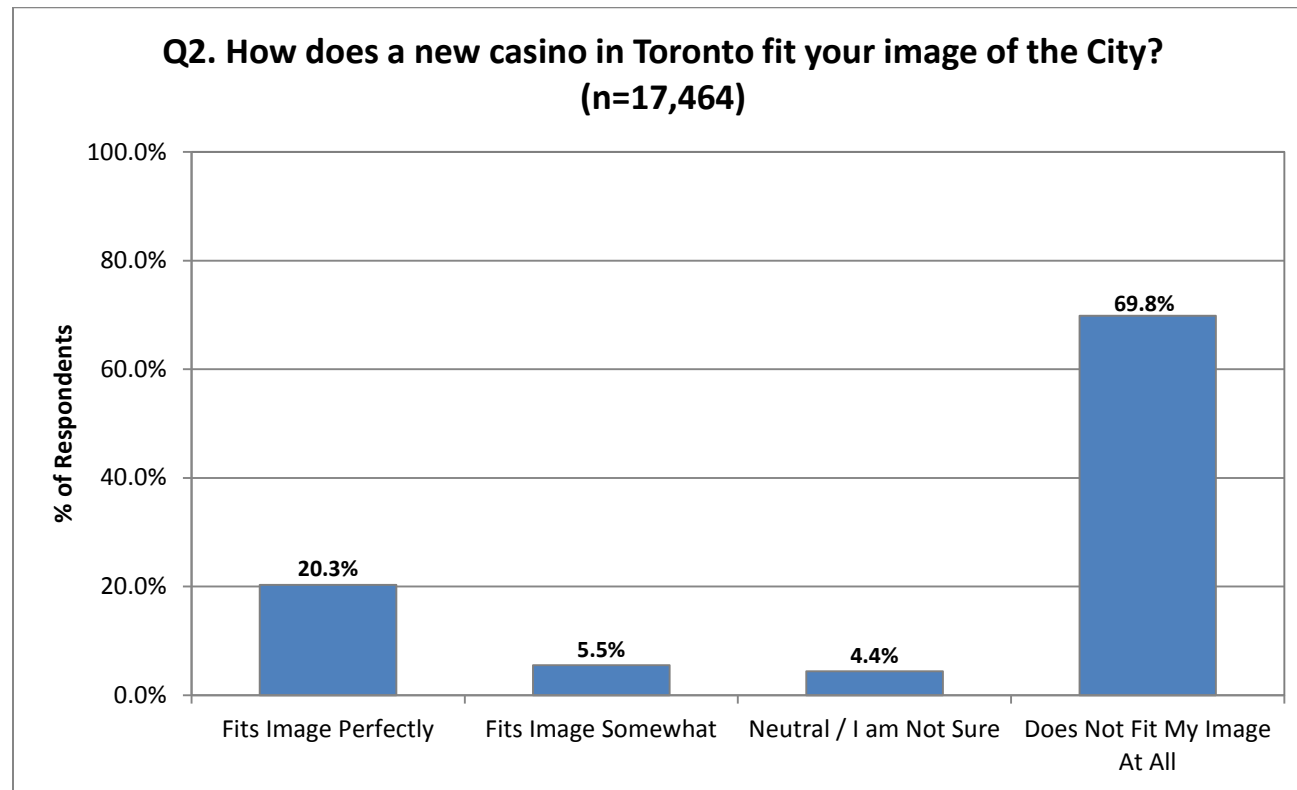
Views of those who are Opposed to a Casino	View of those who have Neutral or Mixed Feelings about a Casino	Views of those who are In Favour of a Casino
<ul style="list-style-type: none"> <li>Gambling establishments create an environment which attracts illegal activities like prostitution, money laundering, and drug trafficking and other misdemeanours.</li> <li>A casino can lead to other social ills like alcoholism, drug abuse, and increase the number of suicides, depression and family break-ups due to pathological or problem gambling.</li> <li>Can CAMH and OHIP cover the cost of the social and health impacts?</li> <li>Traffic congestion in Toronto is unbearable; the city is gridlock with the TTC functioning at or near full capacity. A casino in the core would exacerbate this problem and lead to greater bottlenecks within the city.</li> <li>An integrated entertainment complex</li> </ul>	<ul style="list-style-type: none"> <li>There were significant concerns related to addiction issues. A casino would encourage addiction to gambling leading to an increase the number of problem gamblers. As a result, more mental health centres would be needed to deal with this increase.</li> <li>A casino would increase revenues for the City which would go a long way to alleviate a lot of the current and projected budgetary pressures.</li> <li>Traffic congestion is already a problem in Toronto. A casino will contribute to this problem.</li> <li>Woodbine Race Track is already working well as it is. It makes sense to have a casino here because of the existing facilities and supporting</li> </ul>	<ul style="list-style-type: none"> <li>Casino development would increase City revenue and provide more opportunities for economic development.</li> <li>A casino will bring employment opportunities to Toronto.</li> <li>A world-class facility would add an exciting new entertainment venue for locals and tourists, and potentially increase Toronto's international image.</li> <li>Casino development in Toronto would bring in the much-needed revenue for the City and employment opportunities.</li> <li>A casino would add a new and exciting element to Toronto and increase this city's international appeal as a tourist destination.</li> <li>Too many people go to Rama and Niagara; keep the casino in Toronto.</li> <li>It is safer playing at an OLG facility than an</li> </ul>

Views of those who are Opposed to a Casino	View of those who have Neutral or Mixed Feelings about a Casino	Views of those who are In Favour of a Casino
<p>with stores, restaurants and other amenities may have a negative impact on neighbouring businesses.</p> <ul style="list-style-type: none"> <li>Many reports indicate that Canadians are deep in debt. A casino in the downtown core can increase the number of people in debt particularly problem gamblers who cannot afford to lose the money involved.</li> <li>Of the many ways government can raise money, gambling is the worst. It is a regressive involuntary tax on the poor and most vulnerable and should not be legally justified as a means to balance budgets.</li> <li>Morally opposed to gambling for religious and social reasons.</li> <li>In the recent past, downtown Toronto has become increasingly residential. Residential development is not compatible with a casino.</li> <li>Recent Councils have a dismal record of undertaking proper long-range planning. In the case of the casino, Council should think about the long-term implications in making a decision.</li> <li>A casino would cut into revenues at Casino Rama which helps First Nation communities.</li> <li>Fear that a casino in Toronto will result in degradation of the quality of life of the city.</li> </ul>	<p>infrastructure.</p> <ul style="list-style-type: none"> <li>Support for or against a casino hinges on the location decided upon by Council.</li> <li>It would be useful for the public to have access to capital development and operating plans including opportunities for local unemployed youth to support decision making.</li> <li>Skeptical that the OLG will provide the City of Toronto with suitable compensation to offset costs related to hosting a casino in Toronto.</li> <li>Significant concern that a casino will result in negative effects to low-income Toronto residents. This includes a rise in crime and alcoholism.</li> <li>While a casino may not be truly harmful, it will not be beneficial to Toronto's social fabric and neighbourhoods would be impacted.</li> <li>There should be clearly spelled out benefits to the city if a casino comes here. This includes full time union jobs.</li> <li>The capital development and operating plans should include opportunities for unemployed youth.</li> <li>Need for additional information on the potential revenue generated from the casino, social contract</li> </ul>	<p>unregulated game.</p> <ul style="list-style-type: none"> <li>Casinos are positive to the local economy.</li> <li>It would be nice to go to a local casino, without travelling significant distances.</li> <li>It will be a lost opportunity if another city takes the casino.</li> <li>The City could establish conditions as to what the money can be used for, e.g., housing/shelter for the homeless, investments in projects that generate employment.</li> <li>Policies and procedures need to be in place that will make this casino a good neighbour and employer.</li> <li>There is nothing inherently evil about gambling (a large majority of people can enjoy it responsibly) and Council should not assume a paternalistic attitude in assessing the merits of a casino. Let people make their own choices.</li> <li>Ensure that developers deliver on what is promised - major investment in public spaces and cultural institutions, public transit (i.e. downtown relief line), etc.</li> <li>A lot of jobs are associated with the racing industry, including farming jobs that are essential for rural communities. The government should support horse racing as it does other sports.</li> <li>In favour of an integrated complex that offers more than just gambling facilities in a standalone casino.</li> <li>Revenue generated for the City would be greater if the casino is established on</li> </ul>

Views of those who are Opposed to a Casino	View of those who have Neutral or Mixed Feelings about a Casino	Views of those who are In Favour of a Casino
<ul style="list-style-type: none"><li>• City should increase taxes if money is the issue.</li><li>• Casinos are “contained cities” which are designed to ensure that patrons do not leave resulting in minimal benefits to the surrounding communities.</li></ul>	obligations and City commitments before deciding on whether or not to support a casino.	<p>public/government owned lands.</p> <ul style="list-style-type: none"><li>• Unionized jobs in construction and other trades would pay well and increase the living standards of many low income families.</li></ul>

### 3.1.2 Question 2: The Image of a Casino

**Question 2: How does a new casino in Toronto fit your image of the city? Why?**



Of the total number of responses, 69.8% indicated that a new casino did not fit their image of the City of Toronto, while approximately 25.8% felt that a new casino would fit their image of Toronto perfectly or somewhat. The percentage of respondents who remained neutral or not sure was approximately 4.4%.

Among respondents opposed to a casino, a common thread in many of the comments described Toronto as a world class city, known for its arts and culture, restaurants, entertainment (theatres) and its multiculturalism. It is reported to be envied as a place to live, work and visit. These

are believed to be the intrinsic characteristics which attract new residents and visitors to the city. Many felt that a casino would not be consistent with or supportive of these characteristics and would have an adverse impact on the reputation and image of the city.

Though in the minority, respondents who indicated having neutral or mixed feelings felt that a casino could potentially fit Toronto's image if the most appropriate location is chosen, and conditions are placed on its operation. It was suggested that any casino should be thoughtfully designed and integrated into the community, and be compatible with the surrounding area.

*"It depends on the profile of the casino - it must be integrated in the fabric of the city for success."*

Respondents in favour of a new casino, much like those opposed, defined Toronto as a world class city and therefore, like other major cities, a casino could be established that adds to the city's vibrancy, and contribute to the city's economic diversity. Toronto, they noted, is vibrant and dynamic but needs more entertainment options, particularly the type of entertainment that would come from an integrated entertainment complex. This would add to the city's tourist offerings and attract visitors in larger numbers. It was also noted that an integrated complex that includes a convention centre would have a positive impact on Toronto as a destination for large conventions and improve the city's competitive edge in that market.

*"I believe Toronto should be a livable city. To be a livable city you need family accessible activities. A casino is not a family activity....Making Toronto a livable city for future generations should be the legacy of current politicians."*

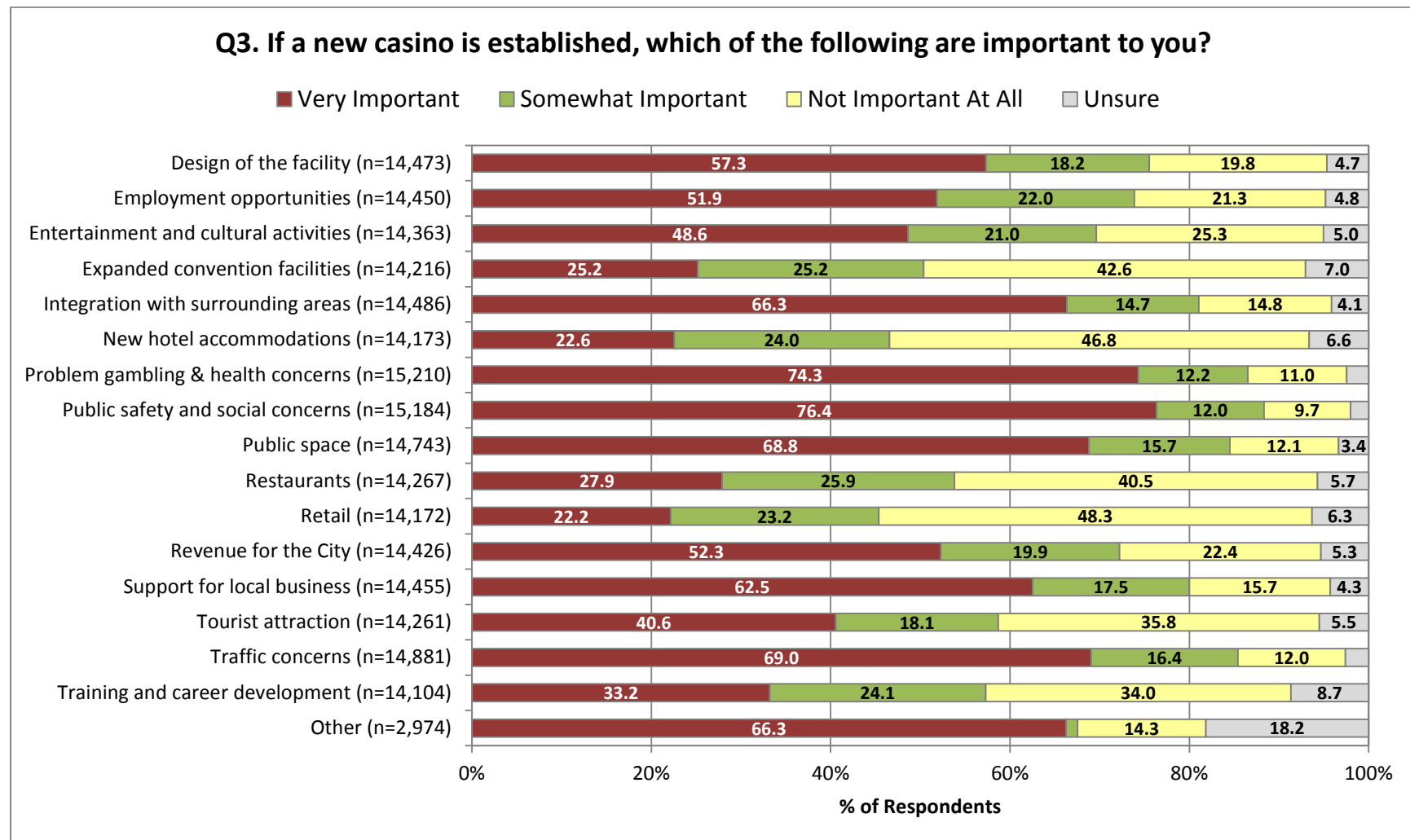
*"Toronto is a World Class city; and many major cities around the world have casinos."*

The following table lists some of the more common messages in response to the question; *Why does a casino fit/not fit with your image of the city?* The table presents the feedback based on whether the respondent indicated being opposed (strongly or somewhat), having neutral/mixed feelings or in favour (strongly or somewhat).

Opposed	Neutral or Mixed Feelings	In Favour
<ul style="list-style-type: none"> <li>• Toronto is a world class city and is known for its neighbourhoods; a casino does not add anything to the city's highly liveable neighbourhoods, each with a distinct character of its own.</li> <li>• Toronto is known for its culture, art, restaurants, entertainment and its level of diversity a casino would not be a positive contribution.</li> <li>• Toronto is a place to live, work and visit and it is this which attracts visitors; a casino does not add any value to what already exists.</li> <li>• A casino will not enhance Toronto's image as an ideal place to raise children.</li> <li>• A casino will impact the weak and vulnerable – this is not the image of "Toronto the good" that attracts people to the city. We have a responsibility to take care of the more vulnerable people in the city.</li> <li>• There are more worthy and unique sources of revenue for the City which could have a more positive impact on the city's image than a casino.</li> <li>• Prefer that the city be known for arts, culture, business and food as opposed to gambling.</li> </ul>	<ul style="list-style-type: none"> <li>• A casino could fit with the image of Toronto as being a fun place to work, live and visit.</li> <li>• A "stereotype" casino does not fit with Toronto's image but could be acceptable depending on where and how it is designed.</li> <li>• A casino at Woodbine Racetrack would continue to fit Toronto's image since it is already working well as a gaming facility.</li> <li>• A casino in Toronto can detract from the image of Toronto being a "good family city".</li> <li>• Casino fits the image of Toronto provided that its development includes a comprehensive community benefits package and a guaranteed revenue stream for the City.</li> <li>• Many great cities have casinos and many do not.</li> </ul>	<ul style="list-style-type: none"> <li>• Toronto is a world-class city and many major cities around the world have casinos.</li> <li>• A big city needs grand, sophisticated attractions.</li> <li>• Toronto is known as a vibrant and dynamic city but it needs more entertainment options that can add another dimension to the city.</li> <li>• An integrated complex that includes a variety of entertainment opportunities, in addition to gambling will help increase tourism in Toronto.</li> <li>• A casino development in Toronto will provide the opportunity to build and rehabilitate derelict parts of downtown.</li> <li>• An integrated complex that includes a convention centre is important for an international city.</li> <li>• Toronto should continue to grow culturally and economically to bring more business and tourism to the city.</li> <li>• A casino fits the image of Toronto perfectly provided that it is hip and fun.</li> </ul>

### 3.1.3 Question 3: Important Features of a Casino

**Question 3: City Council is seeking your input on whether there should be a new casino in Toronto. If a new casino is established, please indicate which of the following are important to you.**





*"If there is going to be [a casino] the safety and well being of Torontonians should be held as the top priority."*

Overall, of key importance to all respondents to this question were public safety and social concerns (76.4%), problem gambling and health concerns (74.3%), traffic concerns (69%) and the integration of a casino with surrounding areas (66.3%).

It should be noted that some of the respondents strongly opposed to a casino did not respond to this question. Some felt that it was a misleading question which assumed the establishment of a casino in Toronto was inevitable despite any opposition. Others who were opposed did answer the question and indicated that all

components were equally important if a casino is established in Toronto. They frequently cited the need for mitigative measures to protect the health and well-being of the residents and surrounding businesses.

The respondents who indicated having neutral or mixed feelings about a casino felt that the location of the facility was key in answering this question. They suggested that a casino should be located in an area that is easily accessible to visitors, free of traffic congestion, and sufficiently buffered that it would mitigate any negative impacts on local business.

*"Ensure that the entertainment offered does not interfere or compete with existing venues."*

*"If a casino is established, the focus should be on mitigating the negative effects on the community and the city's at risk population."*

Similarly, respondents favouring a casino indicated the importance of ensuring that the facility was well integrated into the community and developed in such a way that it does not conflict with the surrounding businesses and encourages tourism and local employment opportunities.

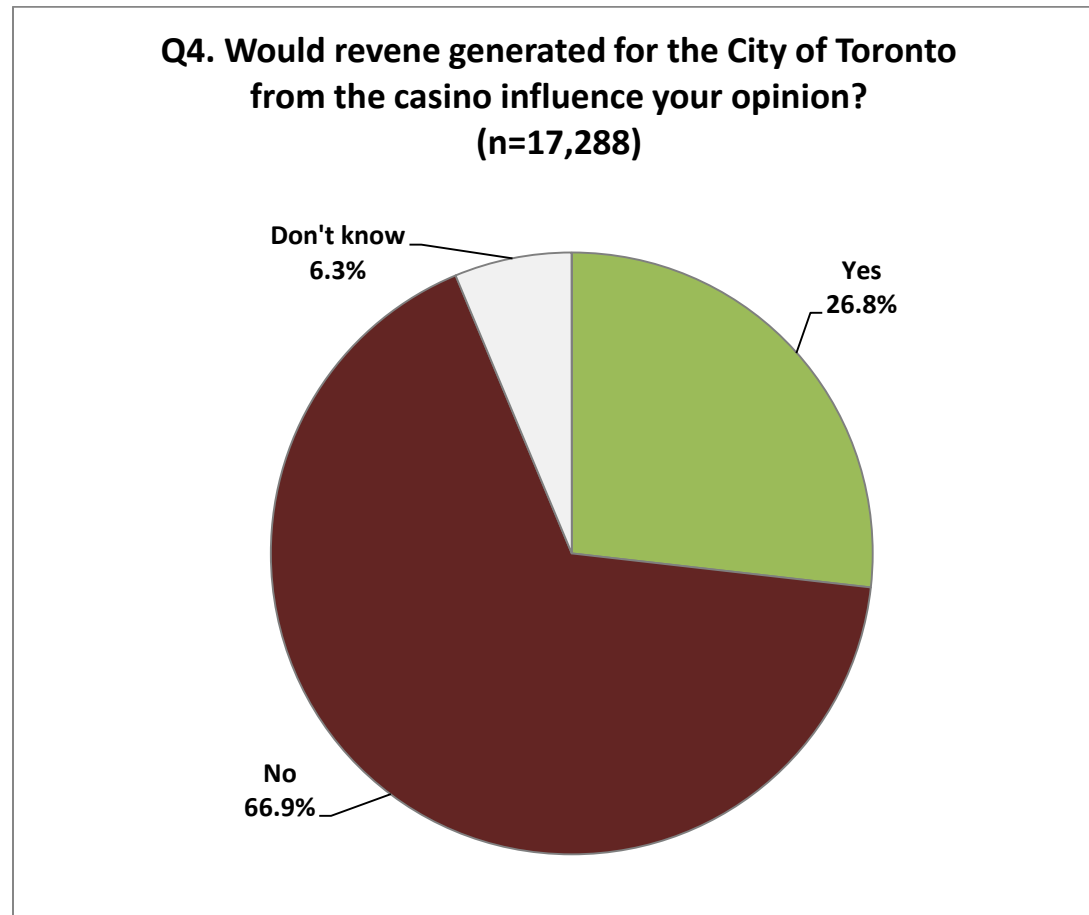
It was suggested by some of the respondents that to maximize the financial benefits while minimizing the costs to the City, Council must consider in its decision making the cost for expanding and upgrading the needed infrastructure, the emerging or existing land-use associated costs to provide the supporting infrastructure and the costs of implementing all the recommendations from Public Health.

The following table lists some of the more common messages in response to the question: *If a new casino is established, which of the following are important to you?* The table presents the feedback based on whether the respondent indicated being opposed (strongly or somewhat), having neutral/mixed feelings or in favour (strongly or somewhat).

Views of those who are Opposed to a Casino	View of those who have Neutral or Mixed Feelings about a Casino	Views of those who are In Favour of a Casino
<ul style="list-style-type: none"> <li>• None of these are important. Opposed to a casino under all conditions.</li> <li>• Did not answer this question as it assumes the establishment of a casino.</li> <li>• If there is a casino in the city it should provide jobs, revitalize the conference industry and promote cultural activities.</li> <li>• If a casino is established, the focus should be on mitigating the negative effects on the surrounding area/communities and on the city's at risk population.</li> <li>• There are other ways of making money for the City without a casino.</li> <li>• A casino will not attract any tourists to Toronto.</li> <li>• The projected revenue to the City of Toronto is inaccurate and thus unfairly biases any decision on the establishment of a casino in Toronto.</li> </ul>	<ul style="list-style-type: none"> <li>• A casino in Toronto should also serve as an investment for all parts of the city.</li> <li>• Having a casino in Rama near the city of Orillia has not brought with it any significant benefits to retail or restaurants in the city given that gamblers do not venture outside the casino.</li> <li>• The Woodbine facility would meet the needs.</li> <li>• A shuttle service could provide access for visitors from surrounding municipalities.</li> <li>• Local Woodbine residents would gain employment and it would help the endangered horse racing industry.</li> <li>• Any casino development would need to have a comprehensive community benefits package.</li> <li>• A downtown Toronto casino should be a fancy establishment with luxurious restaurants and retail.</li> </ul>	<ul style="list-style-type: none"> <li>• The main opportunity in casino development is ongoing revenue for the City.</li> <li>• The facility should be integrated into the neighbourhood and provide more than just gambling entertainment.</li> <li>• The amount of revenue for the City (including money for infrastructure development and transportation) is an important component of Council's decision-making.</li> <li>• The design of the facility should be innovative, integrated into the community, and modern. It should be a world-class facility.</li> <li>• A casino will provide local employment opportunities.</li> <li>• A casino would be a much needed boost for the city.</li> </ul>

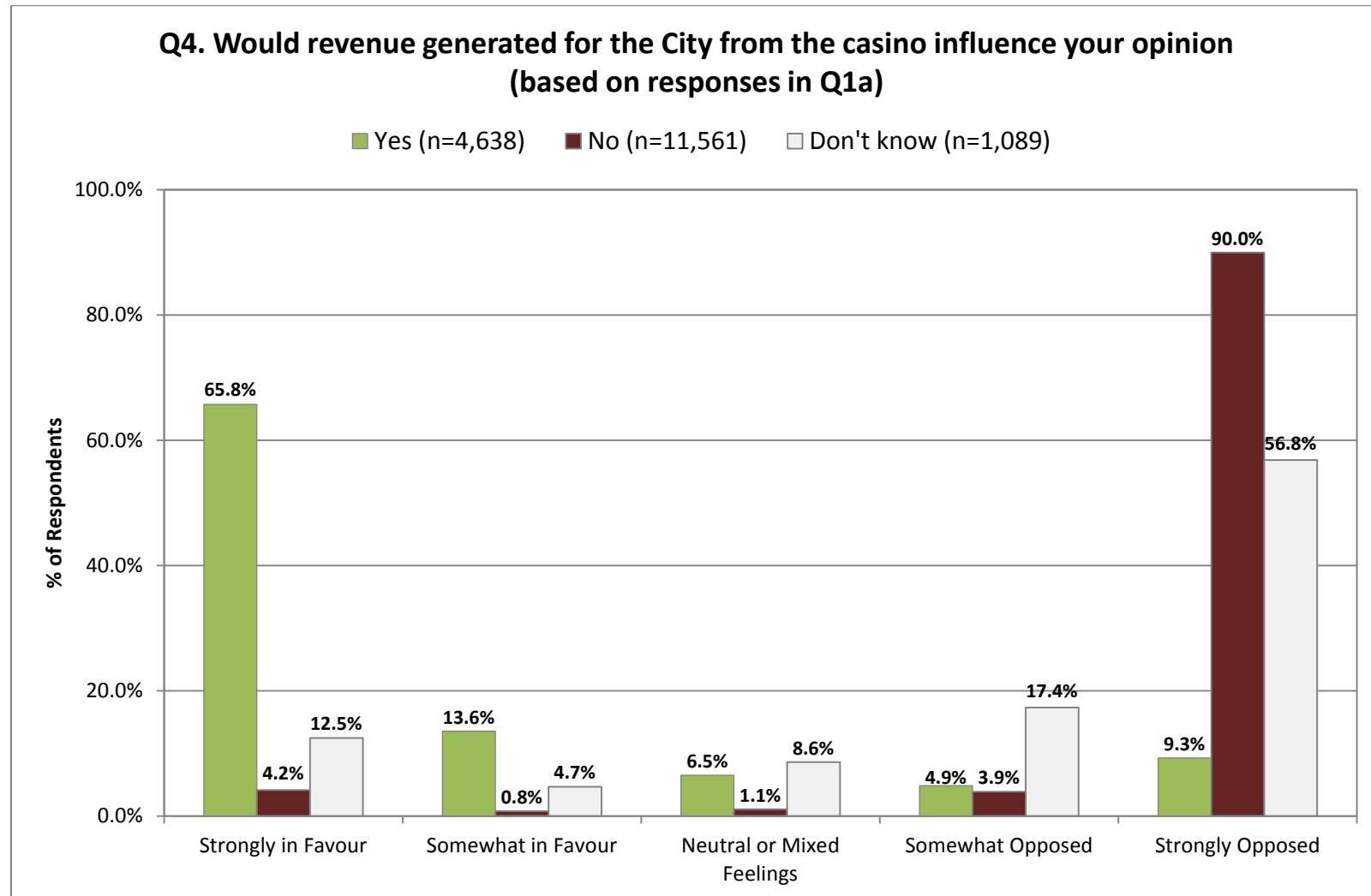
### 3.1.4 Question 4: Influence of Revenues

**Question 4: Would revenue generated for the City of Toronto from the casino influence your opinion?**



Respondents were asked whether revenue generated for the City of Toronto from the casino influences their position on a casino. 17,288 (out of 17,780) respondents provided feedback to this question. Among the responses, 11,561 (or 66.9%) respondents indicated that the amount of revenue would not have an influence on their position, while 4,638 (or 26.8%) said it would. In order to obtain a better understanding on how

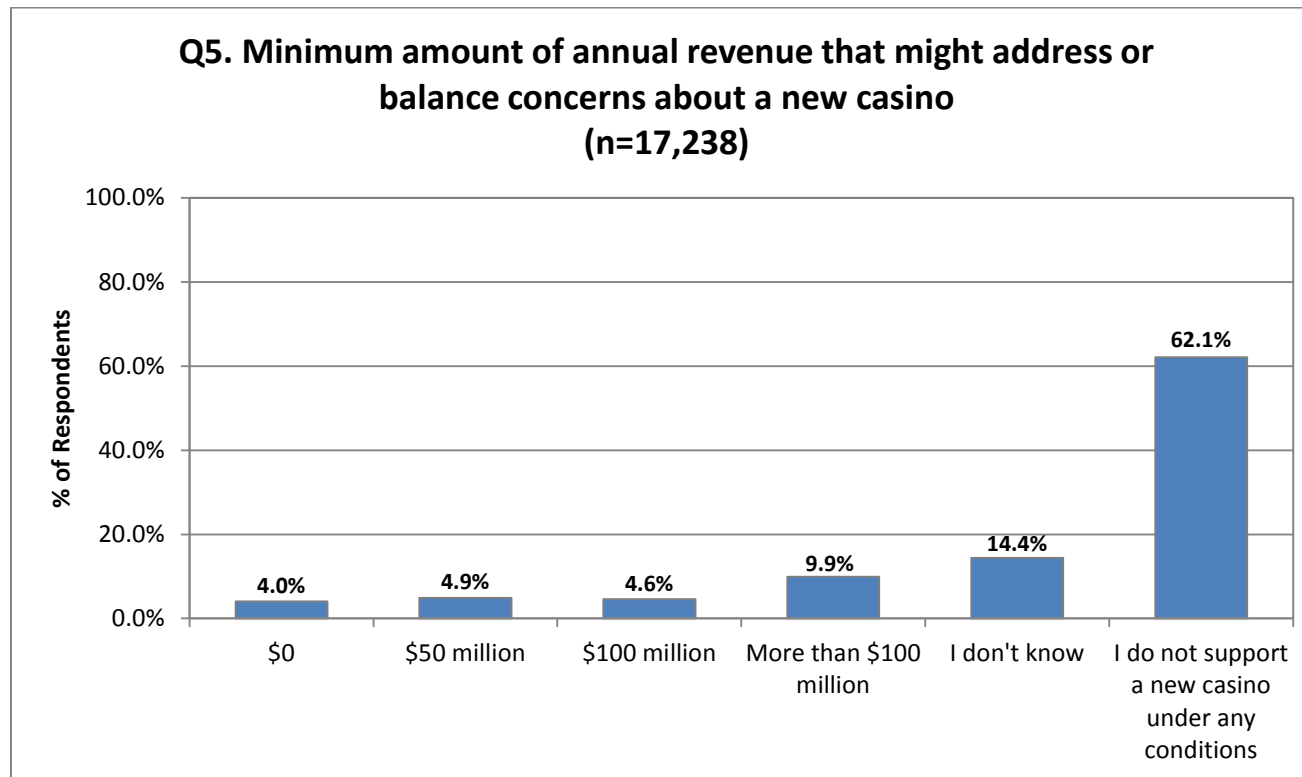
these responses correspond to Question 1a (How do you feel about having a new casino in Toronto?), the graph below presents a cross-tabulation of the two questions.



The graph shows that 90% of those who indicated revenue generated for the City from a casino would not have an influence on their opinion, were also strongly opposed of having a new casino in Toronto (Question 1a), compared to 4.2% who were strongly in favour of the idea. In contrast, 65.8% of the respondents who stated that revenue would influence their opinion were also strongly in favour of the new casino with 13.6% being somewhat in favour, while 9.3% were strongly opposed to a new casino. Of those who stated they did not know if the revenue would affect their opinion, 56.8% were strongly opposed to a new casino, compared to 12.5% strong in favour.

### 3.1.5 Question 5: Annual Revenue

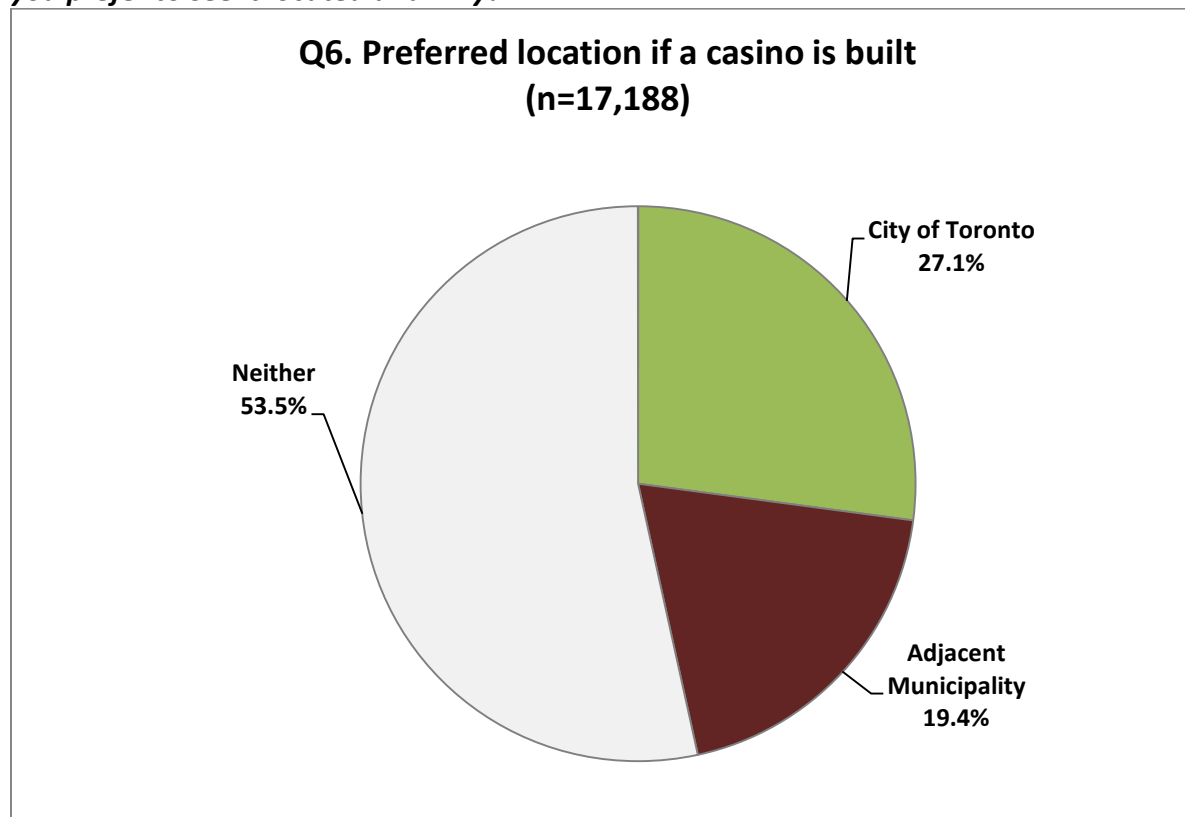
**Question 5: Is there a minimum amount of annual revenue to the City of Toronto which might address or balance any concerns you may have about a new casino?**



While 4% to 9.9% of respondents indicated that larger amounts of annual revenues may influence their views about a new casino, the largest proportion (62.1%) indicated that regardless of how much revenue a casino might generate for the City they were opposed to the establishment of a new casino. A further 14.4% indicated they did not know if the revenue generated for the City would address any of the concerns they had about a possible casino in Toronto or impact their opinion.

### 3.1.6 Question 6: Preferred Location

**Question 6: It is OLG's intention to establish a new casino in the GTA, either within the City of Toronto or located in an adjacent municipality in close proximity to the City (Mississauga, Vaughan, Richmond Hill, and Markham). If a casino is built, where would you prefer to see it located and why?**



*"This has to be in Toronto. Otherwise, there's no difference between having one in Mississauga and Niagara. People still have to travel out of the city."*

A larger proportion of respondents (27.1%) indicated their preference for a casino in the City of Toronto compared to an adjacent GTA municipality (19.4%). However the largest proportion of respondents (53.5%) preferred neither location.

### **City of Toronto**

The most significant factor driving support for a casino within the City of Toronto is the opportunity to maximize potential revenues from the casino's operations. It was also suggested that a casino in Toronto would be more accessible to locals and visitors and that the city is well placed to offer more services and supporting resources to a casino

and its patrons than any of the adjacent municipalities under consideration by the OLG. Other reasons cited included potential investment in infrastructure, employment creation, growth in the tourism sector and spin-off opportunities for local businesses.

*"As a resident of the City of Toronto, I would like to see this benefit my city."*

Some of the respondents opposed to a casino felt that if there is going to be one in the GTA, Toronto might as well benefit from the revenue by being the host city. Finally it was stated that negative social impacts would occur within Toronto even if the casino was located elsewhere in the GTA; as such, Toronto might as well benefit from the revenue.

### **Adjacent Municipality**

While the opportunity for increased revenue made a casino in Toronto an appealing economic investment, support for a casino in an adjacent municipality was premised on similar grounds; revenue generation for the host municipality and support to local businesses. Adjacent municipalities were described by some respondents as being in the early process of developing their economic and social infrastructure and therefore have both the land and flexibility to properly plan and control the location and operation of a new casino.

### **Neither Location**

Over half of the respondents (53.5%) indicated that a casino was unsuitable for the City of Toronto and adjacent municipalities. They argued that there are no demonstrated benefits to the GTA and a new casino would adversely affect established gaming facilities in municipalities that host casinos such as Fallsvue in Niagara and Casino Rama.

*"Put in adjacent municipality because Toronto should be about other things...museums, restaurants, sports, theatres, concert halls, great architecture, great city walking spaces and parks integrated into urban density."*

Others felt that Toronto was not a suitable location due to a high degree of congestion within the city, particularly along the Gardiner Expressway. Adjacent municipalities were seen as inaccessible, lacking in services, entertainment, and the amenities necessary to attract visitors.

*"I do not believe  
casinos are  
appropriate  
developments for any  
city."*

The following table lists some of the more common messages in response to the question *If a casino is built, where would you prefer to see it located and why?* The table presents the feedback based whether the respondent indicated being opposed (strongly or somewhat), having neutral/mixed feelings or in favour (strongly or somewhat).

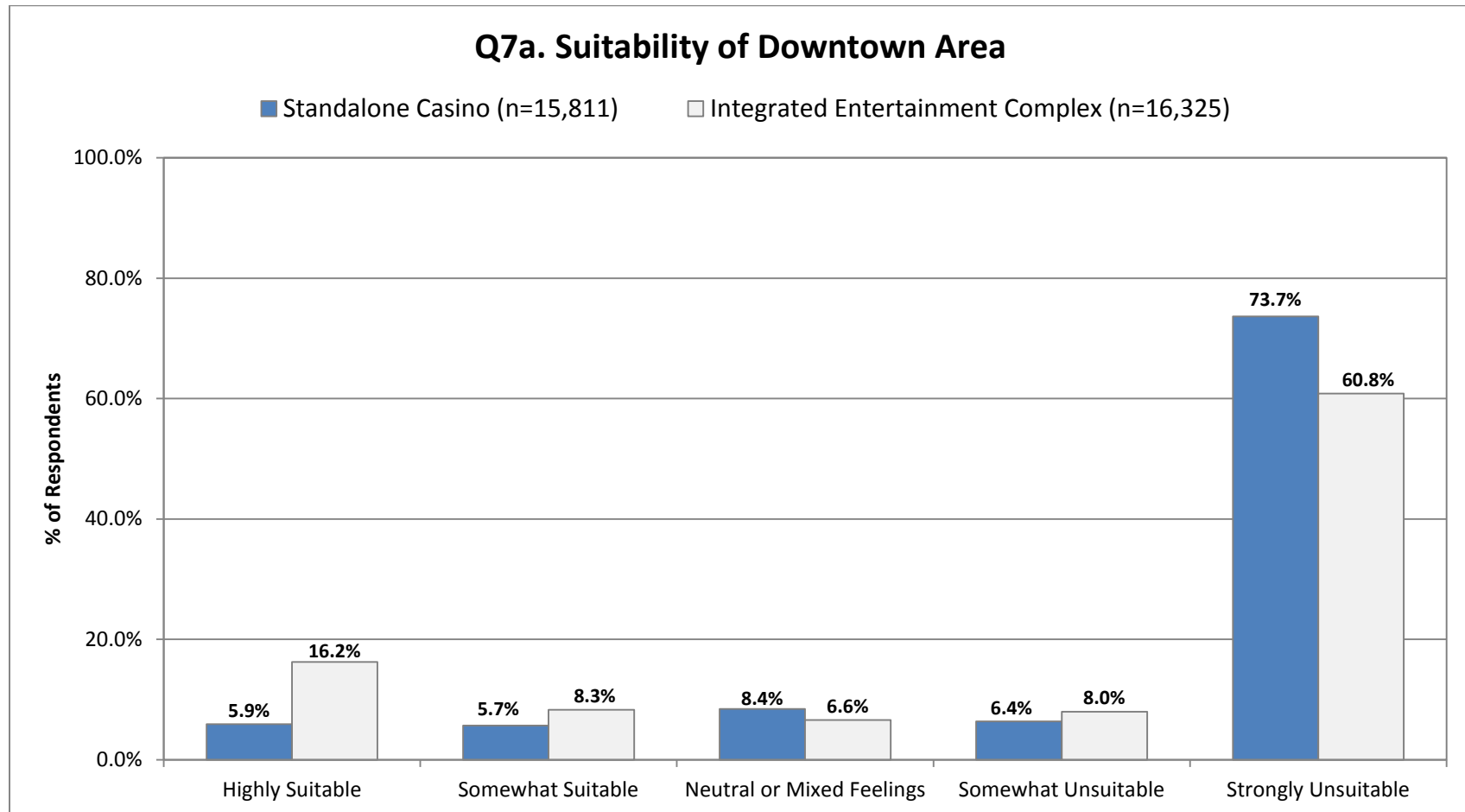
Views of those who are Opposed to a Casino	View of those who have Neutral or Mixed Feelings about a Casino	Views of those who are In Favour of a Casino
<ul style="list-style-type: none"> <li>• The negative effects of a casino will be felt across the region where it is located.</li> <li>• Opposed to a casino in the city of Toronto – let another municipality have it.</li> <li>• Adjacent municipalities have the space to accommodate a large casino facility; the city of Toronto does not.</li> <li>• Locating a casino in the most densely populated part of the country would result in an increase in social costs, which have short and long term financial impacts.</li> <li>• Neither of these locations. There is no demonstrated benefit to the GTA.</li> <li>• Since Toronto already has an abundance of entertainment facilities it would make sense to have a casino located in an adjacent community.</li> <li>• A casino in Toronto would not bring in needed revenue.</li> <li>• A casino does not suit Toronto's image.</li> </ul>	<ul style="list-style-type: none"> <li>• Toronto offers more services and resources to a casino than the proposed adjacent locations.</li> <li>• If the casino is built, the entertainment/attraction value would be best realized within Toronto and more likely that the casino can be better integrated than in the suburbs.</li> <li>• There is more available land in adjacent municipalities.</li> <li>• Neither of these locations; there is no benefit to the GTA.</li> <li>• Adjacent municipalities offer the best option. Toronto residents would get the best of both worlds by not having the burden of a casino but still having access to it.</li> <li>• A location either within or outside Toronto does not matter as there is opposition to a casino wherever it is located.</li> </ul>	<ul style="list-style-type: none"> <li>• Toronto has the transportation infrastructure to provide easy access for locals and tourists to the casino.</li> <li>• By being a more populated area and a popular tourist destination, Toronto is a larger market for a casino operation.</li> <li>• Having the casino in Toronto would bring revenue and infrastructure development to the city.</li> <li>• The casino should be located in Toronto where the city can benefit from the potential revenue.</li> <li>• A casino in Toronto would be more accessible for locals and tourists.</li> <li>• If a casino is located in an adjacent municipality, Toronto would still be affected by the negative social impacts of a casino but left with no revenues.</li> <li>• Toronto businesses will not benefit from a casino outside of the city.</li> <li>• It fits better with a downtown location.</li> </ul>



### 3.1.7 Question 7a: Suitability of Downtown Area

**Question 7: Each of the three areas being considered for a new casino in Toronto includes two different options: a Standalone Casino or an Integrated Entertainment Complex, either of which could operate 24 hours a day, 7 days a week. It is OLG's intention to seek an Integrated Entertainment Complex in C1. Please rate the suitability of each of these areas and proposed options.**

#### a) Downtown Area



*"A casino would represent a large obstacle to the continued integration of walking and cycling in the city."*

A majority of respondents indicated that a casino in the downtown area would be strongly unsuitable, either as a standalone casino (73.7%) or as an integrated entertainment complex (60.8%). Those respondents who felt that a casino in the downtown area may be highly suitable, or somewhat suitable, a larger proportion selected an integrated entertainment complex as more suitable than a standalone casino. In response to this question, respondents indicated both their perspectives on a casino in the downtown and the type of casino (integrated or standalone).

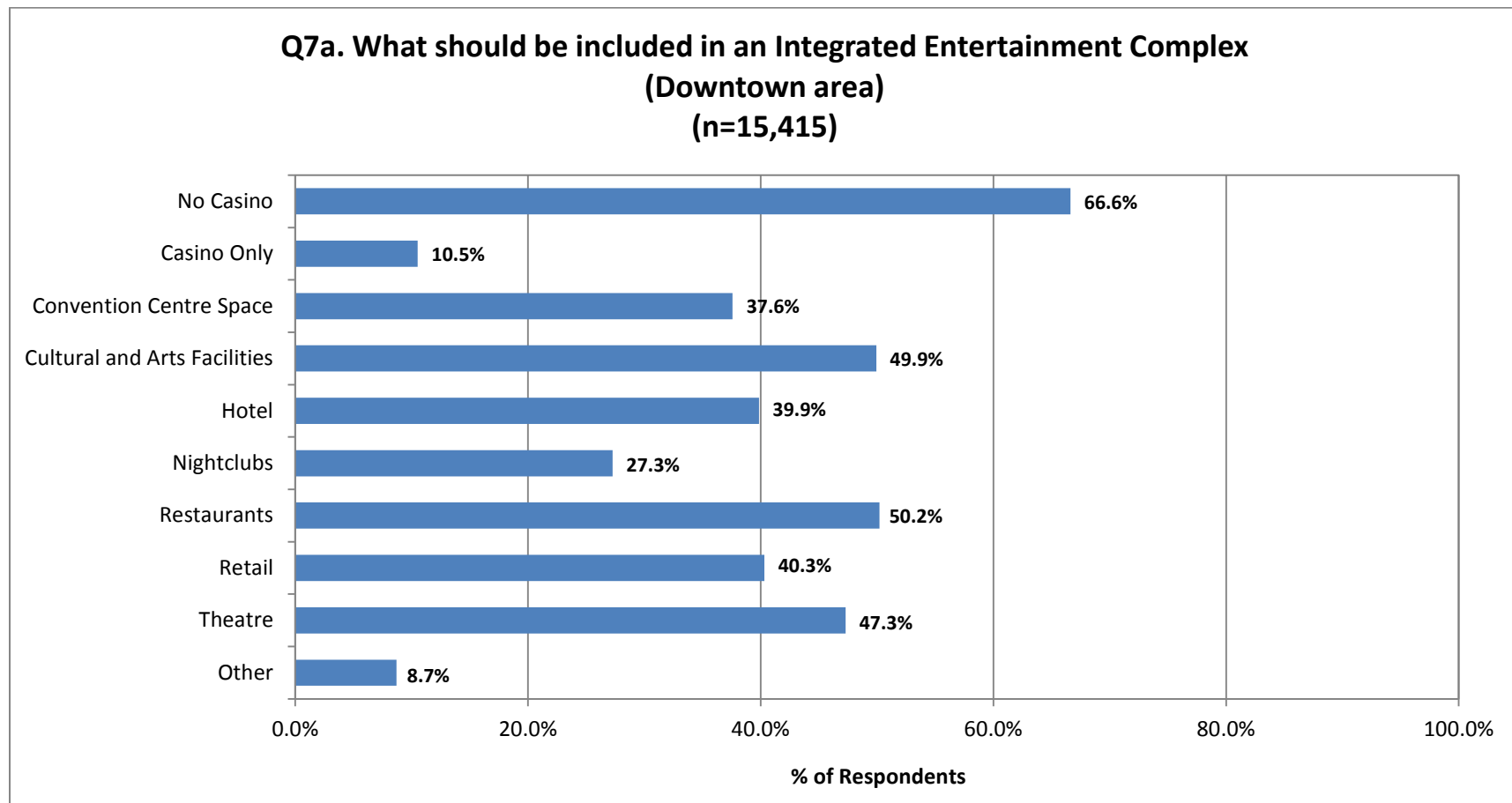
It was suggested that a casino did not fit the image of the city because of the associated negative social and health impacts (e.g. problem gambling, potential for an increase in crime). In addition, Toronto lacks the transportation infrastructure and public transit capacity to absorb any increases in ridership.

Other notable arguments against a casino in Toronto include: high levels of congestion, the availability of sufficient entertainment options and convention centres facilities and the city's proximity to casinos in Niagara Falls and Windsor. Given that existing entertainment centres (casinos) are struggling, participants indicated that it seemed pointless to add an integrated complex in the city. Others who were opposed to a casino felt that a casino in downtown would have negative economic impacts to existing businesses, while others were not prepared to discuss potential locations or types of facilities.

*"We have a lot of entertainment opportunities in the downtown already that need to be connected better. People should be moving around, not indoors, in one location."*

*"An integrated facility would appeal to the largest possible audience, many of whom may not be there primarily to gamble."*

An integrated entertainment complex in the Downtown location was rated as highly suitable by 16.2% and somewhat suitable by 8.3% of respondents to the Feedback Form. They reasoned that an integrated complex would attract more locals and foreign visitors because it provided entertainment options which went beyond just gaming. The centrality of the Downtown location and its connectivity to major highways was also viewed as a bonus as it facilitated easy access to and from the city. Others felt that a casino in this location would bring more people into the core and potentially increase business opportunities.



*Note that in responding to this question, participants could select more than one answer.*

The following features were most frequently identified for inclusion in a possible integrated entertainment complex: restaurants (50.2%), cultural and arts facilities (49.9%), theatre (47.3%) and retail establishments (40.3%). However, 66.6% indicated there should be no casino at all downtown. There were many comments about the impact of a casino on Toronto's cultural environment and the subsequent impact on Toronto's image. Many respondents felt that a casino in the downtown core, regardless of which type, would have a negative impact on the city. Respondents opposed to the casino expressed concerns about the impact of a casino on the downtown's residential uses.

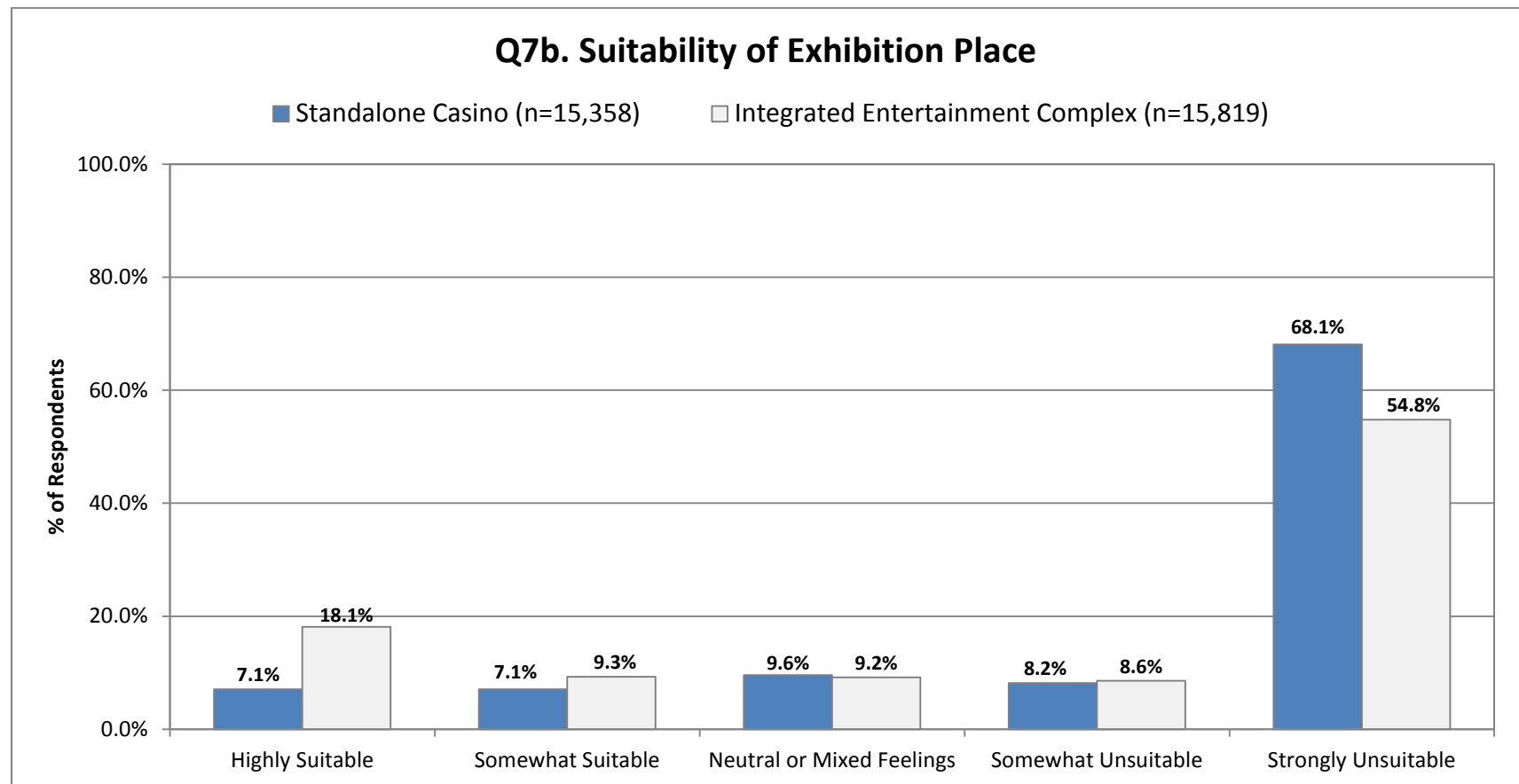
The following table lists some of the more common reason given in response to the question *Please rate the suitability of each of the areas and proposed options?* The table presents the feedback based on whether the respondent indicated being opposed (strongly or somewhat), having neutral/mixed feelings or in favour (strongly or somewhat).

Views of those who are Opposed to a Casino	View of those who have Neutral or Mixed Feelings about a Casino	Views of those who are In Favour of a Casino
<ul style="list-style-type: none"> <li>• A casino does not fit the image of downtown Toronto.</li> <li>• Downtown Toronto lacks the transit infrastructure and limited parking and congestion are problematic.</li> <li>• Toronto has enough entertainment alternatives; a casino is not necessary and presents unwanted competition.</li> <li>• Downtown Toronto is unsuitable for a casino of any type because of the social and health costs to society.</li> <li>• The close proximity of a gambling establishment will increase the number of problem gamblers.</li> <li>• Downtown Toronto is a mixed use area with residential and commercial uses. It does not need a casino.</li> <li>• A casino in downtown would have a negative impact on small business.</li> <li>• A standalone casino is strongly unsuitable because it would not provide community benefits and is a poor use of land.</li> <li>• The neighbourhood fabric would be disrupted if a casino is put up here.</li> <li>• Those opposed to a casino should not have to answer this question.</li> </ul>	<ul style="list-style-type: none"> <li>• Neither option (integrated entertainment complex or a standalone facility) is suitable for downtown Toronto due to a casino's contribution to traffic congestion.</li> <li>• A standalone casino would not contribute to cultural activities in Toronto.</li> <li>• Since existing entertainment centres are struggling, there is no point in adding an integrated entertainment complex.</li> <li>• Preference is for an integrated entertainment complex since such a facility would provide more options for visitors than just gambling.</li> <li>• Not sure where they would fit an integrated entertainment complex; however if one is constructed, it would suit the downtown core much better and any other location.</li> <li>• A casino is suited to downtown because it can be integrated with other tourist attractions.</li> </ul>	<ul style="list-style-type: none"> <li>• Downtown Toronto is too crowded with traffic and people. An alternative location would be better.</li> <li>• An integrated entertainment complex downtown is more attractive because it offers options and promotes activities other than just gambling.</li> <li>• Tourists would be more attracted to a downtown casino that is easily accessible and surrounded by other entertainment and restaurant options.</li> <li>• A downtown integrated entertainment complex would be more accessible to locals and tourists because of the well-developed transit system.</li> <li>• An integrated entertainment complex would generate more money than a stand-alone facility.</li> <li>• An integrated entertainment complex would add vibrancy to downtown Toronto.</li> </ul>

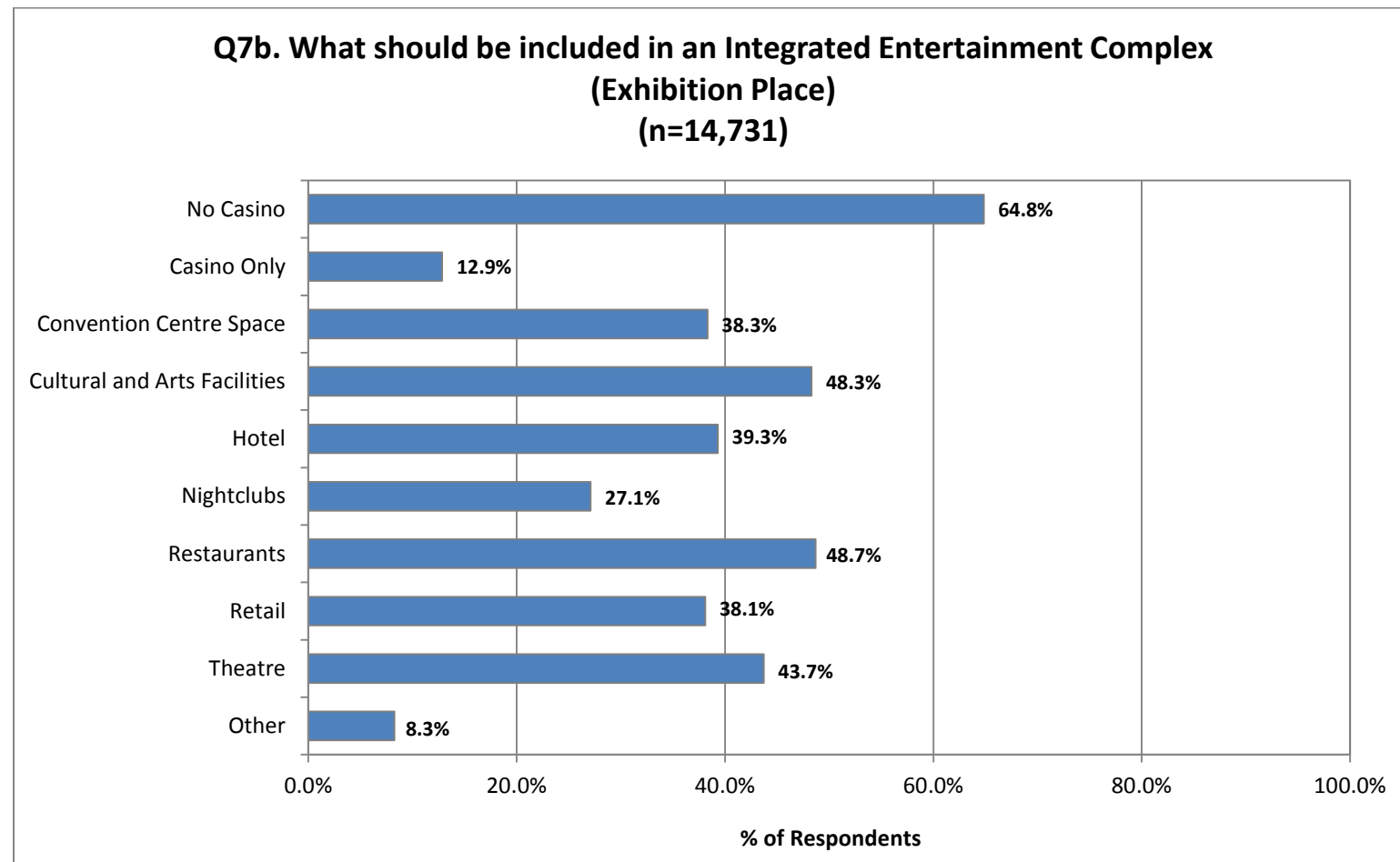
### 3.1.8 Question 7b: Suitability of Exhibition Place

**Question 7:** Each of the three areas being considered for a new casino in Toronto includes two different options: a Standalone Casino or an Integrated Entertainment Complex, either of which could operate 24 hours a day, 7 days a week. It is OLG's intention to seek an Integrated Entertainment Complex in C1. Please rate the suitability of each of these areas and proposed options.

#### b) Exhibition Place



Over half of the respondents to this question indicated that a casino would be unsuitable at Exhibition Place, either as a standalone casino (68.1%) or as an integrated entertainment complex (54.8%). Approximately 8% felt that both types of casinos were somewhat unsuitable. Among those who felt Exhibition Place would be highly suitable, the preference was for an integrated entertainment complex (18.1%) over a standalone casino (7.1%). Over 9% of respondents had mixed feelings about either type of facility at Exhibition Place.



*"This location is much too close to the residential neighbourhoods of Liberty Village, Parkdale and Roncesvalles."*

The most frequently selected items to be part of an integrated entertainment complex at Exhibition Place were restaurants (48.7%), cultural and arts facilities (48.3%), theatre (43.7%) and a hotel (39.3%). A total of 64.8% respondents indicated there should be no casino at Exhibition Place.

In response to this question, respondents indicated their perspectives on a casino at the Exhibition Place with limited comments on the type of casino (integrated or standalone). Exhibition Place is thought by respondents to be a prime location for the development of "family-type" entertainment activities and not the large-scale commercial development associated with a casino.

*"Waterfront land is prime and casinos don't need this type of space."*

Many respondents commented on the historical significance of Exhibition Place and the need for the city to ensure its preservation. In addition, Exhibition Place and the waterfront are considered vitally important to the City's plans to make the area a long-term liveable community which embraces green open spaces for recreation, walking, cycling and "family-suitable" activities like the annual CNE.

Those opposed were also concerned about the vulnerability of the Parkdale community and the implications for the CAMH and its at-risk clients who would be in close proximity to the casino if it is established at Exhibition Place. Overall, the proximity of Exhibition Place to the waterfront, its historic family use and its linkage with Ontario Place were viewed by some as reasons to discount the Exhibition as an appropriate place for a casino. The Exhibition grounds, many stakeholders indicated, should be retained as a public space.

An integrated entertainment complex was preferred to a standalone casino by the small group (18.1%) of respondents who felt that Exhibition Place was highly suitable for a casino. Those in favour of a casino at the Exhibition indicated that the location was ideal because the current space is underutilized and the site is not too far relative to Toronto's downtown core. Aside from the physical suitability, a casino at the Exhibition could spur commercial growth in the area transforming it into a vibrant mixed use development. Respondents also saw Exhibition Place as having tremendous potential, citing the advantage of the waterfront location, and the visual appeal if a hotel is developed along the water's edge. The potential for an integrated facility to bring more people into Exhibition Place was viewed by some as positive from an economical and social aspect.

*"An integrated entertainment complex would be a great draw to this location throughout the year."*

Those that were opposed to a casino at Exhibition Place felt that a standalone casino was particularly unsuitable.

A large number of stakeholders indicated they did not want to comment on the location or type of a potential casino as they do not want it anywhere in Toronto.

The following table lists some of the more common reason given in response to the question *Please rate the suitability of each of the areas and proposed options?* The table presents the feedback based whether the respondent indicated being opposed (strongly or somewhat), having neutral/mixed feelings or in favour (strongly or somewhat).

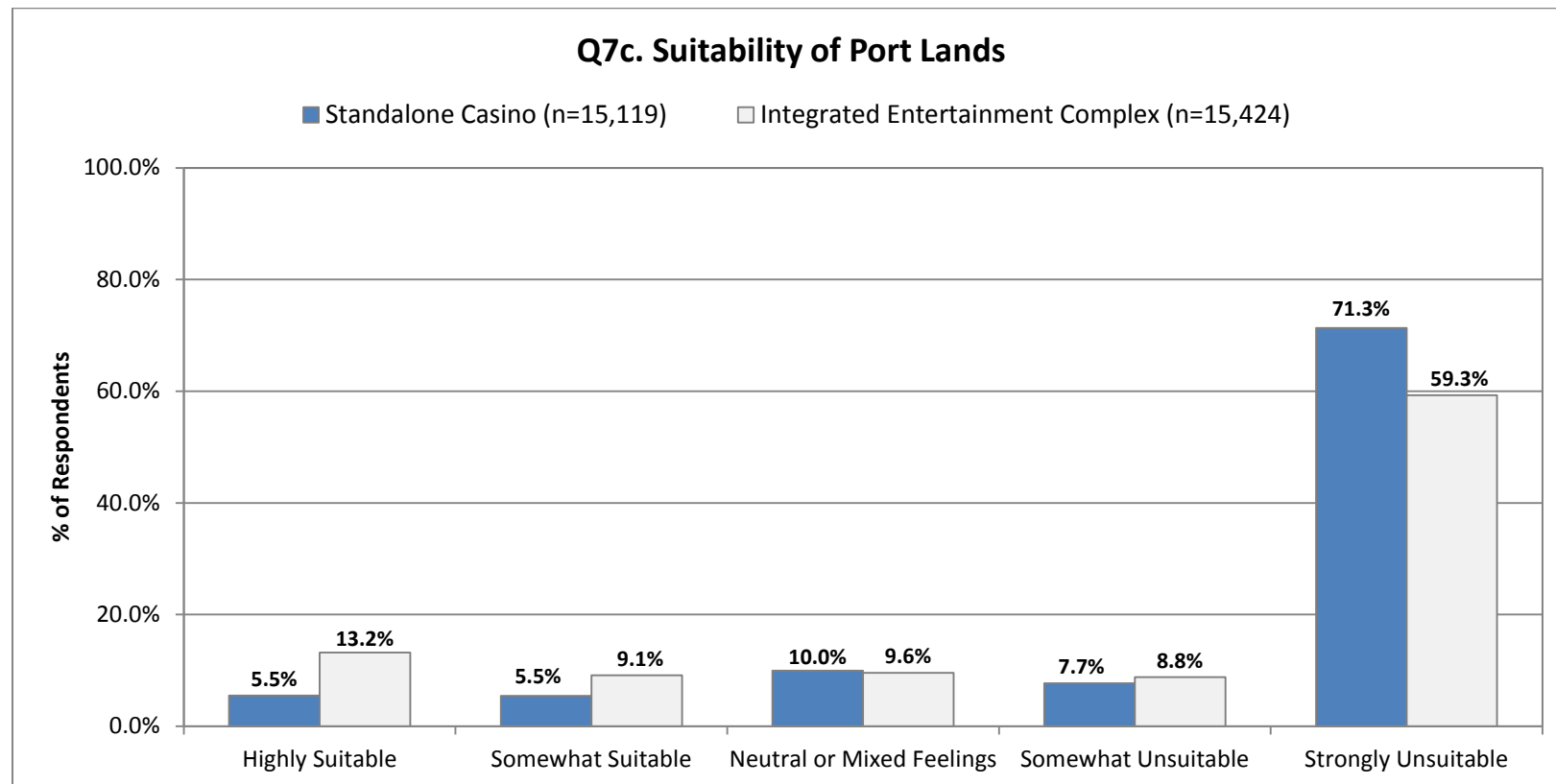
Views of those who are Opposed to a Casino	View of those who have Neutral or Mixed Feelings about a Casino	Views of those who are In Favour of a Casino
<ul style="list-style-type: none"> <li>• Exhibition Place is a prime location for the “family-type” entertainment; it is not suitable for a casino.</li> <li>• Exhibition Place is already used by the community; a casino would compete with that.</li> <li>• Poor use of our lakefront and public lands and not consistent with this being a liveable community.</li> <li>• The historical significance of Exhibition Place must be preserved.</li> <li>• A casino would impact the annual CNE.</li> <li>• Area is already too congested.</li> <li>• An entertainment complex is ok, but not with a casino, it would increase problem gambling issues.</li> <li>• Opposed to a casino at all locations.</li> <li>• Opposed to casinos, but feel this is a better location because it is away from downtown and there is space.</li> <li>• CNE grounds are underutilized for much of the year so this is a better use of land.</li> <li>• Location is unsuitable because of proximity to Parkdale neighbourhood, Liberty Village and CAMH.</li> </ul>	<ul style="list-style-type: none"> <li>• An entertainment complex would be a great draw at this location.</li> <li>• There is already a lot of traffic during current events; the situation would be exacerbated by the construction of either stand-alone or integrated entertainment complex.</li> <li>• An integrated entertainment complex at this location could encourage commercial growth in the area.</li> <li>• This is not a good location since a casino should be built where there is easy access to hotels, restaurants and shops.</li> <li>• Access to Exhibition Place is a problem due to lack of proper transit and road infrastructure.</li> <li>• This is a bad location due to potential destruction of the annual CNE with a casino.</li> <li>• This is too remote of a location.</li> </ul>	<ul style="list-style-type: none"> <li>• This is a good location because the current space is not being used.</li> <li>• The Site is not too far from downtown which makes it an ideal location.</li> <li>• Already an entertainment complex and should remain as a public space for families.</li> <li>• There is plenty of parking availability.</li> <li>• An integrated entertainment complex would have a better image than a stand-alone casino.</li> </ul>



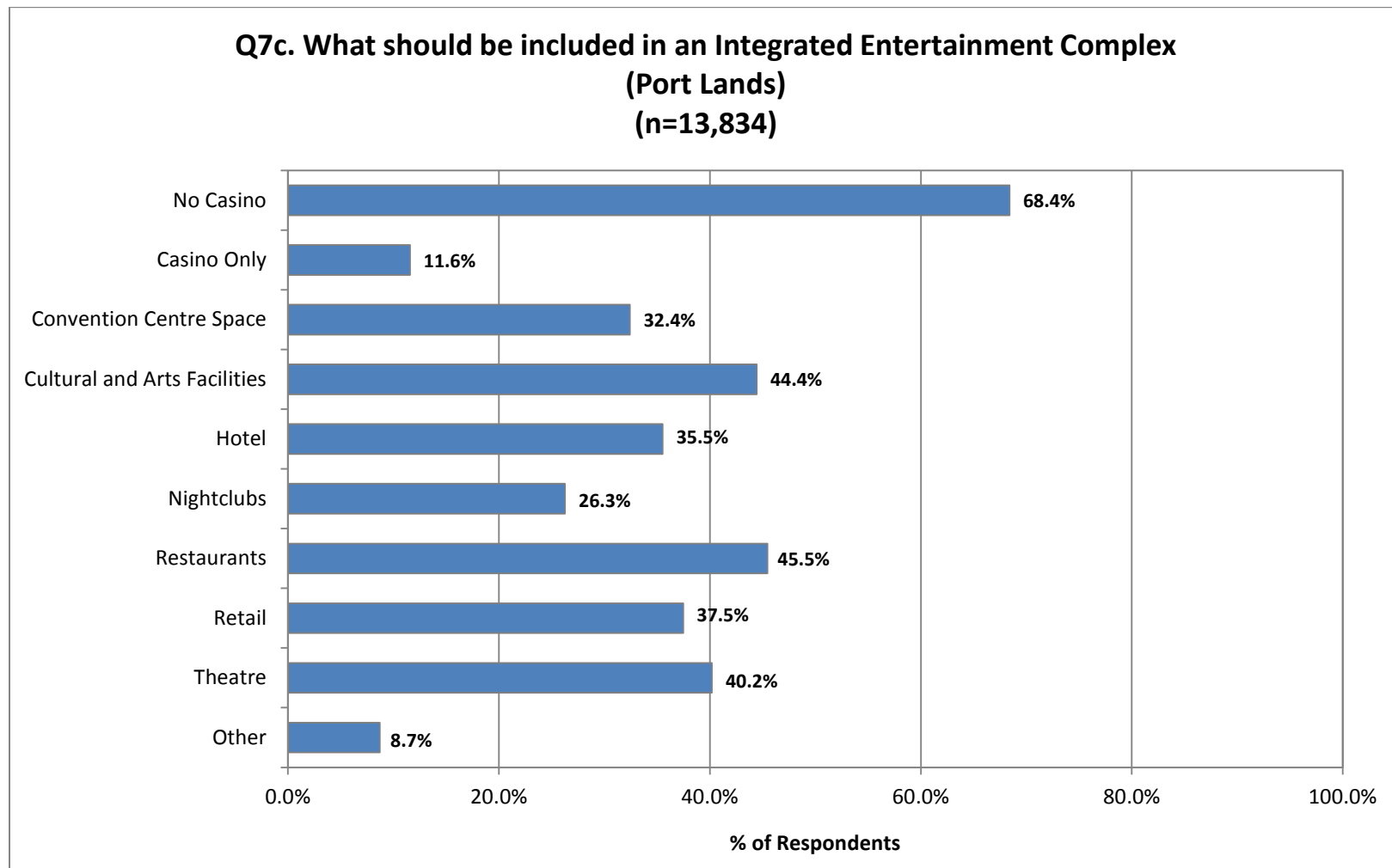
### 3.1.9 Question 7c: Suitability of the Port Lands

**Question 7:** Each of the three areas being considered for a new casino in Toronto includes two different options: a Standalone Casino or an Integrated Entertainment Complex, either of which could operate 24 hours a day, 7 days a week. It is OLG's intention to seek an Integrated Entertainment Complex in C1. Please rate the suitability of each of these areas and proposed options.

#### c) Port Lands



Many respondents stated that a casino was strongly unsuitable to the Port Lands either as a standalone facility (71.3%) or an integrated entertainment complex (59.3%). Those who indicated that the Port Lands may be highly or somewhat suitable for a casino, felt that an integrated entertainment complex would be more desirable than the standalone facility (13.2% versus 5.5% and 9.1% versus 5.5%). Those with neutral or mixed feelings indicated little preference for one type of facility over the other.



Over two-thirds of respondents (68.4%) indicated that there should be no casino at the Port Lands. The key preferences among respondents for inclusion into an integrated entertainment complex were restaurants (45.5%), cultural and arts facilities (44.4%), theatre (40.2%) and retail (37.5%).

*"This area is a clean slate for Toronto. We have the opportunity to do fantastic things with it. Why waste it on a [gambling facility]?"*

In response to this question, respondents offered their perspectives on whether the Port Lands was a suitable location for a casino but provided limited comments on the type of casino (integrated or standalone). Most respondents were not in favour of a casino in the Port Lands. The reasons given focused primarily on the current Port Lands Acceleration Initiative which was undertaken for the waterfront. Based on this plan, a casino at the Port Lands would prevent the area from becoming a vibrant mixed-use community of green open spaces, residential and commercial land uses. Respondents also noted the isolated nature of the Port Lands and its inaccessibility via public transit as detracting from its suitability as the site for a "mega casino".

The socio-economic characteristics of the neighbouring communities were also a source of concern and a reason for opposition to a casino development at the Port Lands. High levels of poverty in the low income neighbourhood could breed opportunities for peripheral crime which would arise with the establishment of a casino. Some respondents also noted that it would take a long time to proceed with the development of a casino in this location due to soil and infrastructure issues. Others commented that this location is too far from the downtown core to be viable.

*"This neighbourhood would be lost to a large casino or complex."*

*"A casino at the Port Lands would mean better use of the city's land which now sits underdeveloped and utilized."*

Those supportive of a casino at the Port Lands cited the opportunity to revitalize the entire area. The availability of large swaths of land, particularly in a location relatively close to downtown was seen as ideal. Some viewed this as a potential catalyst for the redevelopment of the Port Lands and the opportunity to attract much needed investment in transit and infrastructure in the area. A casino would also allow for more commercial development and in general an improvement in the quality of life and liveability of the communities which border the Port Lands.

An integrated entertainment complex was preferred by the minority that felt the Port Lands were a suitable location for a casino. Those opposed to a casino in the Port Lands felt that a standalone casino was particularly unsuitable.

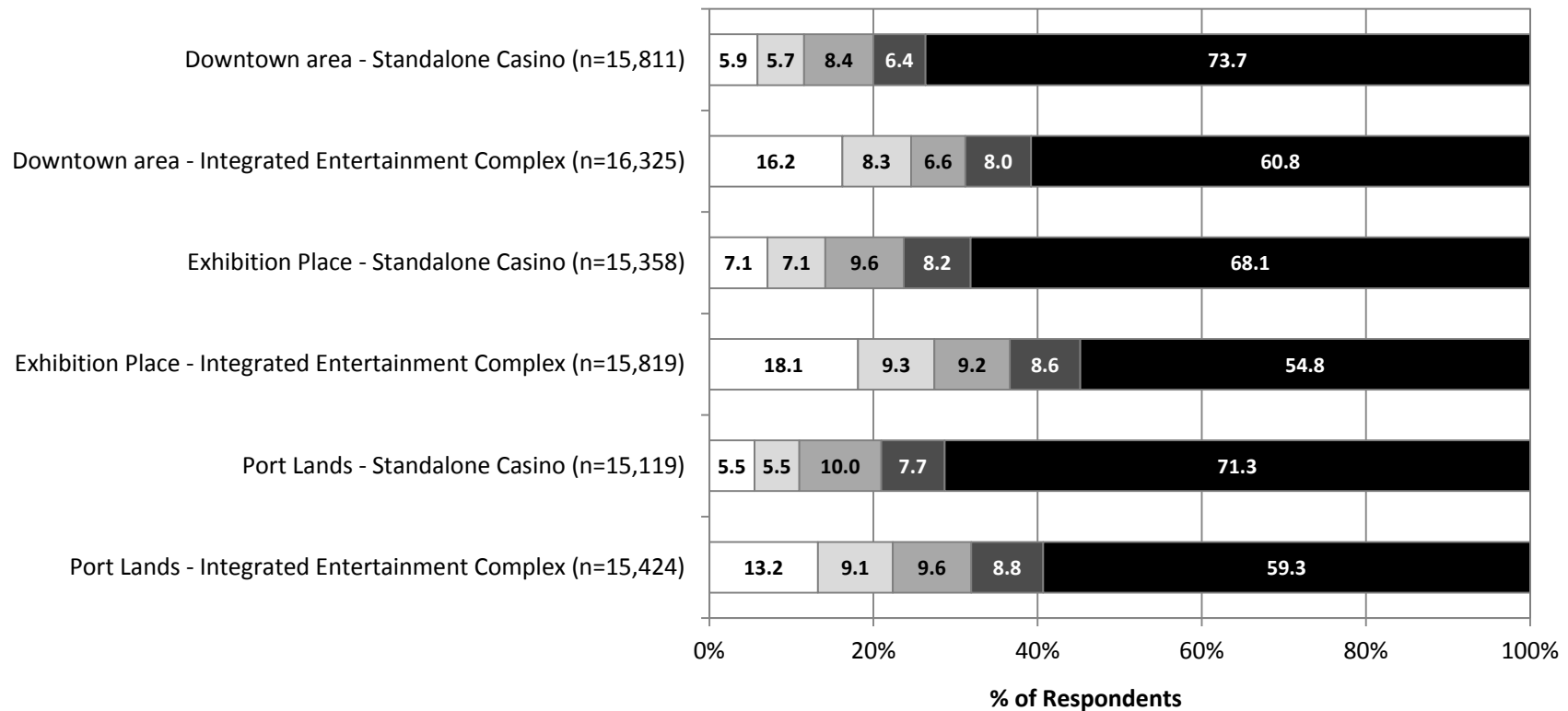
A large number of stakeholders indicated they did not want to comment on the location or type of a potential casino as they do not want it anywhere in Toronto.

The following table lists some of the more common reason given in response to the question *Please rate the suitability of each of the areas and proposed options?* The table presents the feedback based whether the respondent indicated being opposed (strongly or somewhat), having neutral/mixed feelings or in favour (strongly or somewhat).

Views of those who are Opposed to a Casino	View of those who have Neutral or Mixed Feelings about a Casino	Views of those who are In Favour of a Casino
<ul style="list-style-type: none"> <li>• The Port Lands is an unsuitable area for a casino of any type because of the social and health costs.</li> <li>• There is a new community/neighbourhood that will be built at the Port Lands; a casino is not compatible with that development initiative.</li> <li>• A casino at the Port Lands will prevent the area from becoming a vibrant mixed use community.</li> <li>• The Port Lands are not easily accessible by public transit.</li> <li>• The waterfront should be representative of the culture of Toronto and should not include large-scale developments that cut the city off from the waterfront.</li> <li>• A casino would be too close to the communities of Leslieville and the Beaches.</li> <li>• A casino would mean better use of the land at the Port Lands which is currently underdeveloped.</li> <li>• The isolated nature of location will create opportunities for crime.</li> <li>• Location is preferable to downtown.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a casino on this site would give all levels of government an incentive to clean up the toxic Port Lands.</li> <li>• Neither an integrated entertainment complex nor a stand-alone facility is appropriate due to distance from the downtown core.</li> <li>• A standalone casino in the Port Lands would probably not be successful without other attractions.</li> <li>• The area has many potential public uses that would be negatively affected by the presence of a gaming facility.</li> </ul>	<ul style="list-style-type: none"> <li>• A casino in the Port Lands would be too far away from downtown Toronto.</li> <li>• Location would not be as attractive as a tourist destination.</li> <li>• Local businesses will not have the opportunity to profit from a casino if it is removed from the downtown area.</li> <li>• There is limited transit and road access in the area so it is not a good location.</li> <li>• The Port Lands is a great location for a casino development because there is lots of space for an integrated entertainment complex and parking</li> <li>• The Port Lands area needs both economic and infrastructural development.</li> </ul>

### Q7. Suitability Comparison of the Proposed Options

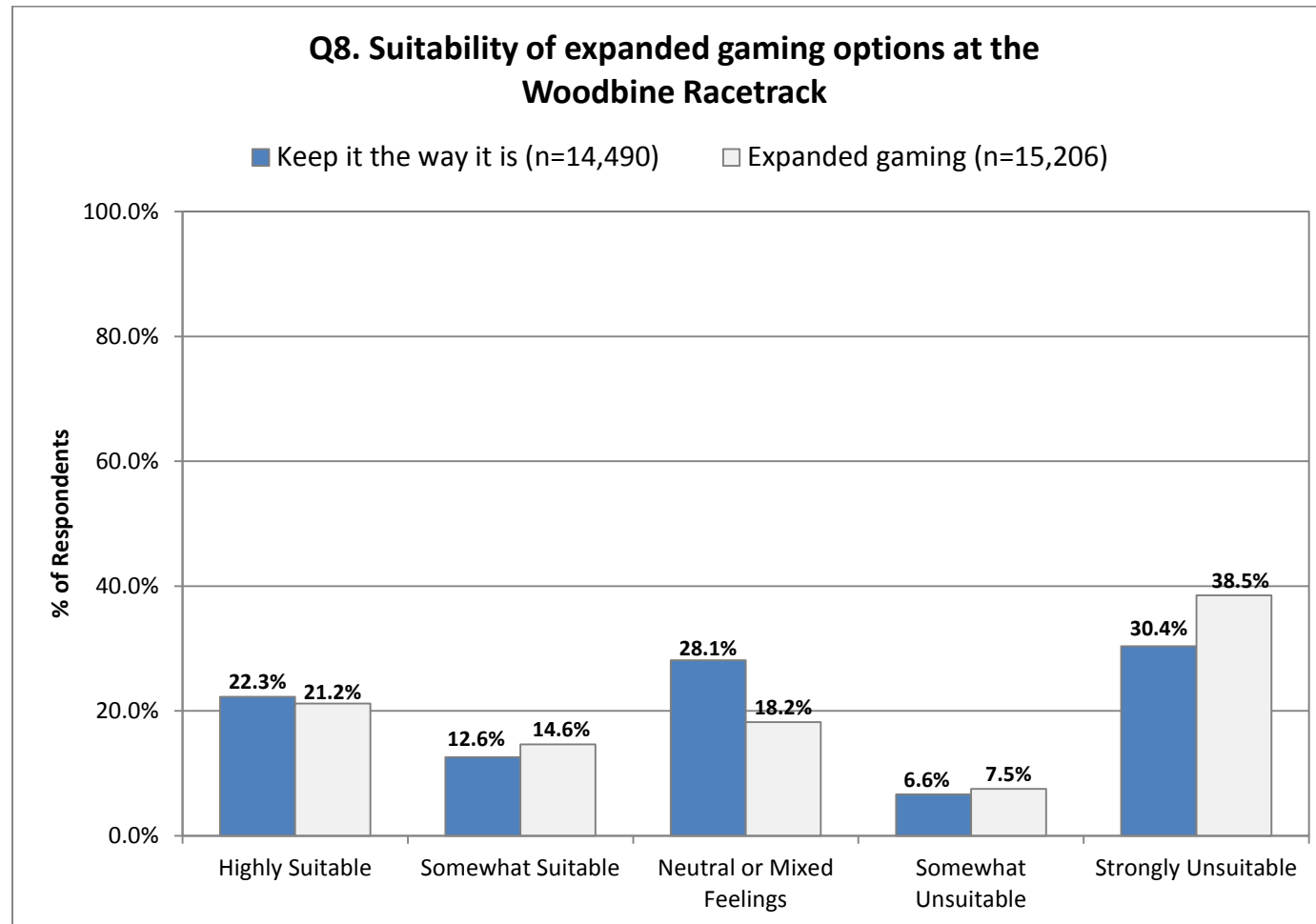
□ Highly Suitable □ Somewhat Suitable ■ Neutral or Mixed Feelings ■ Somewhat Unsuitable ■ Strongly Unsuitable



A comparison of the suitability of the three site areas indicates that respondents saw Exhibition Place as more suitable than downtown Toronto and the Port Lands (18.1%, 16.2% and 13.2% respectively), in the form of an integrated entertainment complex. A standalone casino in the same three locations was seen as suitable by a smaller proportion of respondents (7.1%, 5.9% and 5.5% respectively). Much larger proportions of respondents, however, felt that none of the locations are suitable, whether integrated entertainment complexes or standalone casinos, with percentages ranging for 54.8% to 73.7%.

**3.1.10 Question 8: Suitability of Expanded Gaming at Woodbine**

**Question 8: Woodbine Racetrack currently has permission that allows for betting on horse races and gambling with slot machines. Please rate the suitability of expanded gaming options at the Woodbine Racetrack.**



*“Woodbine is an area under development. Placing a casino at such a crucial stage would kill all hope for growth and development.”*

Over one-third of respondents (38.5%) indicated that expanded gaming at Woodbine Racetrack was strongly unsuitable, compared to 21.2% who felt it was highly suitable. Those with neutral or mixed feelings indicated a preference for leaving the facility as is (28.1) compared to expanding the gaming opportunities (18.2%).

In response to this question, many respondents offered their views on whether there should be an expansion to gaming options at the Woodbine Racetrack. Many respondents were not in favour of expanding gaming operations at Woodbine; however, there was less opposition to a casino at this location relative to the other Toronto locations.

*“A standalone casino could serve as a re-investment opportunity due to a cut-back in horse racing.”*

*“Woodbine is already established and it works - it must at least be maintained and should be expanded.”*

Some of the respondents who had initially indicated opposition to a casino in Downtown Toronto (question 1) were less concerned about the expansion of gaming at Woodbine Racetrack. Some of the reasons cited included: the location was more isolated and would not contribute to traffic congestion in Toronto’s downtown; the success of current gaming at that location; its proximity to major transport routes and the airport; and the idea that a casino so far removed from Toronto’s downtown core would not adversely impact the city’s image. Those who supported having a casino in Toronto also noted that the Woodbine location was also suitable because it would help secure the future of Ontario’s horse racing industry and also the jobs of the 7,500 employees currently employed at Woodbine Racetrack.

Those respondents supportive of a casino in general, did not necessarily feel that Woodbine was a suitable location. The reasons cited were its inaccessibility by public transit and its proximity to the high priority neighbourhoods. In addition, while a casino in Toronto’s downtown would be a great “destination” location that could draw people from outside, Woodbine was not viewed as having the ability to draw an international crowd.

A number of respondents indicated they did not want to comment on the location or type of a potential casino as they do not want it anywhere in Toronto.

The following table lists some of the more common reason given in response to the question *Please rate the suitability of expanded gaming at the Woodbine Racetrack*. The table presents the feedback based whether the respondent indicated being opposed (strongly or somewhat), having neutral/mixed feelings or in favour (strongly or somewhat).

Views of those who are Opposed to a Casino	View of those who have Neutral or Mixed Feelings about a Casino	Views of those who are In Favour of a Casino
<ul style="list-style-type: none"> <li>• Most suitable location because it is already an established gaming location.</li> <li>• There is already experience available to operate a casino on this site.</li> <li>• Would be a good opportunity to elevate the current operations.</li> <li>• There is ample land and it is easily accessible.</li> <li>• Location is not suitable because it is adjacent to Rexdale which is one of Toronto's priority neighbourhoods and may have a high risk of problem gambling.</li> <li>• Does not have the traffic issues that are associated with Downtown Toronto.</li> <li>• Will not impact the unique image that Toronto is trying to build.</li> <li>• Woodbine is self-contained /isolated and therefore negative impacts can be contained.</li> <li>• Woodbine is an area of the city under redevelopment and should not have a casino.</li> <li>• Opposed to casino in any location.</li> </ul>	<ul style="list-style-type: none"> <li>• Woodbine Racetrack has proven to be a success.</li> <li>• It is the best location of all proposed Toronto locations.</li> <li>• The Woodbine Racetrack could benefit from additional resources.</li> <li>• The location is easily accessible and located close to the airport.</li> <li>• It could support either a casino or an integrated entertainment complex.</li> </ul>	<ul style="list-style-type: none"> <li>• The Woodbine Racetrack has been successfully operating for a number of years and supports the horse racing industry in Ontario.</li> <li>• Woodbine Racetrack has easy access to highways and the Pearson. International Airport.</li> <li>• A casino at Woodbine is less appealing than a downtown-integrated complex because it is far from the downtown core.</li> <li>• Not a suitable tourist location.</li> <li>• Poor transit access.</li> </ul>



### 3.11 Question 9: Conditions for City Council to Consider

#### **Question 9: What conditions would you like City Council to require if it approves the establishment of a new casino?**

Question 9 asked respondents to identify conditions that the City should require of a casino operator in the event that Council granted consent. With the exception of asking respondents whether they supported a casino under any conditions all responses were qualitative (e.g. text) descriptions. A summary of the comments provided follows.

A total of 55.4% or 9,852 respondents checked the box “I do not support a new casino under any conditions.”

*“Do it in such a way that entertainment is the goal; not just gambling.”*

The most frequently mentioned conditions suggested by respondents in opposition to a new casino involved ensuring that the revenues from hosting a casino would be directed towards investments in transit, traffic management, parking, social relief/welfare, health and safety and employment security. Another frequently recurring theme was the need for an independent oversight and audit authority which would regularly report on the operations of the casino. It was also suggested by some respondents that regular assessments and reporting on the social and health impacts of a casino should be carried out by a social and health impact committee. To this end there should be long-term funding commitment to support expanded problem gambling prevention and treatment programs.

*“Adhere to all of the recommendations made by the Toronto Public Health Officer.”*

Respondents opposed to a casino in Toronto provided a number of conditions which Council should require of any casino. The key conditions most often suggested by these respondents included: limiting the hours of operations (not 24 hours and not 7 days a week); restricting the number of Video Lottery Terminals (VLT) machines; prohibiting the use casino credit and ATMs; terminating the casino loyalty program; mandating a daily loss maximum; issuing monthly receipts of winnings and losses; and prohibiting alcohol consumption on the casino floor.

Among respondents who had more neutral views or mixed feelings on a potential casino in Toronto, the key message was that all of the conditions in the Consultation Guide, specifically those under the social contract section, should be implemented. Other suggestions frequently mentioned included conditions that would address the current and future traffic, parking and transit issues in the city.

Respondents in favour of a new casino in Toronto cited the importance of the City receiving sufficient revenue (i.e. a defined percentage) from the casino operations. They indicated that the revenue should be used to improve city infrastructure, primarily public transit, and traffic management along major roadways such as the Lake Shore Boulevard and the Gardiner Expressway and parking facilities. The funds should also be used to address social and health impacts of problem gambling. Additional considerations focused on providing training and local unionized employment opportunities.

*"Improve area infrastructure, as required, to ensure development is sustainable and impacts are minimized."*

The following table lists some of the more frequently suggested conditions City Council should require if a new casino is developed in the city. The table presents the feedback based on whether the respondent indicated being opposed (strongly or somewhat), having neutral/mixed feelings or in favour (strongly or somewhat).

Views of those who are Opposed to a Casino	View of those who have Neutral or Mixed Feelings about a Casino	Views of those who are In Favour of a Casino
<ul style="list-style-type: none"> <li>There should be an independent arm of the government to run the casino with a system of checks and balances in place to ensure revenue is properly accounted for and is being used for its intended purposes. This should not be done by the OLG.</li> <li>The City should receive annual fees from the casino for investment in transit and parking, to provide social relief/welfare, health and safety services and employment security.</li> <li>The City should also demand and benefit from new entertainment facilities, convention centres and theatres and public spaces like parks.</li> <li>Ensure that the development contributes to the area's liveability and supports the creation of complete communities.</li> </ul>	<ul style="list-style-type: none"> <li>The recommendations contained in the Social Contract section of the Consultation Guide are a good start. Council should first indicate how it intends to fulfill these recommendations.</li> <li>Any prospective casino developer should clearly indicate how they plan to manage traffic congestion and parking in the chosen location.</li> <li>The City should be involved in and approve all design aspects including future enhancements.</li> <li>A variety of entertainment options should be one of the conditions for any casino development in Toronto.</li> <li>Full-time union jobs should be one of the conditions that the City imposes</li> </ul>	<ul style="list-style-type: none"> <li>One of the main conditions for casino development is that the City will receive a certain specified amount of revenue from the casino operation.</li> <li>Money needs to be directed towards infrastructure development including the Gardiner and the transit system.</li> <li>The City needs to introduce and fund problem gambling programs and institutes in order to address the negative social impacts of casino operations.</li> <li>A condition should be that the Woodbine facility remains open and the support is provided for the horse racing industry.</li> <li>The casino design should be open to international competition for a world-class design.</li> <li>There should be a full entertainment complex:</li> </ul>

Views of those who are Opposed to a Casino	View of those who have Neutral or Mixed Feelings about a Casino	Views of those who are In Favour of a Casino
<ul style="list-style-type: none"> <li>• Assess and regularly report on the social and health impacts of casino operations on Toronto residents.</li> <li>• Ensure that the casino operations do not compete with existing local businesses.</li> <li>• Other Conditions:               <ul style="list-style-type: none"> <li>○ Limit hours of operations (not 24 hours and not 7 days a week)</li> <li>○ Eliminate casino loyalty program</li> <li>○ Prohibit ATMs in casino</li> <li>○ Eliminate casino credit</li> <li>○ Implement strong casino self-exclusion programs to support gamblers who choose to be banned</li> <li>○ Fund commitments for expanded problem gambling prevention and treatment program</li> <li>○ Establish a Toronto Casino Social and Health Impact Audit Committee</li> <li>○ Restrict the number of gaming machines</li> <li>○ Mandate a daily loss maximum</li> <li>○ Prohibit alcohol consumption on the casino floor.</li> <li>○ Issue monthly statements so that people can keep track of the winnings and losses.</li> </ul> </li> </ul>	<p>on any proposal to build a casino.</p> <ul style="list-style-type: none"> <li>• The casino operator must commit to building and maintaining green space and transit enhancements.</li> <li>• The casino should support horse racing operations; there are thousands of jobs in the Province.</li> <li>• The City should look at more than a casino and ask for an entertainment complex which will attract people and be of benefit to residents who do not want to gamble.</li> </ul>	<p>bars, restaurants, stores, theatres, hotel, and cafés.</p> <ul style="list-style-type: none"> <li>• A new casino should have a high quality design that fits into local communities.</li> <li>• No conditions are needed for the support of a casino.</li> </ul>

### 3.11 Question 10: Advice for City Council

#### Question 10: Do you have any additional advice to City Council as it considers a casino in the City of Toronto?

Respondents were asked to provide additional advice to City Council. In total 8,684 respondents provided suggestions. The summary of the written advice follows.

Many respondents who opposed a new casino in Toronto felt that a referendum should be held so that they could register their vote against a casino. Many respondents felt that the negative social, health and economic costs would outweigh any short-term financial benefits to the City. City Council should instead focus on promoting green community development, dealing with traffic congestion, investing in transit and infrastructure upgrades and providing additional social and public assistance to the homeless and vulnerable in our communities. Respondents also stated that they would like City Council to lead the development of a long-term plan and vision for urban development and the social, economic and environmental sustainability of our city.

*"The people and taxpayers of Toronto should be allowed to vote on this issue through a Referendum."*

*"Toronto is a diverse and dynamic city that should be able to leverage the assets of its residents in productive ways and should not have to resort to gambling for job growth and revenue."*

A number of alternatives were suggested to alleviate the City's current budgetary challenges and revenue shortfall. These included tax increases, the land transfer tax and vehicle registration tax, and also better fiscal management. Suggestions for job creation focused on investments in the arts, culture, education and research and new supporting new businesses.

Respondents who had more neutral views or mixed feelings on a potential casino in Toronto advised Council to capitalize on its strong negotiating power to obtain the best deal for the city. Residents would like Council to secure evidence to show 1) that the revenue and benefits anticipated from a casino would materialize as expected; and 2) that information on the revenue, cost, social and health impacts of a casino on the city is described and presented clearly, accurately and without bias.

*"Council should study the revenue sources for successful cities with the highest quality of life."*

Some respondents indicated that in the event that a casino is located in Toronto, the facility should be well managed as a top tier attraction, with a guaranteed and lucrative revenue sharing agreement for the City, providing the necessary support to residents, businesses and communities; and with excellent transportation facilities to and from the casino.

Some argued for a casino at Woodbine Racetrack, indicating that the facility has a history of success and acceptance by the community. Woodbine's appeal is also linked to its ability to co-exist with local businesses in the area. Others maintained that the Woodbine gaming facility could be continued, with another casino sited in the downtown area.

For respondents in favour of a new casino in Toronto, the benefits of increased revenue, jobs, infrastructure improvements and creating a world-class facility far outweigh the negative social effects. Many expressed the sentiment that problem gambling is manageable, and social services can be effectively increased due to the revenue from the casino. These respondents stated that Toronto should not miss out on the opportunity to boost employment and add to its revenue stream. They indicated that the money would be put to good use: for schools, sports, social services, and transportation infrastructure. Many respondents in favour of a casino also preferred an integrated entertainment facility, including sporting and concert events, rather than a stand-alone casino, designed for gaming profits only. They saw a casino as a global attraction, fashioned on European versus American styles of casinos. It was suggested that a casino should be locally owned, ensuring that all profits remain in the Province. Foreign ownership was seen as problematic as private interest would supersede the need of local residents.

*"Toronto is an international city and we should have all the facilities that other places like Monte-Carlo, Macau and similar places have. This would help our tourism industry."*

The following table lists some of the more frequently suggested items of advice for City Council to consider. The table presents the feedback based on whether the respondent initially indicated being opposed (strongly or somewhat), having neutral/mixed feelings or in favour (strongly or somewhat).

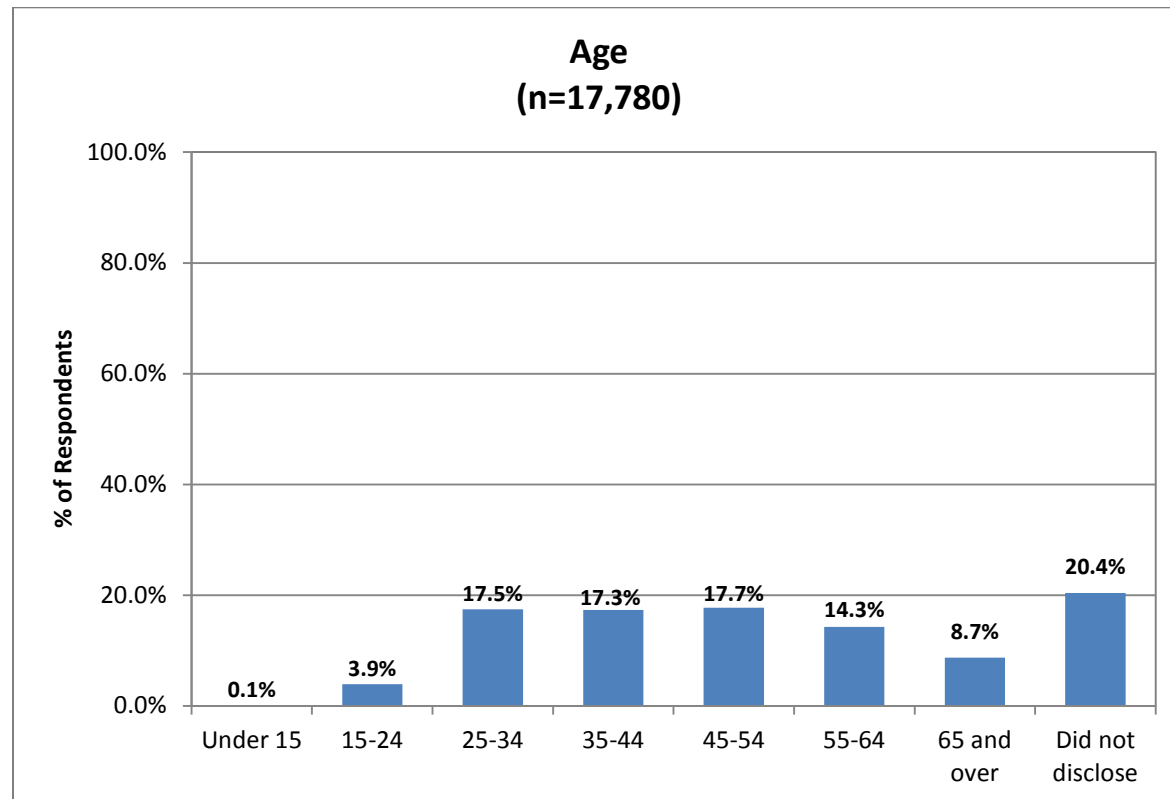
Views of those who are Opposed to a Casino	View of those who have Neutral or Mixed Feelings about a Casino	Views of those who are In Favour of a Casino
<ul style="list-style-type: none"> <li>The people and taxpayers of Toronto should be allowed to vote on this issue through a referendum.</li> <li>The Provincial government should get out of the gambling business and concern itself with regulatory issues.</li> <li>The City Council should say no to the lobbyists; we do not want a casino in our Toronto.</li> <li>Twenty percent of a casino's revenue</li> </ul>	<ul style="list-style-type: none"> <li>If Council votes to approve development of a casino in Toronto, they should think big and also think long term.</li> <li>Council's decision should not be based solely on the lure of increased financial support to the City.</li> <li>Toronto has two gaming zones identified. To maximize employment and revenue, the city could have two</li> </ul>	<ul style="list-style-type: none"> <li>The City should negotiate the maximum amount of revenue, jobs and other social benefits from casino development and operation.</li> <li>The Council should approve casino development and stop hampering the process.</li> <li>The closure of the Woodbine Racetrack is going to devastate the horse racing industry in Ontario.</li> <li>Casino development in Toronto should result</li> </ul>

Views of those who are Opposed to a Casino	View of those who have Neutral or Mixed Feelings about a Casino	Views of those who are In Favour of a Casino
<p>should be diverted to greening and beautifying the downtown core.</p> <ul style="list-style-type: none"> <li>• Casino employees must have a full pension and benefits and be paid well.</li> <li>• Assistance for the homeless should be supported from a casino.</li> <li>• The casino must also have a zero carbon footprint.</li> <li>• If council needs to increase revenue it should tax condo developers especially the non-resident/overseas ones.</li> <li>• The City should concentrate on fixing the traffic and transit issues before it considers a casino.</li> <li>• Council should consider the social and health impacts of casinos before making a decision</li> <li>• A casino in Toronto would impact people already in debt</li> <li>• The City should examine the intangible costs associated with a casino and not just the potential revenue and jobs</li> <li>• Keep it out of the city - expand Woodbine</li> <li>• Focus on making a great waterfront with restaurants, bars, coffee shops and stores. A place to be enjoyed by everyone</li> <li>• Council should look at creative plans for long term financial economic prosperity instead of the short term promise of casino revenue.</li> <li>• Create jobs though art, culture and</li> </ul>	<p>full casinos, one at Woodbine and the other at Port Lands.</p> <ul style="list-style-type: none"> <li>• A comprehensive environmental and socio-economic impact assessment should be completed as part of the decision-making process.</li> <li>• The casino should be designed to integrate with the city around it, liven up street life, and act as a magnet for culture, not draw people in from out of town and extract their money without interacting with the city.</li> <li>• There should always be a balance to all decisions - a good opportunity for people to work and make a decent living, actual money for the City (hopefully to be put towards more social programs) and checks and balances to minimize the social cost of someone with a gambling problem.</li> <li>• Council should look beyond the money it could receive; ensure there is a net benefit to Toronto before approving anything.</li> <li>• The money that a casino would generate for the City should be supplemental to the money that the City already receives, rather than replacing some of that money (i.e., more money for infrastructure and</li> </ul>	<p>in significant infrastructure development for the city.</p> <ul style="list-style-type: none"> <li>• Policies and procedures need to be put in place that will make this casino a good neighbour and employer.</li> <li>• Council should consider that the negative impact is outweighed by the positive.</li> <li>• Increase social services to help those with gambling and behavioural issues.</li> <li>• Council should decide to approve the casino and deal with the problems as they happen, not the fear of what may happen.</li> <li>• If the City does not approve a casino, a GTA community will and Toronto will still feel the negative after effects of a casino without any of the added revenue of job opportunities that come with the casino.</li> <li>• Toronto needs to become more aesthetically pleasing - beautify and build up the waterfront - encourage new business - and create a wonderful integrated entertainment complex.</li> <li>• A decision should be made quickly. There will be millions of dollars in revenue, thousands of well-paying jobs and it generates tourism.</li> <li>• Make sure it serves the entertainment needs of all residents and visitors, not just those who are interested or able to gamble. It must include a variety of attractions for everyone.</li> <li>• It's more than just a casino; sell it as an entertainment complex, jobs, development, progress, renewal. No tax payers money is</li> </ul>

Views of those who are Opposed to a Casino	View of those who have Neutral or Mixed Feelings about a Casino	Views of those who are In Favour of a Casino
<p>science instead of a casino</p> <ul style="list-style-type: none"> <li>• A casino has a negative effect on other business and entertainment facilities in an area. Casinos have made Niagara Falls, Atlantic City and Vegas unattractive.</li> <li>• Any revenue generated by Ontario regarding gaming should remain in Ontario and the majority of revenues go to government coffers for health care, housing and education.</li> <li>• Choices made by the City should not be driven only by opinion polls, political and financial interests, but must consider environmental, social, cultural, economic and civic sustainability flourishing for the long term</li> </ul>	<p>projects, rather than reducing taxes marginally).</p> <ul style="list-style-type: none"> <li>• Council should look for evidence to show that casinos continue to draw tourists and tourist dollars versus generating revenue of local gamblers who would have spent their money in the GTA anyway</li> <li>• Use the casino review process to examine all options and work towards designing and building a facility that ensures creative sustainability for a particular area/neighbourhood as well as increased revenues for the City. It is important for the process to be transparent. Citizens in Toronto do not feel the research on either side is valid. There is a need for a clear and concise outline of what the casino means for Toronto and how the City will mitigate the issues that will inevitably rise from it, showing whether the benefits will actually outweigh the costs.</li> </ul>	<p>being used</p> <ul style="list-style-type: none"> <li>• The buildings must be a landmark for Toronto skyline worthy of 21 century design, not another green glass tower.</li> <li>• The OLG has programs available to individuals that have poor gambling habits - make sure OLG informs the public of those programs.</li> <li>• Build a casino that helps the city grow, change its image, and make world class attractions. Don't build a standalone casino just for the money as it will only be short term and the problems in the future will be immense.</li> <li>• Create new cultural and entertainment opportunities and allow neighbouring businesses to grow and thrive to embrace the city and make it better.</li> <li>• The casinos must be part of the local business associations and local business must be part of the planning process so that there is a benefit to all.</li> </ul>

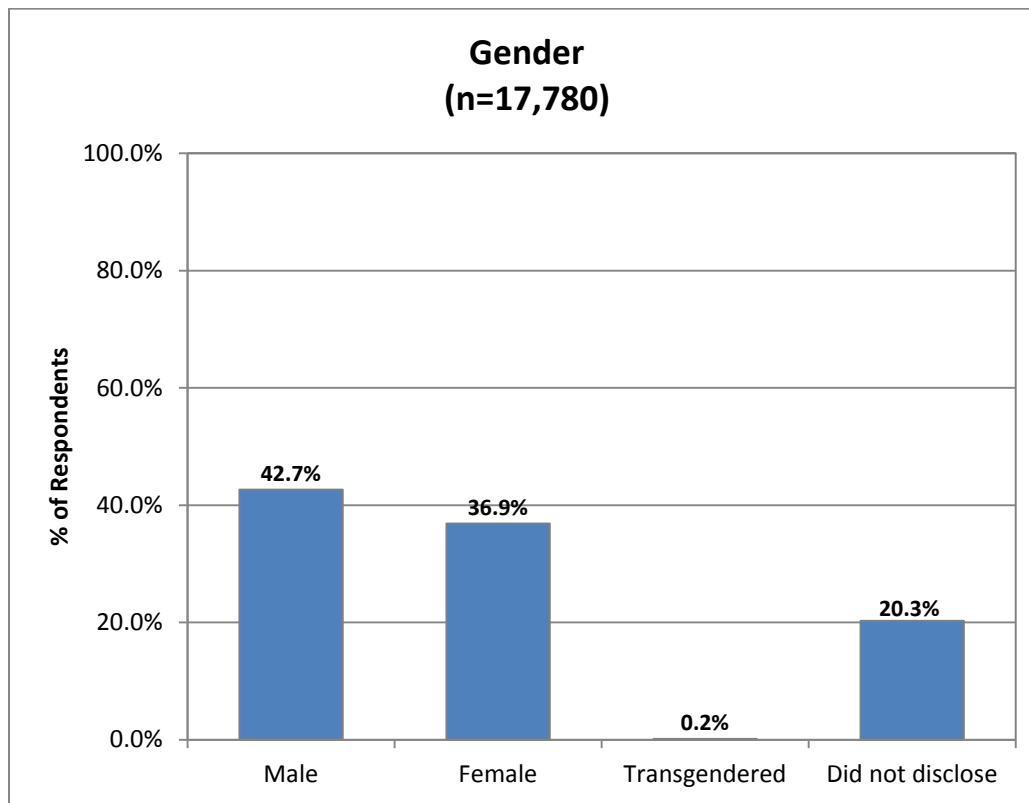
### 3.12 Question 11: Demographic Information

#### Question 11: Demographic Information



Approximately one in five respondents (20.4%) elected to not disclose demographic information related to age. Among those who did, the largest number of respondents was in the 25 to 54 age groups (17.3 to 17.7%). Slightly fewer respondents reported being in the 55-64 age groups (14.3%). Those over 65 years represented 8.7% and those aged 15-24 years 3.9%.





A larger proportion of males (42.7%) compared to females (36.9%) reported their gender in the Feedback Forms. A small percentage (0.2%) reported as transgendered. Another 20.3% did not disclose their gender.

### ***3.2 The Community Open Houses***

The following section documents the comments, concerns and questions raised by the public during five Community Open Houses which included open microphone sessions, one-on-one discussions with staff, facilitated small group discussions, and flipchart notes. There was no open microphone session at the first Community Open House on January 9, 2013. In all, 123 participants made use of the open microphone session to make statements:

- North York Memorial Hall: 25;
- Etobicoke Olympium: 22;
- Scarborough Civic Centre: 27; and
- Toronto Reference Library Bluma Appel Salon: 49.

Summaries of what was heard are presented under the following headings:

- Revenue, finance and economic development;
- Health and social issues;
- Planning and site areas considerations and
- The decision-making process.

#### **Revenue, Finance and Economic Development**

##### ***Revenue & Cost***

Participants raised concerns about the limited number of studies, research and or statistics available to determine whether the casino would be revenue positive or negative. If the casino is revenue negative, it would not contribute to the city's economy, but instead become a burden on taxpayers. There were concerns about the discrepancies in the projected revenue numbers between that provided by the OLG and that presented in the [Ernst & Young Consultant Report on the Potential Commercial Casino](#) in Toronto. It was further suggested that the OLG's model for calculating expected revenue from a casino operation is inaccurate. Criticism was also levied at the Ernst & Young report, stating that the findings were biased towards promoting a casino rather than presenting a neutral/objective assessment.

Of concern to some participants was the amount of revenue to come to the City from a new casino and whether it was “high enough”. Participants felt it was very important for the City to get the best deal possible. Attendees of the Open House discussions were interested in the details of any revenue sharing agreement, particularly the percentage of total revenue received by the Province and Federal Government and the potential need for the City of Toronto to demand a greater share of all revenue from the establishment of a casino in Toronto. There were questions about the ultimate use of the revenue generated from the casino, particularly how the money would be spent, the actual hosting fees, and the total revenue expectations.

Questions were raised about the potential for significant infrastructure costs associated with the proposed casino development and also the impact of a new casino on the City’s operating budget (police, fire, roads, sewers, garbage, etc.). There was also concern about where and how infrastructure funding would be sourced. Some presenters stated that the anticipated \$50 million annual revenue generated by the casino would be outweighed by negative impacts on the local economy due to losses by existing businesses, loss of employment, funding to support social programs and funding for infrastructure. The concern was expressed about the omission of the health and social costs in the calculation of the gross and net revenue and overall cost to the City.

Some of the attendees stated that a casino located in Toronto’s downtown would provide benefits to the City from revenue and taxes. Additionally, it was suggested that the revenues could be directed to City infrastructure improvements, including investment in transit and redevelopment of the downtown core. It was noted by some attendees that online gambling provided no revenue to the City, though it was growing in popularity.

It was noted that the City of Toronto would still have to deal with the negative social consequences (e.g. congested roads, impact on limited infrastructure, problem gambling and other health impacts) of a casino developed in an adjacent municipality (e.g. Markham, Mississauga, Vaughan), but would receive no revenues in return.

Some participants stated that the City of Toronto and Province were too reliant on the “optimistic” revenue estimates from casino operations and questioned the funding of the OLG and how the OLG would actually fund its expansion plan. Along similar lines were concerns that American investors were behind the OLG’s ambitious plans. In addition, some of the participants stated that the City needed to resist these “quick fixes” to the current budgetary challenges and focus on more creative and long-term solutions to its financial situation. As an alternative, there was support for the City to increase existing or reinstate former taxes or fees. Examples provided included the land transfer tax, vehicle registration fees and hydro rate increases. These were perceived as better options to increase revenue when compared to a casino.

***Employment***

Questions were raised about the quality (good/bad) and type of jobs generated by the casino. Emphasis was placed on the need for good paying unionized jobs which would allow employees to earn a good living wage and also job security. Some participants felt that casino jobs would not be unionized or well-paying with only a few full-time positions. Other participants, however, argued that a casino could create new “good” jobs and expand opportunities for the trades industry.

A speaker expressed concern about the job creation “rhetoric” that ensured support for the casino. It was stated that Toronto needs to create the “right” kind of career jobs and not the part-time minimum wage jobs associated with the gambling sector. The boom-bust cycles associated with the construction industry and the short-lived impact on the economy from these types of jobs was also mentioned.

Some participants expressed concern that a new casino in downtown Toronto would threaten the 7,500 jobs at the Woodbine Racetrack as employees would have to be laid-off. Based on this statement it was argued that there would be no net job creation from a casino established in Toronto’s downtown. While reports suggest that many new jobs would be created during the construction and post-construction phases of the project, some participants noted that job creation from a casino development would not be immediate, neither would be the impact on the local economy.

***Impact on Existing Businesses***

There was concern about the possible impact of a new casino on Toronto’s downtown economy. Participants stated that a casino may lead to the closure of other businesses because of increased competition and the subsequent diversion of consumers away from these smaller establishments and into a casino. It was suggested that a casino does not create new wealth but only diverts it away from other business activities, particularly if guests of the casino are encouraged to dine and patronize casino-run restaurants, shops and other entertainment within the facility.

Some support for a casino at Woodbine Racetrack was based on concern that the horse-racing industry would decline if a casino is established elsewhere. This would negatively affect the operations at Woodbine Racetrack. Some participants indicated that without a vibrant horse-racing industry, many horses would need to be destroyed which would negatively impact the local economy of many small rural communities. A few participants estimated that 50,000 people across Ontario would be adversely affected by a decline in the horse-racing industry.

***Other Development Opportunities***

Questions were raised about the impact of a casino on property assessments in the residential neighbourhoods in close proximity to the site of a casino. While some expressed concern about the negative effect on property values from a downtown casino, others argued that the development could result in increased real estate values especially for businesses and nearby vacant land.

It was suggested that a casino located at Woodbine would be the catalyst for the development of the surrounding area with the possible additions of museums, other entertainment options, big box stores, restaurants, and community development such as community centres, parks, skating rinks etc.

The idea that a casino would increase the number of tourists coming into the city was challenged by some participants. It was suggested that tourists visit Toronto for its cultural appeal: the symphony, ballet, theatre, arts, sports, restaurants, other entertainment and business opportunities, and that a casino would not attract any additional visitors. Those visitors who would come to Toronto just for the casino were considered to be “the wrong types of visitors”. One participant stated that “Toronto does not need an integrated entertainment facility; it is an integrated entertainment facility already.”

**Health and Social Issues*****Health Considerations***

Attendees at the Open Houses acknowledged that a range of health support services/systems are currently available across the city to assist problem gamblers and their families. In addition, casino-related revenue was seen as necessary to support and fund additional social and health programs.

Concerns were expressed that the recommendations from the Toronto Board of Health to mitigate the health and social impacts of a casino would not be considered or implemented by the OLG. Many participants strongly opposed to a casino stated that one in five people in a casino are problem gamblers. Though services are available to assist people who suffer from this addiction, there are many constraints to the effectiveness of treatment. The reasons provided include: the majority of addicts do not seek treatment and there are only two treatment centres in Ontario covered by OHIP. These centres are in Windsor and Thunder Bay and are inaccessible to the majority of problem gamblers in Toronto. A few participants felt that a casino located in Toronto’s downtown could double the number of people affected by pathological/problem gambling. This was considered to be statistically relevant and a cause for concern, especially, according to participants, as 80% of casino revenues is derived from persons with problem gambling.

The architectural design of the casino, particularly the lack of windows, was a concern expressed by Open House participants. This is considered to be a potential health hazard and as well as a means to facilitate prolonged play.

**Social Issues**

It was suggested that governments of all levels should not be raising revenue for infrastructure development, social services, health and education "on the backs" of the most vulnerable people, i.e., the poor and persons addicted to gambling. The Ontario Government should consider establishing progressive tax regimes as these ensure costs are shared among all. Casinos are viewed by some participants as regressive and would destroy small businesses, families and the social fabric of the city.

A request was made for the actual monetary value of the social cost associated with a casino i.e., increased health services for gamblers and their families; the cost of providing social assistance to families that could lose their jobs and home due to gambling debts; increased poverty; bankruptcy claims etc. While some participants argued that the revenue from casinos could pay for social programs which would benefit the communities in close proximity to the facility, others felt that the inability of the City to pay for social housing is an indication of its inability to pay for the social effects of problem gambling.

Though the revenue potential from a casino seems attractive to some, there were concerns among others at the Open Houses that the City prioritized revenue over the health and social implications of a casino. If a casino is established, the participants felt that the City needs to eliminate as much as possible the potential to grow a future generation of gamblers. This was an important consideration for some of the participants. The ability of the OLG, the Provincial Government and the City to guarantee that gambling addictions would not become a problem in the future was questioned. Participants asked, "If there are no guarantees, why is Council pursuing this agenda"? It was noted by some attendees at the Open Houses that the public needs to be reliably informed about the potential dangers of gambling.

Participants also suggested that money laundering, drug trafficking and prostitution are criminal activities associated with casinos and a rise in these activities can be anticipated if a casino is opened anywhere. In light of these imminent threats, participants urged other Torontonians to resist the push towards a gambling-based economy. Some attendees of the Open Houses stated that it was morally wrong to promote any form of gambling, especially as it preys on the weak and less fortunate.

The negative social and health impacts of a casino located at Woodbine were considered to be less detrimental to the community because of Woodbine's distance from downtown Toronto and neighbouring communities. A casino in downtown Toronto or at the Port Lands would make gambling available within walking distance of many educational institutions including University of Toronto, St. George Campus, Ryerson

University and the new waterfront George Brown College campus. This was a source of concern for a few attendees as the casino could adversely affect students and staff of these institutions.

## **Planning and Site Areas Considerations**

### ***Infrastructure Cost and Development***

Infrastructure considerations mentioned at the Open Houses focused on the cost of upgrading the roads and transit infrastructure in the event that a casino is located within the city limits. Participants were concerned about the source of funding for such a large project which was seen to inevitably be costly to the City. In addition to infrastructure upgrades, an issue raised during the Open Houses relates to the costs of service upgrades. These typically include police, fire services, EMS and public transit.

Another issue raised during the Open House consultation focused on the possible conflict between the City's hosting of the 2015 Pan Am Games and a new casino development in Toronto, particularly the use of the facilities at Exhibition Place for hosting the games.

### ***Urban Design & Architecture***

While some participants indicated awareness of the complexities associated with any large-scale development in Toronto's downtown core, they felt the casino development should incorporate the unique cultural, social, environmental, and economic context of the city. The proposed casino development should feature high quality modern architectural designs that contribute to the city's skyline and the area's liveability as well as support for the creation of complete and sustainable communities.

Besides the design features, participants felt that the casino should embody Toronto's public culture of sustainability. This included designs which incorporate green open spaces for recreational use, promotion of walking and biking, child and "family-friendly" streets, arts and culture (theatre), and considerations for sustainable transportation planning. An issue of concern for some Open House attendees was the inward-looking nature of casinos. It was suggested that the casino needs to be designed with a "community feel".

***Location Specific Concerns***

Support for a casino in Toronto was considered preferable to other locations under consideration (Mississauga, Vaughan, Markham) because of the greater tourism potential, the ability to integrate communities into the development plan, and the use of and availability of existing restaurants and other amenities already in the downtown area.

A number of participants argued against having a casino in the downtown core, citing increased traffic congestion, overcrowding and enormous infrastructure costs. One of the more common concerns raised during the Open House discussions focused on the limitations of the existing ageing infrastructure in the downtown core, particularly the Lake Shore Boulevard and the Gardiner Expressway. Participants indicated that the traffic congestion on these main thoroughfares could not support the additional traffic from the establishment of a casino in Toronto's downtown. Some participants also felt that Toronto's downtown does not have sufficient social services and facilities for the current population and a casino development could not possibly improve that situation. In light of this, there was a question into the use of the casino's development charges for these purposes.

Questions were raised about the proposed hotel development on the Exhibition grounds and how this impacts any discussion on the development of a casino in the same location. There was concern for the survival of the annual CNE, other fairs (Royal Winter Fair), tradeshow and the impact on the Parkdale community if a casino is developed on the Exhibition grounds.

Hosting a casino at the Port Lands was seen as positive by some participants as it would generate revenue from leasing City-owned land and also because to its location sufficiently away from the downtown core. As a potential site there was also opposition expressed to a casino at the Port Lands. Participants opposed to a casino on the Port Lands indicated that the idea of a "mega complex" did not conform to the Port Lands redevelopment initiative – a mixed use proposal with green open spaces.

While it was frequently mentioned that the downtown core was unsuitable for a casino because of infrastructural limitations, there was support expressed by many with an interest in Woodbine for a casino or expanded gaming facilities at that location. Woodbine is considered by some as an ideal location because it is served by the highway; is close to the airport; has land available for the construction of additional buildings and parking facilities; is at a distance from the downtown core; has accessibility by public transit; and has experienced minimal impact on surrounding communities from the current gaming establishment. The longevity of the horse-racing industry and the overall operations of the Woodbine Racetrack was an issue of concern for some participants. It was suggested that a casino in any other location besides Woodbine could result in the loss/end to the horse-racing industry.



## **Decision-Making Process**

### ***Municipal Decision Process***

Some participants indicated that the idea of a new casino in Toronto was spearheaded by the Provincial government and not the City of Toronto and thus, the casino development was seen as being forced onto residents of Toronto. A casino development without a referendum is viewed as unfair by some of the participants. Some attendees at the Open Houses stated that, while Council may be in favour of a casino, the majority of Torontonians were not. As such, Council should take into consideration all the views presented by the citizens of Toronto before any decision is made about the casino.

Questions were asked about how stakeholder and public input will be considered and weighted in a decision on whether or not to support a new casino in Toronto. The City Manager provided clarification indicating that the recommendations would be based on an assessment of the range of views presented. Concern was expressed by some attendees that the OLG could ignore any conditions (size, location and operating hours) set by the City after municipal consent is given.

Some participants questioned the portrayal of all the issues in the consultation process for a proposed casino development. It was suggested that the decision about a possible casino in Toronto had been made prior to any consultation. Participants were concerned about the “controls” available to the City of Toronto with regards to a casino, as the Province and OLG seem to have more power over the final decision-making process than residents of Toronto. This was seen to then reduce the ability of the residents to control or influence decisions about the casino. It was suggested by some that City Council does not have enough information to make an informed decision on whether a casino is desired by Toronto residents. Some attendees feel that if a casino is located within Toronto, more consultations are needed to determine the exact location including potential locations which are not currently included. It was suggested that Councillors host community consultation sessions or public forums to hear new and innovative ideas from residents about ways the existing resources could be utilized and other revenue generating possibilities not involving casinos.

### ***Planning & Approval Process***

Some participants were interested in the infrastructure requirements for a casino in Toronto’s downtown.

Of concern to some participants during the Open House sessions was the ability of the Provincial government to circumvent the City’s planning approval process by going directly to the Ontario Municipal Board. The City Manager indicated that while the Province has strong powers, the

OLG was seeking municipal consent before moving forward with a casino in Toronto. Also, there was concern about the ability of the Province to appoint an OLG CEO to control the planning process which may not reflect the wishes of the City or its residents.

Questions were also raised about the site selection process, which would make the final decision regarding where the casino would eventually be located, the City or the operator.

### ***3.3 Stakeholder Consultation***

As part of the consultation process, stakeholder interviews were held individually or in groups of people with similar interests to obtain the views of various organizations on the potential for a new casino in Toronto and/or the expansion of Woodbine Racetrack for gambling. Representatives of many of the organizations spoke on behalf of other constituents in their respective sectors; a few preferred to provide their views independently. Twenty-nine organizations were contacted for interviews; representatives of 19 organizations took part in the interviews.

The Board of Health recommended in their November 19, 2012 Report on the Health Impacts of Gambling Expansion in Toronto that the City Manager's Office ensure the following stakeholders are included in the consultation process prior to reporting to City Council on hosting a casino in Toronto:

- The Alcohol and Gaming Commission of Ontario regarding optimal responsible gambling practices and compliance with all regulatory requirements in Ontario;
- The Toronto Police Service regarding optimal restrictions on alcohol licensing and casino hours of operation;
- Problem gambling research institutes in Ontario regarding the risks in expanding access to gambling and optimal policy development;
- Problem gambling community service providers regarding risks in expanding access to gambling and optimal policy development; and
- Neighbouring residential and business communities.

The organizations involved in the interviews were as follows:

- |  |  |
|--|--|
| • Alcohol and Gaming Commission of Ontario     | • Toronto Board of Trade                   |
| • Service Employees International Union (SEIU) | • Chamber of Commerce                      |
| • For You Telecare Family Services             | • Ontario Horseracing Industry Association |
| • Problem Gambling Institute of Ontario        | • Standardbred Canada                      |

- Toronto Police Service
- Greater Toronto Hotel Association
- Unite Here Local 75
- Carpenters' Union
- Canadian National Exhibition Association
- Waterfront Toronto
- St. Lawrence Market BIA
- Liberty Village BIA
- Queen Street West BIA
- Downtown Yonge BIA
- NO CASINO Toronto

The invited parties were intended to be a sample of the types of interests, rather than a comprehensive gathering of all stakeholders. The general consultation activities (e.g. feedback forms, open houses) were open to all interests, and it is expected that additional stakeholder opinions will be reflected through those processes.

The interviews were guided by a series of questions focusing on:

- How a casino fits with Toronto's image;
- Opportunities, issues and challenges associated with a casino in Toronto;
- Whether the potential revenue generated would affect stakeholder opinion on whether a Casino should be sited in Toronto;
- A preference for a stand-alone casino or an integrated entertainment complex;
- Conditions that should be applied by City Council in the event a casino is sited in Toronto;
- Preferred and alternative locations; and
- General advice to City Council as it considers a casino in Toronto.

Not all participants provided responses to all the questions. Many organizations only provided responses to questions that directly related to their organization's mandate. The following section provides an overview of the key messages gathered through these interviews. The feedback from the interviews is presented on an issue basis. Some stakeholders provided input that has been reflected under more than one issue category.

### **Responsible Gambling and Social Impacts**

Some stakeholders indicated that according to the evidence, problem gambling tends to increase with availability of and proximity to a casino. In light of this, there is potentially an increased risk, especially to vulnerable groups if a casino is located in Toronto. From a public health perspective, some stakeholders felt it would be exposing people to increased risk and therefore that siting a casino in Toronto is a wrong approach to social policy.

Concerns expressed by Stakeholders included:

- Increased suicides;
- Debt;
- Sleep deprivation;
- Family breakdown;
- Physical health concerns; and
- Depression and social isolation.

Women and seniors who are socially isolated, were identified as particularly vulnerable groups. It was noted that in some cases more isolated individuals will view a casino as a safe, comfortable location to spend time. It was stated that vulnerable individuals with less financial resources are often affected first and hit hard. This in turn affects their children, spouses, and other family members. Young adults are some of the most vulnerable groups that may be negatively affected by a casino development in Toronto. Males from 19-25 years have a higher tolerance for risk than other segments of the population and are thus more susceptible to the influence of gambling.

Many stakeholders indicated that should the City of Toronto consent to a casino, there are a number of design and operational measures that can be put in place to help manage the facility from a public health perspective. One example of this was reducing operating hours; in European cities, casino establishments are often open only part of the day. Other operational/design practices suggested in interviews include:

- Reducing maximum bet size;
- Restricting electronic gaming machine numbers;
- Reducing the speed and near misses on slot machines; and
- Introducing identify cards operations.

Self-exclusion, one option to mitigate problem gambling was also referenced as a possible measure, although opinions vary on its effectiveness. In addition, one stakeholder commented that the ability to change operational practices (e.g. reduced hours, slower slot machines) could be a challenge since it will have a direct impact on the casino's revenues.

It was also noted by some stakeholders, including some from the business sector, that if a casino development goes forward, there needs to be a specific commitment to provide more support for individuals with gambling concerns through appropriate prevention measures, counselling and treatment support. There is a notable need for financial support for organizations that provide help to the community. It was suggested that

best practices and international standards need to be implemented to mitigate the negative social effects of gambling. There is awareness among some stakeholders that the social issues associated with problem gambling are bad for individuals, families and the community and that they can have a negative impact on Toronto's international image.

It was recommended that the City look at the long-term effects of how a casino might influence the recreation/cultural activities in the city. One stakeholder presented the perspective that gambling can be considered an entertainment activity which competes with other leisure activities. People have a certain amount of money to spend on entertainment and if they spend it at a casino, there is the potential that they will not spend it on other healthier and "family-oriented" activities.

One stakeholder indicated that casinos put significant effort into tracking their customers, their spending, and creating incentives for customers to come back. The gambling industry has a lot of information about people who are at risk, but this information has not been used to help these people. From an ethical standpoint some stakeholders wanted to know whether the casino operator is bound to share this information with agencies providing services to the at risk population.

Stakeholders generally felt that a casino should not be located near residential areas. Some views were expressed that Woodbine may be the most appropriate location if Council is committed to developing a casino in Toronto. This view was held because Woodbine already has a gambling facility and is more isolated. It was also suggested that there are a lot of marginalized people living in Toronto's downtown and are therefore at a higher risk if a casino is located there. Alternatively some felt that a casino that is part of the urban environment could provide more support services for the problem gamblers (e.g. shelters, community centres, food banks).

A number of recommendations for City Council's decision making process were also discussed including:

- There should be a cautious appraisal before moving forward with a casino. Specifically, the more the City can maximize and quantify the benefits and direct money to investments in the city and public health services;
- The City should use evidence-based best practices to ensure a casino is properly managed;
- If the City is going to accept a casino it needs to deliver benefits to the province/city; and

One stakeholder noted that: "the kind of caution that we need behind this development should come from the values that define Toronto - Toronto values community; that is why we have been untroubled by the lack of a casino".

## Regulation and Public Safety

Some stakeholders have expressed concern about the potential for increased crime, while others have commented there is no evidence of an increase in criminal activity associated with gambling establishments. Toronto Police Services (TPS) which takes no position whether a casino should be established noted that evidence from Singapore, Las Vegas and Montreal and other cities showed no significant negative impacts to public safety associated with casinos.

The conditions on casinos which have been shown to contribute to public safety include:

- The casino operator should be reputable with a track record of success;
- The casino should be well managed, paying due regard to the needs of workers, its clientele, and the wider community; and
- The casino is ideally located with good access to public transit and supported by an infrastructure that facilitates efficient and effective entry and exit to a casino – avoiding crowding and congestion.

TPS indicated that the operations at Woodbine Racetrack and Slots have not resulted in any noticeable increase in crime or risk to public safety within the surrounding area. It is not expected that a downtown location would impact on police operations either. However, it was noted that if the casino or associated functions at the casino close(s) at the same time as other large establishments, there could be potential crowding and congestion concerns in the area. It was also noted that the degree of regulation in the gaming industry, would likely result in less criminal activity in a casino than other places because of the level of surveillance.

In the event that City Council consents to a casino, stakeholders offered a number of potential conditions or requirements from a regulatory and public safety perspective:

- There must be transparency and accountability in the casino's revenue stream;
- OLG and the casino operator must consult with TPS (Toronto Police Service) to ensure public safety;
- OLG and the casino operator must enter into an agreement to readily share information that may have an impact on public safety with TPS;
- The facility must be designed so that people can move into and out of the casino in an efficient way;
- The location and design of the casino should be such that crowding and congestion is avoided;
- The facility must be designed in a way that integrates with the surrounding area to avoid conflicts

One stakeholder emphasized the degree of regulation in the gaming industry noting that there is likely to be less criminal activity in a casino than other places because of the level of surveillance. In Ontario, the Alcohol and Gaming Commission of Ontario (AGCO) was established in 1998 with the responsibility to ensure that casino gaming (and associated alcohol consumption) are conducted responsibly, according to law and in the public interest. In the 1990s their focus was to ensure that there was no organized crime in the gaming industry, whereas now, their current focus is on problem gambling. The AGCO representative indicated that AGCO also has the authority to put in place standards for voluntary exclusion programs and standards for things that occur in and out of casinos.

According to the AGCO representative, AGCO develops and publishes standards and requirements for the gaming industry related to problem gambling, prevention of unlawful activities, integrity of the lottery scheme, surveillance and security and the keeping of records, among others. It was noted that the regulatory structure is meant to ensure that those who participate in gaming establishments demonstrate integrity; this is done on a risk-based approach (i.e. targeting AGCO resources on those applicants who represent a higher level of risk to the integrity of the gaming industry). The approach is reported to involve investigations into the finances (e.g. debt to income ratio, income to wealth ratio) of individuals at all levels, companies and wait staff/table staff working in a gaming establishment. If someone is identified to be at risk, AGCO works with the person to correct the problem or denies the application. The interviewee noted that AGCO also has a role to ensure that people who supply goods and services to casinos meet statutory standards. Operators are also required to ensure no one under 19 years of age participates in gambling.

It was noted in the interview that the AGCO inspects, tests and checks equipment including software in the machines to meet stipulated standards and to ensure equipment integrity. The representative indicated that there are both monetary penalties and suspensions which prevent non-complying individuals from operating in Ontario. The AGCO is reported to be the only accredited government lab allowed to do these types of testing in Canada and one of few in the world.

According to the AGCO representative, high-definition cameras in casinos ensure that players are not cheating. It was noted that the AGCO will be using technology and data analytics to ensure that players are treated properly both by the house and other players. In instances of collusion between players, it was mentioned that intervention is handled in conjunction with the OPP. It was mentioned in the interview that the Auditor General has commented that the AGCO is doing its job very well and is supportive of the risk-based approach that the AGCO has adopted.

## Business

Many stakeholders representing business interests were of the opinion that a casino has the potential to boost Toronto as a tourist destination and provide new cultural and entertainment opportunities. A casino could provide money for Metrolinx, infrastructure improvements, public art and a range of social and public goods.

One business organization made the point that if a casino is located somewhere in the GTA (either within or outside of Toronto borders) that a significant percentage of the revenues to the municipality should be reserved for local and regional transit/Metrolinx.

The support for a casino as a driver of a new convention centre is shared by several business organizations. They note that Toronto currently does not have the hotel and entertainment capacity to become a big player in the international market for conventions. It was also noted by a participant that Toronto's ranking as a top travel and business destination has dropped from number 13 in 2008 to number 49 in 2011. A similar trend is also visible in the city's ranking for convention space. The participant indicated that currently Toronto is ranked number 28 in the North American convention market. It was suggested that a casino would provide the opportunity to expand this capacity and take advantage of the associated economic opportunities. Many of the larger business organizations see the benefit of an integrated casino outweighing the benefits of a standalone casino.

One business organization, however, indicated they are not convinced that a casino development would make the city substantially better off. They note that the decision would need to be balanced against what a casino could do to Toronto's international image, noting few major metropolitan cities have downtown casinos. However, there may be, they note, an absolute "tipping point" at which the revenue to the City may make a casino worthwhile. Other non-business organizations echoed a concern about the value of a casino to the city, commenting that there are studies documenting that casino developments in densely-populated areas result in more loss to the hosting city than in less-densely populated areas.

Other business interests are concerned that a casino would have negative impacts on their businesses. Some of the reasons include:

- Impact on the image of Toronto ("Toronto the good" and Toronto as a city of neighbourhoods);
- Impact on local businesses (number and diversity);
- Impact on the existing cultural and entertainment sector; and
- Financial benefit to foreign owners rather than local benefits.



One stakeholder compared a casino to a large mall, having the insular effect of drawing people in and keeping them in and subsequently, having a negative impact on surrounding local businesses. Some stakeholders feel a standalone casino would be less detrimental to local small businesses compared to an integrated complex that provides everything and keeps people focused solely on that venue and not the rest of Toronto.

A number of stakeholders noted that an integrated complex would be able to pay international acts more money which would raise the bar for how much entertainers would expect to be paid when they come to Toronto. This could potentially be detrimental to the entertainment industry but benefit Torontonians.

Other business stakeholders expressed concern about the ownership of the casino and also the opportunities for locals to be involved either as owners or operators. One stakeholder recommended that the casino operator should be required to be part of a BIA so that they understand the impact of their casino on the local business environment.

### **Employment**

A number of stakeholders offered their opinions on the impact of a casino on employment particularly as the City looks to replace those manufacturing jobs that it is losing. Most supported the job opportunities associated with the development of an integrated complex particularly one that includes convention space, hotel and restaurants. These include jobs in trades, cleaning, security, food and beverage and gaming.

One stakeholder offered the perspective that the City Council needs to think about Toronto five years into the future and determine the industries it would like to see expand and the capacity of these to absorb the number of unemployed in the city. It was their opinion that the tourism and hospitality industry can provide the best opportunities for employment since they can provide jobs in large numbers for the unemployed, underemployed and working poor in Toronto. It was noted that jobs in the service sector tend to be slightly better paying and provide longer term work. When asked about whether revenues for the City made hosting a casino worthwhile, many respondents noted that the long term unionized jobs were the most important consideration.

One stakeholder noted employment partnerships could be developed and expanded between the construction trade and tourism facility owners (hotel, casino) and with community colleges. Examples of programs already in place include: Hammerhead – youth training program; Choice

program – partnership between the Carpenters Union and the City of Toronto to get youth at risk into trades; and, Helmets to Hardhats – a program that reintegrates returning Canadian armed forces.

If a casino is established, it was recommended that the City require the casino operator to have a policy of neutrality with regards to casino employees being allowed to unionize. Another stakeholder indicated that the City should include a requirement for unionized jobs commenting that if the jobs are not unionized then the casino development is “not worth it”. Council should also include a condition requiring local hiring agreements, code of conduct as a responsible employer, local hiring and training agreements, investment in community centres, schools, and green spaces. It was also recommended that Council should ensure that labour peace agreements with unions are adhered to by the operator.

### **Planning Considerations**

A number of stakeholders felt that it is important to integrate a prospective casino into the urban fabric, rather than having one that is freestanding with no connection to surrounding land uses. Important planning considerations cited by several stakeholders include:

- How the casino relates to the streetscape/community;
- Making the casino less internally focused - contributing to the promotion of street life;
- No large parking lots;
- Restaurants and shops on street-level and accessible from the street;
- Opportunity for enhancement of current transit and infrastructure;
- Designed to represent Toronto’s cultural scene rather than a Las Vegas style atmosphere;
- Integrated into compatible mixed use land-use planning framework;
- Consistent with local priorities and development plans;
- LEED certification and using other green-building/sustainable design approaches; and
- Designed with architectural excellence, both physically and operationally.

Several stakeholders noted that the effect of a casino on Toronto’s international image will be dependent on how the facility is designed and integrated into the city. A casino designed for Toronto should be open and connected with the surrounding neighbourhood and accessible to the public. If it is at Exhibition Place or in the Port Lands it should make contributions to improving the waterfront, the communities and the city’s transit.

## **Locational Considerations**

### ***Exhibition Place***

It was noted by several stakeholders that a permanent casino development at Exhibition Place would make it impossible to sustain the annual fair. The CNE is an important part of the city's history with the annual 18 day fair dating back to 1879. The annual fair employs many students and provides employment opportunities for youth from "at risk" neighbourhoods. The CNE is dependent on the multi-functional, multi-entertainment business operations which require the use of all the buildings and space on the grounds. The CNE hosts large commercial exhibits that are unparalleled elsewhere in North America. Further, all of the grounds and buildings on site at Exhibition Place are used for events such as Trade Shows. A casino development would also limit access to Exhibition Place buildings and parking, reducing people's ability to get in and out of the site. This is also seen as important because Exhibition Place is one of the last waterfront properties that remain under public ownership.

The CNE Association has looked at the impact of a permanent casino development at Exhibition Place and has concluded that it would be detrimental to the CNE. The Board of the CNE Association passed a motion indicating they are opposed to having a permanent Casino/Integrated Entertainment Complex built at Exhibition Place. It was noted that it is important for Council to understand that if they are voting for a casino development at Exhibition Place that they will not be protecting the CNE.

In addition to the potential impact on the CNE, some stakeholders had concerns about this location, noting that a casino should not be in a location that exists on its own and is isolated from other businesses. Some stakeholders have observed that CAMH is immediately north of Exhibition Place and suggested that addiction is a big issue in the Liberty Village neighbourhood.

Other stakeholders offered the perspective that because Exhibition place is already an entertainment hub, that conceptually a casino development might be an appropriate fit. It was noted, however, that there are many infrastructure issues associated with this location.

### ***Downtown***

Many stakeholders who were in support of a casino felt that downtown Toronto was the preferred C1 location. A casino, some noted, provides an opportunity for enhanced mixed uses in the downtown core and would have a positive impact by attracting tourists. Moreover, some were of the view that a downtown location would not conflict with residential uses.

Others stakeholders expressed concern over the ability for current infrastructure in this location to accommodate a new casino. Others perceived that the downtown already “has its own rhythm” with existing restaurants and clubs and does not need a casino. Some Business Improvement Area (BIA) stakeholders noted that panhandling, which is currently an issue, may be exacerbated with a casino. As noted under business, many stakeholders felt that the potential for traffic congestion would make the downtown location unsuitable. It was also noted that increased congestion in turn would result in associated health issues.

### ***Port Lands***

Some stakeholders noted that Waterfront Toronto already has a well-developed plan for the Port Lands. The current development plan for Port Lands is a mixed-use residential area, which does not fit with a casino development. The plans will need to be changed if Port Lands is the chosen location for the casino.

Waterfront Toronto’s mandate is to bring people to the waterfront and provide public access and promote 21<sup>st</sup> century city-building and quality of place. A stand-alone, “black box” casino facility on the waterfront is not very compatible with this mandate. It was noted that a more externally focused, urban format casino is preferred, such as the Ohio casino which is still in the planning stages.

The separation of the Port Lands from the downtown core made it an undesirable location for some stakeholders.

Others however indicated that the Port Lands provide an interesting opportunity for a casino to serve as an anchor, which, if planned properly, could spur the development of a new neighbourhood and draw independent businesses to open up in the area. Despite these possibilities, the area would need a lot of infrastructure to support a casino. The Port Lands was also seen as one of the best of the C1 sites based on traffic and congestion issues at other sites.

### ***Woodbine***

Several stakeholders have expressed support for Woodbine as an acceptable site for expanded gaming if there is going to be a casino in Toronto. The reasons given include:

- Woodbine is already a gambling facility that has been in operation for a long time;
- A casino at Woodbine is already socially accepted and the facility has the required infrastructure such as parking and good road access;
- There would be less up-front capital necessary to get a casino in operation at Woodbine; and
- There is plenty of land at Woodbine on which to expand in contrast to Downtown/Exhibition Place.

It was noted that Woodbine is one of the top five destinations for hotel guests in the airport area. However, one of the recognized challenges in Woodbine is generating other activities for tourists to stay in that area.

It was noted by stakeholders that presently, Woodbine is the most profitable gambling operation for the Province with \$60 million in revenue. Expanding Woodbine was seen to allow the Province to receive additional revenue in a shorter timeframe, since it will take at least a few years to get a downtown casino fully operational. Some business interests saw the Woodbine location as being in addition to a casino in the downtown core. Other respondents noted that if Woodbine Racetrack closes there will be a net loss of jobs.

### **Implications for the Horse Racing Industry**

Representatives from the horse racing industry and unions shared their thoughts on the impacts that the closure of Woodbine Racetrack and Slots would have on the Equine Industry and Woodbine employees. There are strong concerns that a casino in Mississauga, Vaughan, or Markham, could devastate Woodbine and significantly impact people involved in the Ontario horse racing industry.

Horse racing was described as culturally and historically ingrained in Ontario and has a very rich tradition. Stakeholders noted that the Ontario horse racing industry has undergone significant expansion over the last few of years. In contrast, the revenues from casinos are reported to have been declining steadily. Stakeholders noted that horse racing prior to the March 2012 government announcement (of plans for new casinos in the GTA) had been a healthy industry with Ontario being one of the top horse racing jurisdictions in the world. Stakeholders stated that horse racing is a local industry that employs an estimated 60,000 people (e.g. breeders, blacksmiths, bets, tack stores, hay growers), many in rural Ontario. It was suggested that the economic spinoffs of horse racing total \$2-\$3 billion annually.

It was noted that the horse racing and the horse breeding industry support a casino at Woodbine which in turn helps to maintain the Ontario horse racing and horse breeding business. According to stakeholders, when considering a new casino and its implications for Woodbine Racetrack, a cost/benefit analysis that accounts for the trickle-down effect of how casinos affect local industries should be done to account for the impacts on the Ontario horse racing industry. Stakeholders indicated that a lot of people in the horse racing and breeding industry have invested their lives' savings into this business and will have difficulty finding new employment and/or selling their farms.

A stakeholder representing horse racing interests also stated that the Woodbine Racetrack is a good deal for the Provincial Government: 10% of revenues go to the horse owners/breeders through purses, 10% to the racetrack, 5% to the hosting municipality, and 75% to OLG and Province.

It was also indicated that because of the importance of the horse racing industry, if there is a casino downtown, some revenue should be directed towards Ontario's agricultural sector for the horse breeding industry. It was noted that in the US it has not been uncommon to include this type of requirement in the Request for Proposal for a casino.

### ***3.4 Other Comments Received***

Described below are comments received through letters, telephone calls and e-mail communications regarding the Council decision on whether or not to develop a new casino in Toronto.

It was suggested in emails that the people and businesses in Toronto should make the decision on whether or not there should be a casino in Toronto (i.e. via a referendum), not Council.

#### **Revenue, Finance and Economic Development**

From an economic and revenue perspective, most comments received by telephone, letter and email stated opposition to a casino in Toronto. Some of the individuals were concerned that a casino would hurt local businesses, and in the process, destroy the economy. Others stated that there are other areas in Ontario facing economic decline that would benefit much more from a casino than the City of Toronto already experiencing a fairly stable economy. Some stated that a casino would not necessarily add value and may be detrimental to a complex and thriving urban economy in Toronto, adding that tourism emerges and grows as a result of complex inter-related factors and not a single entity such as a casino. A few of the comments received in these formats related to existing examples of casinos that have not thrived as promised. Some individuals challenged the financial information related to casinos, saying it is "sheer speculation".

#### **Health and Social**

In the email communications, all perspectives related to health and social issues indicated opposition to locating a casino in Toronto. The reasons include negative impacts to the social good, increase in addictions, family distress, increased crime and increased traffic.

## **Planning and Site Selection**

### ***Site Selection***

The view was expressed in emails that while respecting the right-to-gamble for others, the preference would be for casinos to remain in more isolated towns, where there may be a beneficial employment impact, which does not accrue in a large city. The belief was expressed that people do not travel to a major city for the purpose of gambling, thus tourism will not improve. It was also stated that casinos in other areas of Ontario (Rama, Niagara, Windsor, etc.) are bringing in financial support for those communities; putting a casino in Toronto could take significant business and income away from those communities.

### ***Downtown Toronto***

The comments received by email were primarily against hosting a casino in downtown Toronto. For the most part, individuals indicated that existing traffic and general congestion strongly influence their decision and stating that the city lacks the capacity to accommodate any expansion that may result in the development of a new casino. Support for a casino in downtown Toronto hinged on allocating a portion of the revenues towards dealing with problem gambling and infrastructure development.

### ***Port Lands***

Most of the comments received by email did not support locating a casino at the Port Lands. Individuals referred to the meetings held as part of the Port Lands Acceleration Initiative during which there was strong public sentiment against a casino at this location. Public access to the Port Lands was also raised as an issue of concern. An individual with mixed feelings about a casino indicated that should Port Lands be selected, then there should be public transit in place.

### ***Exhibition Place***

Virtually all the comments received by email are opposed to hosting a casino at the Exhibition Place. Those individuals feel that the area is already busy and “family-oriented”, stating that a casino would disrupt this.

### ***Woodbine***

Many of the comments received by email indicate approval of Woodbine as a suitable location to host a casino. The reasons for this support include accessibility, space for expansion, existing gambling operations, and distance from the downtown core.

## **Appendices**

**Appendix A:** Consultation Guide

**Appendix B:** Samples of the Information Displays

**Appendix C:** Screen Shot of the Website

**Appendix D:** Consultation Plan

**Appendix E:** Samples and List of Print and Online Advertisements

**Appendix F:** Feedback Form

**Appendix G:** Stakeholder Interview Letter and Discussion Guide



## APPENDICES

# **Appendix A**

## **Consultation Guide**

# Toronto CASINO Consultation

January 2013

## Consultation Guide

### **Seeking your views on the establishment of a new casino in Toronto**

To receive your input the City has created this guide. You can also find this guide, a feedback form and additional information at:

[www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation)

For general enquiries, or to obtain the Toronto Casino Consultation Guide in Chinese (Traditional), Russian, Persian, Korean, Tamil, Italian, Spanish, Portuguese, Urdu, and French, please email [casinoconsultation@toronto.ca](mailto:casinoconsultation@toronto.ca) or call 311

# Section 1: Introduction

The Ontario Lottery and Gaming Corporation (OLG) is responsible for establishing casinos on behalf of the Province of Ontario. The OLG is looking to expand gaming across the province and has identified 29 zones across Ontario in which they intend to offer a gaming venue. Currently, gaming operations exist in 24 of the 29 zones with the remaining 5 zones being considered for a new casino.

Provincial law requires that potential host communities seek public input prior to passing a resolution on whether or not to accept a new gaming facility in their municipality. Two of the zones (C1 and C2) include lands within the City of Toronto as well as lands within the adjacent Greater Toronto Area (GTA) municipalities. Four areas of Toronto within the OLG C1 and C2 zones are being studied by City staff as potential locations for a new casino and include the downtown, Port Lands, Exhibition Place and Woodbine.

In order to make an informed decision on whether or not to support a new casino in Toronto, City Council is assessing possible casino locations, revenues, construction and operations, as well financial, social, economic, infrastructure, health, planning and safety considerations.

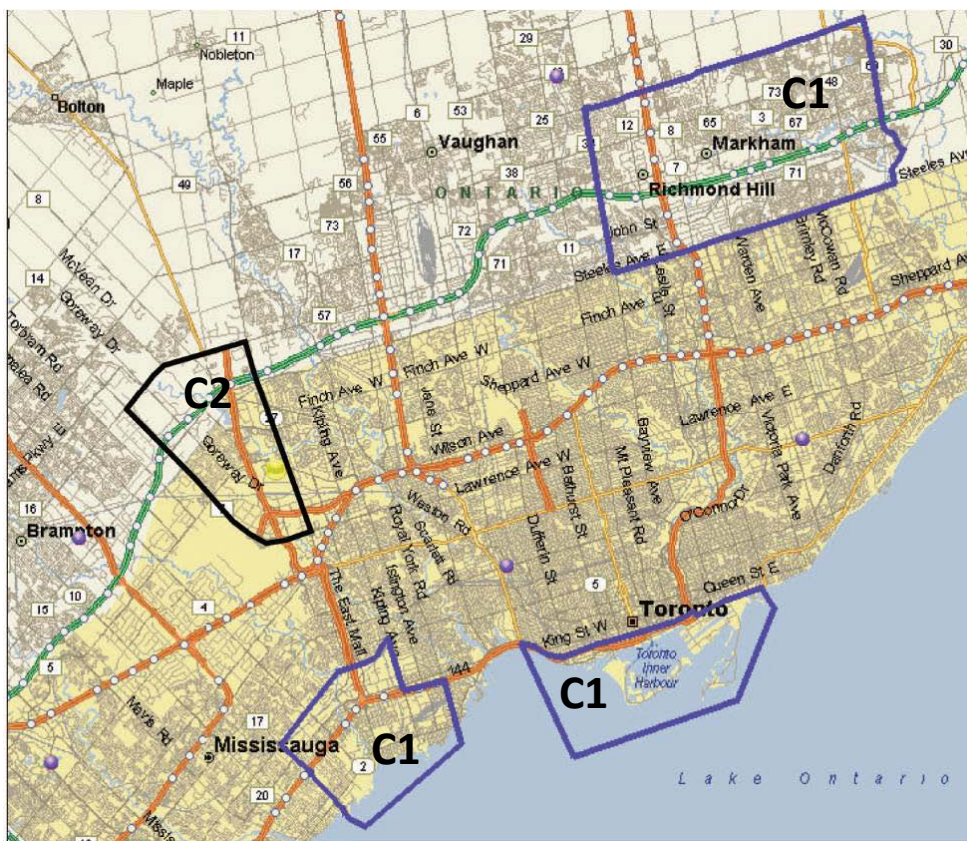
This guide describes the potential benefits the City may gain from a casino as well as the limitations or issues which may be associated with such a facility. The City would like your views and perspectives regarding a new casino and on possible locations, if City Council decides to support one.

## Section 2: OLG C1 and C2 Zones, Study Areas and Facility Type

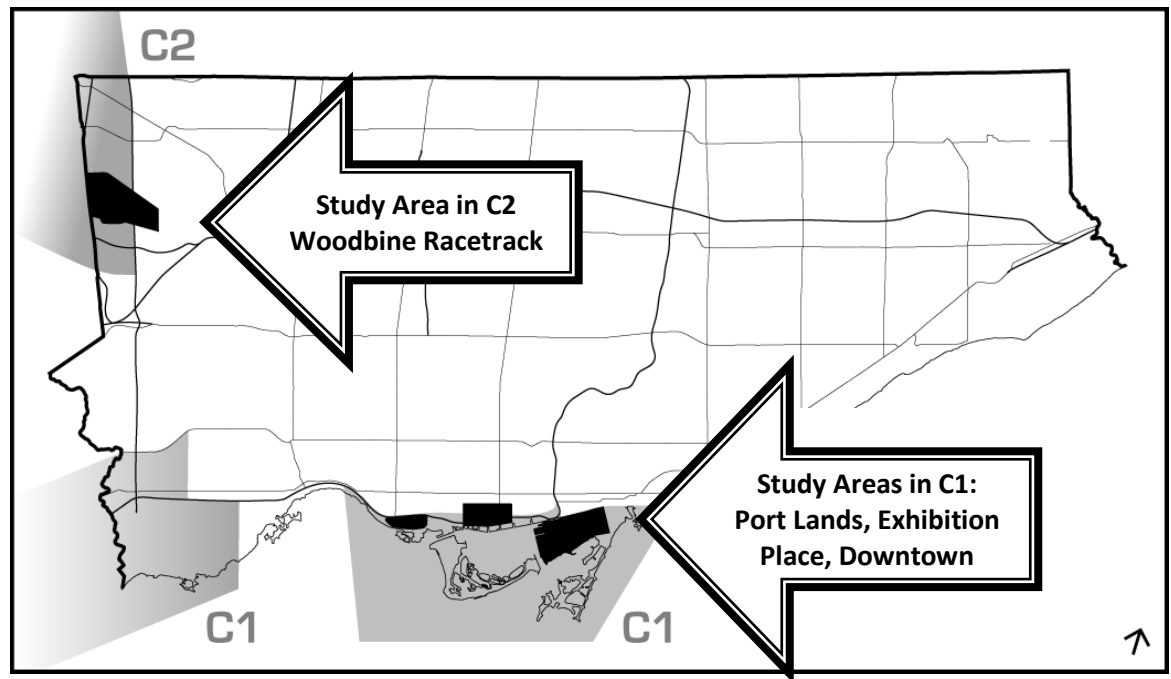
### OLG Central Ontario C1 (three areas) and C2 Gaming Zones

To see all zones visit [www.modernolg.ca](http://www.modernolg.ca)

Note: A portion of the City of Vaughan (exact geographic area to be determined by OLG) will also be included in C1.



**Study areas within OLG's C1 and C2 zones City Council is considering for a new or expanded casino.**



## C1 Study Areas

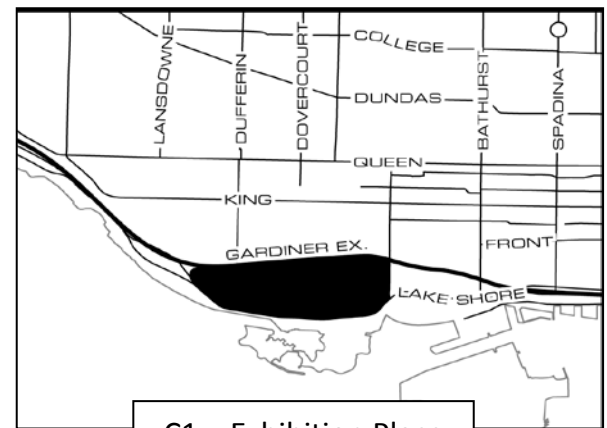
**The City has identified three study areas in C1 in which a new casino could be located:** Exhibition Place, Downtown, or the Port Lands. Each of the study areas is described in more detail below.

### Exhibition Place

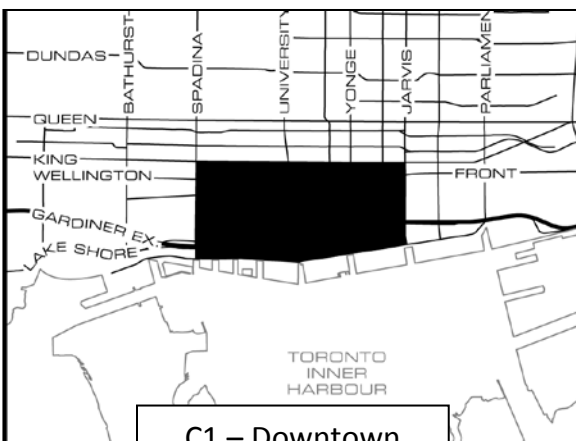
Exhibition Place is situated between the Gardiner Expressway, Lake Shore Boulevard, Dufferin Street and Strachan Avenue, just north of Lake Ontario.

Exhibition Place hosts major public celebrations, festivals and events, including the CNE and Honda Indy.

As Toronto's largest entertainment venue, with over 190 acres of land that attracts over 5.3 million visitors a year, it is an important venue for business, commerce, trade and consumer shows and conferences and conventions. A number of the existing structures have heritage value.



C1 – Exhibition Place



C1 – Downtown

### Downtown

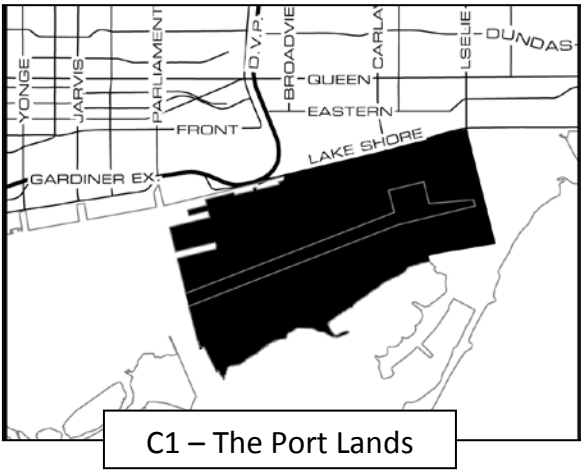
The downtown area is bounded by Spadina Avenue, King Street, Jarvis Street and Queens Quay Boulevard.

This area has office towers, arts and culture venues, hotels, entertainment activities, stores, restaurants, convention facilities, tourist attractions and an emerging residential neighbourhood.

# The Port Lands

The Port Lands encompass approximately 880 acres of land located south of the Don Valley and Gardiner/Lake Shore, east of the downtown core.

The Port Lands consist primarily of industrial and harbour related uses. In September 2012, the City endorsed the [Port Lands Acceleration Initiative](http://www.portlandsconsultation.ca) (www.portlandsconsultation.ca) which identifies the lands as being an important revitalization opportunity for the City.



C1 – The Port Lands

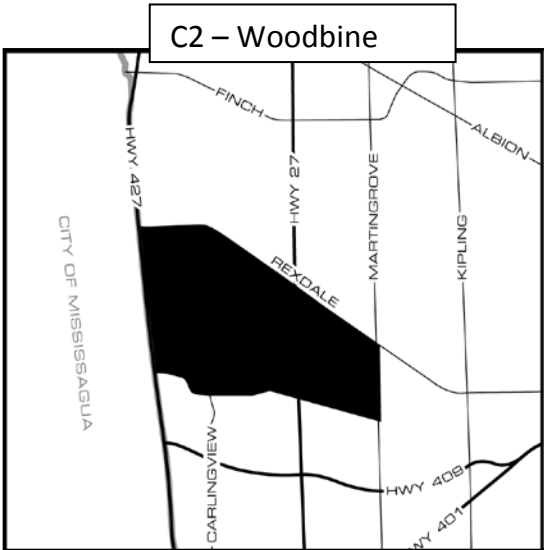
## C2 Study Area - The City has identified Woodbine Racetrack as the only study area in C2

### Woodbine

Woodbine is a 660 acre site that has existing race track operations, including a grandstand and casino with slot machines and electronic table games.

This large site has room for development, connections to highways 427 and 27, and approximately 14,000 parking spaces. The site has been used as a race track since the mid-1950s and hosts major events like the Queen's Plate.

In 2007, Council approved a regional entertainment destination adjacent to the Woodbine Racetrack and gaming facility.



C2 – Woodbine

### Type of Facility

Each of the four study areas being reviewed includes two different options: a Standalone Casino or an Integrated Entertainment Complex, either of which could operate 24 hours a day, 7 days a week. It is OLG's intention to seek an Integrated Entertainment Complex in C1.

Standalone Casino	Gaming facility
Integrated Entertainment Complex	Gaming facilities as well as other activities and uses such as convention facilities, hotel, retail, restaurants, live entertainment in one building or series of buildings

## Section 3: Background Reports

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Background reports and Community Council and Committee decisions related to a casino are available online at: [www.toronto.ca/casinoconsultation/reports](http://www.toronto.ca/casinoconsultation/reports).

Recognizing that there are many different issues to consider when making a decision about hosting a casino, the City of Toronto has initiated a number of studies and requested expert input from staff.

A report from the City Manager, [Considering a New Casino in Toronto](#) was considered by the Executive Committee on November 5, 2012 along with a commissioned report from Ernst & Young, titled, [Potential Commercial Casino in Toronto](#). The Ernst & Young report described the potential impacts of locating a new casino in Toronto, including the implications for the City's revenues, the local economy, and the potential socio-economic effects based on experiences in other jurisdictions.

The City's Medical Officer of Health, in collaboration with the Centre for Addiction and Mental Health (CAMH), has prepared a report on the [public health impacts of gambling](#) and of expanded access to gaming venues. This report, and the associated staff report, was considered at the November 19, 2012 meeting of the City's Board of Health.

The Etobicoke York, the Toronto and East York, and the Scarborough Community Councils have also considered agenda items in 2012 related to the establishment of a new casino in Toronto.

## Section 4: City-wide and Local Considerations

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Each time a new development is considered by the City, staff ensure that provincial and City policies and requirements are met. Consistent with City practices, the intent to host a casino would be assessed from both a **local** perspective and a **city-wide** perspective. At the local scale, assessments focus on the area-specific opportunities and considerations related to a casino. At the city-wide scale, consideration is given to:

- a) City building
- b) Economic development
- c) Financial impacts and revenues
- d) Social and health impacts

As with all developments, there will be costs and benefits associated with social, health and environmental impacts, as well as impacts on the City's infrastructure. These costs are difficult to calculate until an actual proposal or application is submitted to the City. The City anticipates that costs associated with the development will be covered by the developer.

## City-Wide Analysis

### City Building

The City's [Official Plan](#) ([www.toronto.ca/planning](http://www.toronto.ca/planning)) establishes a long-term vision for how the City of Toronto will grow so that it continues to be a vibrant and attractive place. When making a decision about possible areas for locating a casino in Toronto, as with all developments, the City considers the principles for successful city building which include:

### **A City of Diversity and Opportunity:**

Toronto must continue to diversify if it is to remain competitive with other cities. Being diverse means having a variety of land uses and activities to provide the people of Toronto with opportunities to live, work, learn and play.

### **A City of Connections: Providing a quality of life that will attract and retain people.**

The City needs:

- Connected green space which links our parks and open spaces
- Fast, convenient and high-quality transportation system linking housing and employment and access to goods and services, health care, education and recreation
- Efficiently delivered City services in an infrastructure system that supports growth.

### **A City of Beauty: Providing for natural and human-made beauty.**

People choose to live and businesses choose to invest in beautiful, vibrant cities. Toronto has a rich urban fabric that has been developed over generations and is framed by our natural features, lively public streets, and open spaces which provide the setting for community life. The Official Plan provides direction on how to retain and enhance this beauty and vibrancy.

### **A City of Leaders and Stewards:**

Achieving the Official Plan's vision for the city requires active participation by individuals, communities and businesses in decision making to ensure innovative solutions are achieved and embraced.

## **Economic Development**

A new building or business can bring with it new jobs, increase the number of people who purchase goods or visit local restaurants and businesses, increase revenue to the City in the form of taxes and fees, and can revitalize areas that may be in need of renewal. The economic impact of a casino or an Integrated Entertainment Complex depends in large part on how successful it is at attracting new money from outside the area to Toronto.

### **Estimated Impact on Toronto's local economy and employment (Ernst & Young)**

<b>Port Lands, Exhibition Place, or downtown</b>	<b>During construction (3 year period)</b>	<b>When operating</b>
Integrated Entertainment Complex	<ul style="list-style-type: none"><li>• \$1.9 billion to \$2.4 billion in construction expenditures</li><li>• 6,800 to 8,500 construction-related jobs</li></ul>	<ul style="list-style-type: none"><li>• Increased activity of \$640 million annually</li><li>• 5,850 to 7,300 new jobs</li></ul>
Standalone casino	<ul style="list-style-type: none"><li>• \$0.8 to \$1.1 billion in construction expenditures</li><li>• 2,900 to 3,800 construction and related jobs</li></ul>	<ul style="list-style-type: none"><li>• Increased activity of \$315 million annually</li><li>• 2,700 to 3,600 new jobs</li></ul>
<b>Woodbine Racetrack</b>	<b>During construction (3 year period)</b>	<b>When operating</b>
Integrated Entertainment Complex	<ul style="list-style-type: none"><li>• \$1 billion to \$1.3 billion in construction expenditures</li><li>• 3,600 to 4,400 construction-related jobs</li></ul>	<ul style="list-style-type: none"><li>• Increased activity of \$495 million annually</li><li>• 4,400 to 5,100 new jobs</li></ul>
Standalone casino	<ul style="list-style-type: none"><li>• no change</li></ul>	<ul style="list-style-type: none"><li>• Increased activity of \$270 million annually</li><li>• 2,100 to 2,700 new jobs</li></ul>



The ability of an Integrated Entertainment Complex to generate increased tourism from visitors outside the region and attract new spending is related to the size of the facility and its location. A facility located in close proximity to existing tourist attractions, hotels, restaurants and convention space would attract more tourist visitors. A smaller facility or a facility located far away from hotels and restaurants would not attract the same levels of tourism.

Ernst & Young studied the potential impacts of a new casino in Toronto on the City's revenues and local economy, as well as the socioeconomic impact of casinos in other jurisdictions. The table above summarizes the potential employment estimates. The full report is available at:

[toronto.ca/casinoconsultation/reports](http://toronto.ca/casinoconsultation/reports).

## **Financial/Revenues**

In Ontario, the OLG currently conducts and manages 24 gaming venues: 14 slots-at-racetracks locations, 6 OLG Casinos, and 4 OLG Resort Casinos that include slots and table games as well as entertainment, hotel and/or dining amenities. The OLG Casinos and Resort Casinos generated slightly more than \$1.59 billion in revenues this past year. The OLG pays a hosting fee to all municipalities with gaming venues, based on a formula that takes into account overall slots revenue. Under the current OLG standard agreement, the City receives approximately \$16 million annually from OLG for the current slots facility at Woodbine.

With any new development, the City could generate additional property taxes. If a new casino is established in Toronto, annual tax revenue is estimated to range from \$10 million to \$27 million depending on the development and the location. A new casino could also realize land sale or lease revenue if it is situated on City-owned lands.

The scope and scale of an integrated, destination gaming and entertainment development will provide broad based economic benefits across Ontario, in part related to the amount of private capital investment. At the same time, as with any major new development, it will place additional pressure on municipal infrastructure.

According to OLG, for developments attracting private capital investment in excess of \$1.2B, the municipal hosting fee formula will likely be impacted by a variety of factors including the size of the gaming and entertainment investment.

A number of critical variables including the site, scale of the development, commercial terms with the operator and the rules governing operations will affect the development opportunity, and the expected gaming revenues which would in turn impact the value of the hosting fee.

The City and OLG are concentrating their discussions on an appropriate funding model for a new integrated entertainment complex facility at the downtown, Port Lands and Exhibition Place locations. According to the OLG the annual hosting fee for an integrated, destination gaming and entertainment facility located in the downtown/waterfront area of Toronto would be in the \$50-100M range.

	<b>Ernst &amp; Young Estimates for C1</b>	<b>Ernst &amp; Young Estimates for C2</b>	<b>OLG Estimates for C1</b>
<b>Hosting Fees</b>	\$66 million - \$168 million	\$16 million - \$120 million	\$50 - \$100 million
<b>Property Taxes</b>	\$10 -27 million	No Change - \$12 million	Not applicable
<b>City Land Sale (one time) or Lease (annual)</b>	\$0 - \$250 million	\$0	Not applicable

In the fall of 2012 OLG proposed a standard funding model for the current site at Woodbine Racetrack, which they indicate has been adopted by all 19 other Ontario municipalities who host gaming sites. The standard model replicates the fee revenue currently received by the City (approx \$15 million per year) for the Woodbine facility, and will be considered by Council concurrent with the C1 and C2 new facility options.

If the hosting fee is compared to the amount of revenue that would be raised by one percent of residential property tax, it is estimated it would range from the equivalent of 2% to 7% either at the Port Lands, Exhibition Place, or a downtown location, or 1% - 5% at the Woodbine location, depending on the type of development.

## **Social and Health Impacts**

Toronto's Executive Committee directed the City Manager to report back on the establishment of a 'social contract' between the City and the OLG. This 'social contract' would establish a set of binding commitments that the OLG and a casino operator would be required to implement if a new casino were approved. These commitments would help ensure that a casino contributes positively to the social and economic quality of life of Toronto residents while mitigating the negative impacts of problem gambling in the community.

Toronto Public Health, in partnership with Centre for Addiction and Mental Health (CAMH) Problem Gambling Institute of Ontario, has considered the possible public health impacts of a casino in Toronto. The report, The Health Impacts of Gambling Expansion in Toronto, and the Toronto Public Health Position Statement on Gambling and Health summarize these impacts and make recommendations to reduce the harm associated with problem gambling in Toronto. These reports are available at [www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation).

The City of Toronto's Medical Officer of Health has stated that hosting a new casino in Toronto could increase problem gambling, a significant public health concern. Problem gambling occurs when a person's gambling harms themselves, their family or friends or others in the community. It is linked with many negative physical health impacts such as poor overall health, headaches, serious fatigue, sleep problems, and negative mental health impacts such as stress, depression, anxiety, mood and personality disorders and suicide.

<b>Individual</b>	<b>Family and Friends</b>	<b>Community</b>
<ul style="list-style-type: none"><li>• Physical health</li><li>• Mental health</li><li>• Substance use/addiction</li><li>• Financial hardship</li><li>• Social isolation</li><li>• Relationship issues</li></ul>	<ul style="list-style-type: none"><li>• Relationship/family breakdown</li><li>• Family violence</li><li>• Poverty</li><li>• Stigma and social isolation</li></ul>	<ul style="list-style-type: none"><li>• Burden on social supports</li><li>• Disadvantage and poverty</li><li>• Diversion of spending from other economic activities</li></ul>

Roughly 11,000 people aged 18+ (about 0.2%) in the Greater Toronto Area and 25,000 people (0.3%) in Ontario are problem gamblers. Another 129,000 people aged 18+ (2.8%) in the Greater Toronto Area and 294,000 people (3.0%) in Ontario are considered at-risk for problem gambling. Males, youth, older adults and those with low income, mental health issues or addictions are at greater risk of developing gambling problems.

A casino will likely have a greater effect on problem gambling for people who live or work closer to the casino compared to those further away and also greater impacts on communities where there are more vulnerable groups.

Examples of mitigation programs that have been implemented at gaming facilities include facial recognition at casinos to support self-exclusion, responsible gaming training for staff, on-site resource centres to provide information about responsible gambling and problem gaming treatment programs. In addition provincial funding supports treatment programs, research and public education.

## Area Analysis

In addition to the consultation associated with the establishment of a casino in Toronto, the City's Executive Committee directed staff to report on possible locations and the recommended size and type of gaming facility. If the City decides to support a casino, as part of the development application process, planning studies, such as transportation studies, will be required. Planning staff, in consultation with other City divisions and agencies are undertaking a preliminary review of the possible areas where a casino could be located based on the following:

- **Transportation:** A new casino, like any other development in the City, requires the support of a transportation system to serve existing buildings and uses as well as new facilities. The transportation system includes the surrounding public street network, transit, accommodation for pedestrians and cyclists, as well as parking.
- **Infrastructure:** The capacity of existing storm and sanitary sewers, the City's water distribution system, and the capacity of other utilities, is being analyzed to determine what upgrades and improvements may be required to be provided.
- **Urban Fabric:** Urban Fabric is the physical form of an area (e.g. the character, or look and feel of the area). It includes the type of buildings located in an area and the uses within them and its streets and blocks.
- **Placemaking and Liveability:** Placemaking and Liveability is about creating a place that has a strong sense of community. It is the setting, activities, and uses that collectively offer a distinct character and a context for a high quality of life.

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## Section 5: Addressing Concerns and Maximizing Opportunities

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City Council has the opportunity to recommend conditions to the OLG if they decide to proceed with the establishment of a casino in Toronto. The conditions allow the City to address concerns and maximise opportunities raised by the public and staff during the consultation and review process. While the City has the opportunity to recommend conditions, it is important that the conditions strike a balance between addressing the City's priorities and enabling a casino to proceed. **Examples of the types of conditions that the City may consider are described on the following page.**

## **Planning and Urban Design**

- Improve the pedestrian experience along streets through animated and active building frontages
- Ensure a unique, high quality architectural and urban design which contributes to the city's skyline that respects existing landmarks and vistas
- Ensure signage is of a high quality design that does not detract from the surrounding area
- Require review by the City's Urban Design Review Panel
- Improve area infrastructure, as required (city services, hydro, transit), to ensure development is sustainable and impacts are minimized
- Ensure that the development contributes to the area's liveability and supports the creation of a complete community
- Undertake an economic impact assessment addressing the impact to the local area and the City
- Provide marketing and an implementation strategy that focuses on drawing international tourists

## **Health**

- Limit casino hours of operation (no 24-hour access to casinos) to reduce the chance that people will gamble for extended periods of time
- Limit the number of electronic gaming machines (e.g. slot machines), slow down their speed of play and control their operation to mitigate this addictive form of gambling
- Eliminate casino loyalty programs, which encourage people to gamble more often to get rewards
- Prohibit ATMs on the casino floor to limit convenient access to money for gambling
- Prohibit casino credit and holding accounts to discourage borrowing money for gambling
- Reduce maximum bet sizes and implement daily loss maximums to keep people from losing too much money in one day
- Implement strong casino self-exclusion programs to support gamblers who choose to be banned
- Issue monthly statements so that people can keep track of their gambling wins and losses
- Restrict where alcohol can be purchased/served in casinos to ensure a gambler's judgement, actions and control are not impaired while gambling

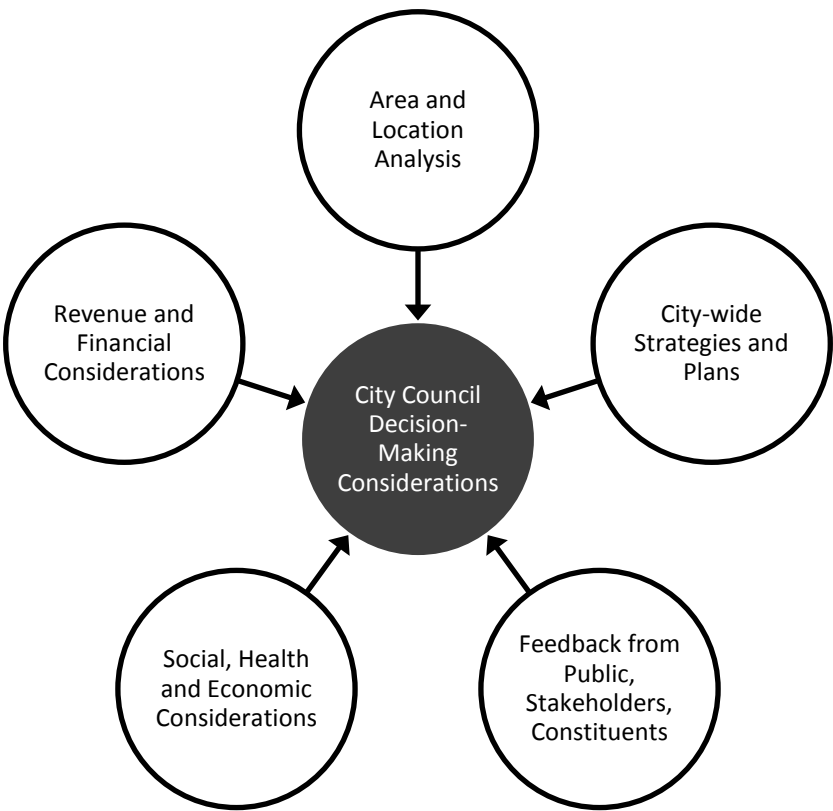
## **Social Contract**

- Provide skills training and meaningful employment opportunities to youth, local communities, and unemployed/underemployed Toronto residents with specific participation and hiring targets during construction of the casino
- Implement a Toronto casino employment strategy to support the ongoing operation of the casino and related services
- Fund commitments for expanded problem gambling prevention and treatment programs
- Commit to review and make adjustments to casino operations that may significantly contribute to problem gambling
- Establish a Toronto Casino Social and Health Impact Audit Committee with casino operators, OLG, City of Toronto and relevant research experts to monitor, assess and regularly report on the social and health impacts of casino operations on Toronto residents, funded by the casino operator
- Implement a player-card system to track casino use patterns and frequency, and provide data to monitor the social and health impacts of gambling

# Section 6: Casino Consultation

## Council Decision-making and Public Input

The results of the public consultation will form part of the information that City Council will consider when making a decision about a new casino in Toronto. Council will also have information from stakeholder consultations, staff reports, and feedback from constituents to consider in its decision-making.



Toronto City Council's Executive Committee has requested the City Manager seek the public's input on the establishment of a new casino in Toronto. The City Manager has engaged the firm DPRA to conduct and complete a consultation with the public and stakeholders by the end of January 2013.

In February 2013, the City Manager will receive a report on the findings of the consultation. The City Manager will consider this information when writing his report to the Executive Committee, in March 2013, on the matter of establishing a new casino in Toronto. To find out more about the consultation timelines visit [www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation)

December	January 2013	February 2013	March 2013
toronto.ca/casinoconsultation website launched	Consultation open – public sessions and online guide	Review and analysis of input, reports drafted	City Manager's report to Executive Committee

## Community Discussions

This consultation will gather the public's views and opinions on whether Toronto should establish a new casino within C1 and C2, the size and type of facility and the conditions under which the City would accept a casino. Public input is being gathered through community discussions and the completion of questions listed in this guide and available online.

There are 5 community open houses scheduled as part of this consultation. You are invited to attend and learn more about the process and issues, talk with City staff, and join discussion groups on key topics. Drop-in anytime during one of the events below:

**Wednesday January 9**

City Hall Rotunda  
Toronto City Hall  
100 Queen Street West  
6:00 pm – 9:00 pm

**Saturday January 12**

North York Memorial Hall  
5110 Yonge Street  
1:00 pm – 4:00 pm

**Monday January 14**

Etobicoke Olympium Gymnasium  
590 Rathburn Road  
6:00 pm – 9:00 pm

**Thursday January 17**

Scarborough Civic Centre  
Rotunda  
150 Borough Drive  
6:00 pm – 9:00 pm

**Saturday January 19**

Bluma Appel Salon  
Reference Library  
789 Yonge Street  
1:00 pm – 4:00 pm

To find out more about these sessions, visit [www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation)

## Section 7: Instructions for Submitting Input

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Once you have read this guide, you can pick up, complete and leave a feedback form at one of the City's public sessions. You can also submit your input online or download a feedback form at [www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation). If you wish to mail or drop off your feedback form you can do so at:

City Manager's Office, City of Toronto 10 East Tower, City Hall 100 Queen Street West Toronto, ON M5H 2N2	Any of the City's Civic Centre drop-boxes at the tax counter. For locations please see <a href="http://www.toronto.ca/311/locations">www.toronto.ca/311/locations</a> or call 311
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**Feedback Forms must be received by January 25, 2013**

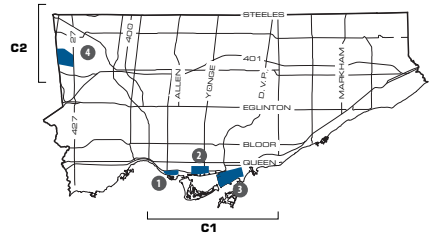
Thank you for taking the time to provide your input.

## **Appendix B**

### **Samples of the Information Displays**

# ECONOMIC CONSIDERATIONS

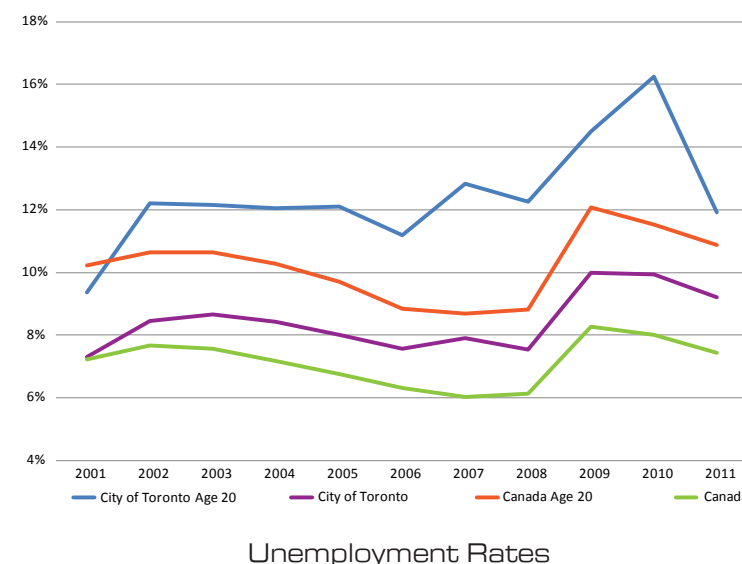
How much new money and how many new jobs will a casino bring to Toronto?

		Integrated Entertainment Complex in C1	Standalone Casino in C1	Integrated Entertainment Complex in C2	Standalone Casino in C2
Construction	Jobs	6,800 - 8,500 FTEs	2,900 - 3,800 FTEs	3,600 - 4,400 FTEs	No Change
	Value	\$1.9 - \$2.4 billion	\$0.8 - \$1.1 billion	\$1.0 - \$1.3 billion	No Change
Ongoing Operations (Gross)	Jobs	16,000 - 20,000 FTEs	9,000 - 12,000 FTEs	12,000 - 14,000 FTEs	7,000 - 9,000 FTEs
	GDP	\$1.75 billion	\$1.05 billion	\$1.35 billion	\$0.90 billion
Ongoing Operations (Net)	Jobs	5,850 - 7,300 FTEs	2,700 - 3,600 FTEs	4,400 - 5,100 FTEs	2,100 - 2,700 FTEs
	GDP	\$640 million	\$315 million	\$495 million	\$270 million

Ernst & Young developed this economic and employment projection to illustrate a standalone casino and integrated entertainment complex  
FTE - Full-time equivalent jobs

The types of jobs required in a casino development will primarily be service sector jobs including those on the gaming floor and in associated hotel and hospitality amenities. There is an opportunity to establish conditions to be met by a casino operator related to employment standards, training and the provision of career paths.

Toronto has a higher unemployment rate than Canada overall, and particularly high rates among youth aged 20-24. Therefore, it is expected that local residents could readily fill most of the operational jobs at the casino.



Where will net new spending in Toronto come from?

The overall economic impact of a casino, net of substitution effects, depends on how successful it is at attracting new spending by:

- Toronto residents that would have otherwise occurred at another casino or elsewhere outside the City. (City residents currently spend approximately \$400 million at OLG casinos outside Toronto).
- Near tourists (ie. within driving distance) that would have otherwise occurred at another casino or elsewhere outside the City. (Other GTA residents currently spend approximately \$600 million at OLG casinos outside Toronto).
- Out-of-town and international tourists (either those who are drawn to Toronto by the new facility, or by existing tourists who would now spend more in the City). (Estimated by Ernst & Young at between \$150-\$250 million per year.)

According to Ernst & Young's estimates, approximately 36.5% of total spending and jobs at an integrated entertainment complex and approximately 30% at a stand alone casino could be a net new gain for Toronto.

How will this impact existing spending?

These projections imply a significant substitution effect on up to 13,000 existing jobs within the Toronto region. While total net spending will increase, discretionary spending outside the casino complex for entertainment, food services, recreation and other similar purposes will be negatively affected. Since the market area extends across the Toronto region, the substitution of spending by local residents will be broadly spread across this area, regardless of the location of a new gaming facility.



# ECONOMIC CONSIDERATIONS

How big is a casino in **relationship** to Toronto's economy?

To illustrate projected employment at a new casino or integrated entertainment complex, actual employment numbers at some shopping centres in Toronto are provided below for comparison purposes. Unlike employment at these shopping centres, the projections for a casino or integrated entertainment complex reflect that it would likely be open 24 hours a day.



Yorkdale  
2,400 full-time jobs  
3,300 part-time Jobs



Fairview Mall  
1,000 full-time jobs  
2,100 part-time Jobs

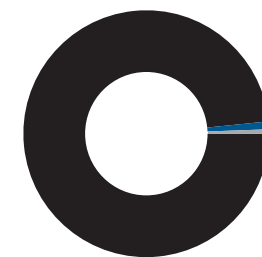


Eaton Centre  
(including three office towers)  
7,200 full-time jobs  
3,500 part-time Jobs



Sherway Gardens  
1,200 full-time jobs  
2,500 part-time jobs

City of Toronto Employment 2011 - 1,532,700



**Integrated Entertainment Complex**  
Potential Contribution to Employment  
16,000 - 20,000 full time equivalent  
(includes full and part time employment)

**Standalone Casino**  
Potential Contribution to Employment  
9,000 - 12,000 full time equivalent  
(includes full and part time employment)

Employment in Selected Entertainment and Hospitality Sectors

A new casino or integrated entertainment complex will have a particular impact in terms of employment in certain sectors. Total current employment at establishments in selected entertainment and hospitality sectors is provided below (Sector Employment in City of Toronto Establishments (2011)).



**69,500**  
Food services and bars



**20,300**  
Performing arts, spectator sports  
and related industries



**13,700**  
Accommodation services



**12,500**  
Amusement, gambling  
and recreation industries

Does an integrated entertainment complex present other opportunities to **attract tourists**?

The casino or gaming floor of an integrated entertainment complex would be a relatively small component of the development. City Council could require that the development include some or all of the following amenities:

- Hotel – A new hotel to attract and accommodate tourists.
- Hospitality/Retail – Restaurants and retail operations.
- Live Entertainment – A theatre or other entertainment/cultural facility.
- Convention Space

With these additional amenities on site, or located close by, a new casino or complex could be marketed to out-of-town visitors as a package destination.

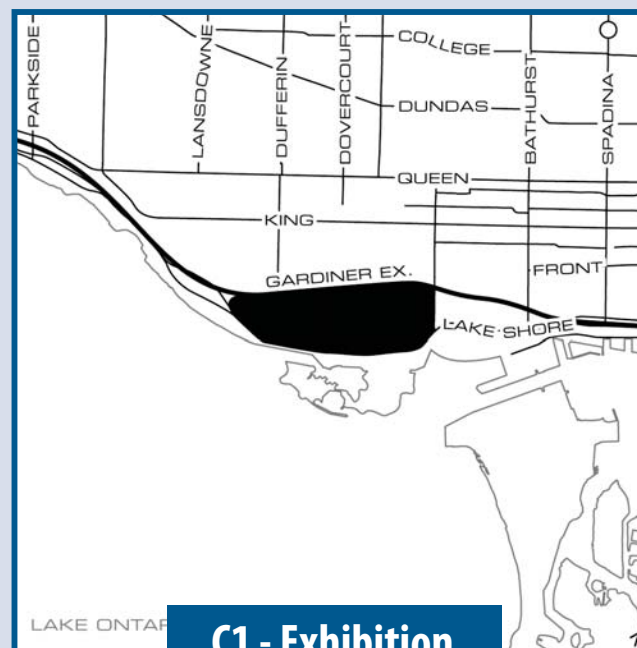
Opportunities to attract **conventions & conferences**?

- A development that extends the City's maximum contiguous convention and exhibition space has the potential to significantly improve Toronto's competitiveness as a major convention/conference destination.
- Toronto is not considered for some of the largest events that take place in other North American cities. The Metro Toronto Convention Centre currently ranks 28th in North America in terms of dedicated convention locations. The Direct Energy Centre ranks 11th in terms of contiguous exhibit space but does not have large associated conference rooms.

# OLG Central Ontario Study Areas

**C1 Study Areas** The City has identified three study areas in C1 in which a new casino could be located: Exhibition Place, Downtown, or the Port Lands. Each of the study areas is described in more detail below.

## Exhibition Place

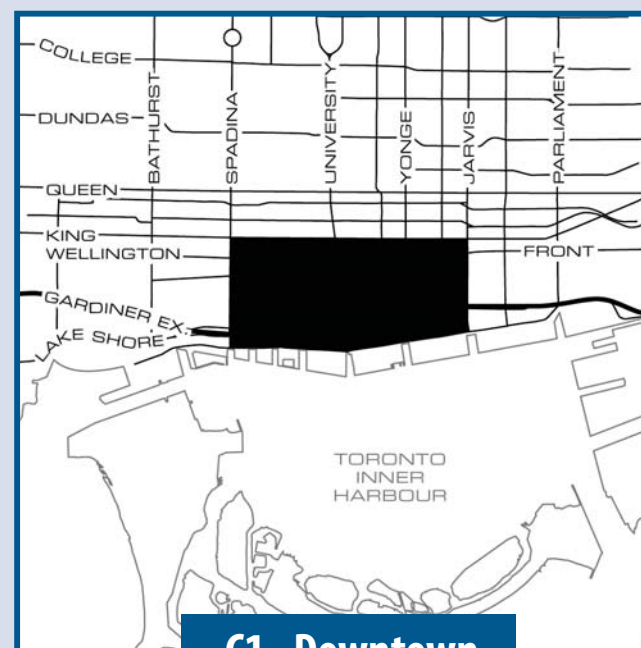


Exhibition Place is situated between the Gardiner Expressway, Lake Shore Boulevard, Dufferin Street and Strachan Avenue, just north of Lake Ontario.

Exhibition Place hosts major public celebrations, festivals and events, including the CNE and Honda Indy.

As Toronto's largest entertainment venue, with over 190 acres of land that attracts over 5.3 million visitors a year, it is an important venue for business, commerce, trade and consumer shows and conferences and conventions. A number of the existing structures have heritage value.

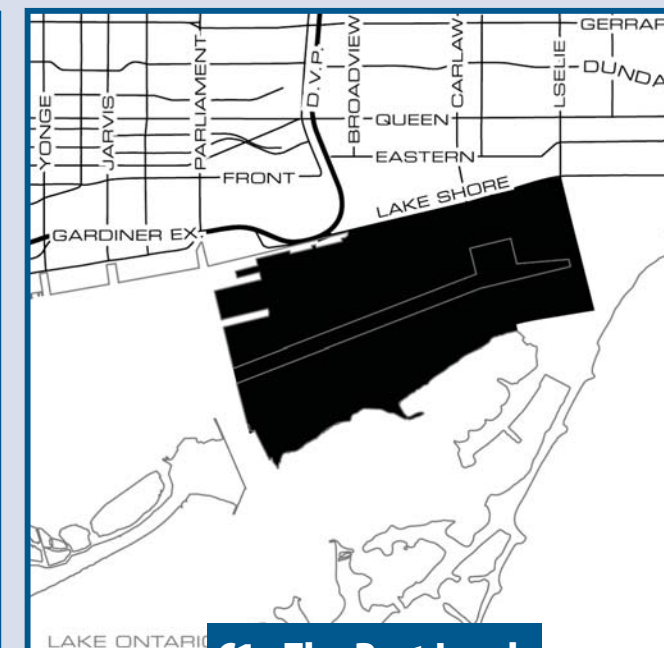
## Downtown



The downtown area is bounded by Spadina Avenue, King Street, Jarvis Street and Queens Quay Boulevard.

This area has office towers, arts and culture venues, hotels, entertainment activities, stores, restaurants, convention facilities, tourist attractions and an emerging residential neighbourhood.

## The Port Lands

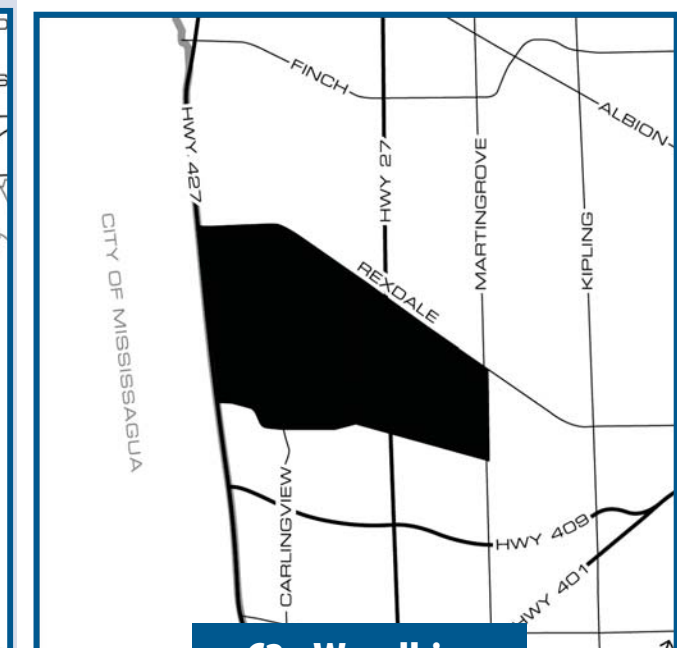


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**C2 Study Areas** The City has identified Woodbine Racetrack as the only study area in C2.

## Woodbine



Woodbine is a 660 acre site that has existing race track operations, including a grandstand and casino with slot machines and electronic table games.

This large site has room for development, connections to highways 427 and 27, and approximately 14,000 parking spaces. The site has been used as a race track since the mid-1950s and hosts major events like the Queen's Plate.

In 2007, Council approved a regional entertainment destination adjacent to the Woodbine Racetrack and gaming facility.

## **Appendix C**

### **Screen Shot of the Website**

TORONTO CASINO  
CONSULTATION

- [About the consultation](#)
- [Learn](#)
- [Have your say](#)
- [Council Reports](#)
- [Contact us](#)

## BACKGROUND INFORMATION

- [OLG Expansion and the City of Toronto](#)
- [OLG C1 and C2 Zones, Study Areas and Facility Type](#)
- [City-wide and Local Considerations](#)
- [Addressing Concerns and Maximizing Opportunities](#)

## Toronto Casino Consultation



# Toronto CASINO Consultation

City Council's Executive Committee has requested the City Manager to seek the public's input on the establishment of a casino in Toronto. The City Manager has engaged the firm DPRA to conduct the consultation with the public and stakeholders by the end of January 2013.

The consultation will gather input, including the public's views and opinions on a casino generally, on possible locations for a casino, and what the public would like Council to consider when making a decision on this matter.

There are many complex issues to consider regarding the establishment of a casino. To support public learning, informed discussion and Council decision-making the City has created this website with information on related issues, links to reports and an online and downloadable consultation consultation guide and feedback form.

We encourage you to take the time to learn about this issue, talk with neighbours, friends and coworkers.

**All feedback must be received by January 25, 2013.**

**Have Your Say**



## Learn

Before sharing your thoughts on the establishment of a casino in Toronto, we encourage you to [learn more](#) about the consultation, look at facts and figures about the City of Toronto, and learn more about who's who in the casino question.



## About the consultation

Public consultation will be an important part of Council's decision making process. The consultation will invite the public to give input, including concerns, principles and criteria that should be applied to decision making about a new casino in Toronto.

Read the City's [Consultation Plan](#) for this project.



## Have your say online and in person

There are several opportunities for [participation](#) and we want to hear from you. Find out how to

- [provide feedback through this website](#)
- [download a consultation guide](#)
- [take part in community discussions, or](#)
- [speak on the item at City Council's Executive Committee.](#)

Join our [mailing list](#) to receive updates on the Toronto Casino Consultation community discussions, when the online feedback form is available, and the outcomes of the consultation process.



## Council Reports

Reports on the establishment of a Casino in Toronto, and on related issues, have been before Toronto City Council, its Standing Committee and Community Councils over the past two years. Below is a list of reports which are currently part of the City's legislative record. Additional reports will be posted here as they are placed on Council or Committee agendas. [Learn more](#)

## **Appendix D**

### **Consultation Plan**



Toronto City Council's Executive Committee has requested the City Manager to seek the public's input on the establishment of a new casino in Toronto. The City Manager has engaged the firm DPRA to conduct the consultation with the public and stakeholders by the end of January 2013.

The consultation will gather input, including the public's views and opinions on a casino generally, on possible locations for a casino, and what the public would like Council to consider when making a decision on this matter.

The consultant will also analyze all public input and deliver a report on the consultation and its findings to the City Manager in February 2013. The City Manager will consider the findings of the public consultations in the development of his report to the Executive Committee on the matter of establishing a new casino in Toronto in March 2013.

## Background Information

At the request of the Ontario Ministry of Finance, the Ontario Lottery and Gaming Corporation (OLG) initiated a process in December 2010 to identify ways to expand and modernize gaming across the province. For any new casino developments, OLG plans to work with private sector partners to both develop the project and run operations.

In order for the Province to proceed with establishing a commercial casino, municipalities are required to obtain public input about the establishment of the proposed gaming site and to give the OLG, in writing, a description of the steps it took to do so and a summary of the public input it received. City Council must also pass a resolution regarding the establishment of a gaming site. OLG identified 29 zones in which it intends to offer a gaming venue. Two of the gaming zones (OLG gaming sites C1 and C2) include the City of Toronto.

The City is looking for input on three areas that might be possible locations for a new casino (Exhibition Place, the Port Lands and a downtown location), and one existing facility (Woodbine Racetrack).

City staff are assessing information on the potential revenues and costs associated with establishing a casino generally, and where possible in each location. Consideration is also being given to other potential issues such as social, health, employment, tourism, traffic, infrastructure and land use impacts.

A report from the City Manager, *Considering a New Casino in Toronto* was considered by the Executive Committee on November 5, 2012 along with a report from Ernst & Young, titled, "*Potential Commercial Casino in Toronto*".

The City engaged consultant Ernst & Young to study the potential impacts of a new casino located in Toronto including impacts on the City's revenues and the local Toronto economy, and review research studies and literature on the socioeconomic impact of casinos in other jurisdictions.

Additionally, the City's Medical Officer of Health, in collaboration with the Centre for Addiction and Mental Health, has prepared a report on the public health impacts of gambling and of expanded access to gaming venues. This report and the associated staff report was considered at the November 19, 2012 meeting of the City's Board of Health.

The Etobicoke, Toronto and East York and the Scarborough Community Councils also considered agenda items related to the establishment of a new casino in Toronto.

Background reports and Community Council and Committee decisions are available online at: [www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation).

## Public Information

Public consultation will be an important part of Council's decision making process. The consultation will invite the public to give input, including potential concerns, principles and criteria that should be applied to decision making about a casino in Toronto.

The consultation will include a dedicated website with information on the issues described above, links to reports and an online and downloadable consultation workbook and feedback form.

There are many complex issues to consider regarding the establishment of a new casino. To support public learning, informed discussion and Council decision-making the consultation will include:

- Clear information to the public including the City's role and the decision making process
- Council and Committee reports
- Preliminary assessments of the areas being considered for locating a casino as well as the possible social, economic, health and land use impacts
- Information on the City's fiscal situation and potential revenue
- An online and downloadable workbook and feedback form to collect public input.
- Face-to-face public sessions with opportunities to learn more about the issues and provide input.

A range of communication and outreach methods will be developed which include print and online advertisements, social media, media releases, outreach through City staff and facilities.

## Reporting Out

The City Manager was asked to conduct public consultations and report to the Executive Committee in March 2013 on the results of the consultation, and any further analysis conducted. At that time, the City will be in a better position to

respond to the Province, and can either accept, reject or specify certain conditions under which Toronto would be willing to host a new OLG casino.

A summary of the public consultation along with public input will be provided along with the City Manager's report and will also be posted to the City's website and Open Data page.

## Timeline

### Phase 1 - December 2012

- Launch consultation website
- Post consultation plan and timelines
- Post background documents and reports

### Phase 2 - January, 2013

- Consultation opens beginning of month
- Collect public input through website, public sessions and hard-copy
- Public Sessions:
  - January 9, Toronto City Hall
  - January 12, North York Memorial Hall
  - January 14, Etobicoke Olympium
  - January 17, Scarborough Civic Centre
  - January 19, Toronto Reference Library
- Post information about Councillor-led ward-sessions
- Consultation closes end of month

### Phase 3 - February, 2013

- Analysis of data
- Development of reports

### Phase 4 - March 2013

- City Manager reports to Executive Committee
- All reports, summaries and raw data posted to consultation and Open Data web sites
- Summaries and input from Councillor-led sessions posted to project website

## **Appendix E**

### **Samples and List of Print and Online Advertisements**



## Print Ads

Newspaper
Metroland (local community newspapers)
Metro
Toronto Star
Toronto Sun
Ming Pao(Chinese)
Senthamarai (Tamil)
Corriere Canadese (Italian)
El Popular (Spanish)
Sol Portuguese (Portuguese)
Philippine Reporter (English/Tagalog)
Eastern News (Urdu)
Russian Canadian Info (Russian)
Shahrvand (Farsi)
Korea Times Daily (Korean)
Canadian Chinese Express (Chinese)

## Online Ads

Website
Google
Toronto Star - thestar.com
Toronto Sun - torontosun.com
The Weather Network
GAM -globeandmail.com
National Post - nationalpost.com
L'Express Toronto (French)

# مشورت درباره تاسیس کازینو در تورنتو

شهرداری تورنتو در نظر دارد قبل از تصمیم گیری درباره تاسیس یک کازینو جدید، نظر همگان را جویا شود. مالیتد شهرداری چه موضوعاتی را در نظر داشته باشد؟ ضمن آگاهی و بحث در این باره، نقطه نظرات و پیشنهاد خود را نیز ارائه دهید.

از طریق آنلاین به ما پیوندید: [www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation)  
و کتاب راهنما را دانلود یا فرم بازتاب نظرات را تکمیل نمایید.

در یک بحث اجتماعی شرکت کنید

در یک بحث آزاد اجتماعی به ما پیوندید و درباره فرآیند و مسائل مربوط به این موضوع اطلاعات بیشتری کسب کنید. با کارکنان شهرداری صحبت و در بحثهای گروهی درباره موضوعات کلیدی و مهم شرکت کنید. می توانید بدون تعیین وقت قبلی در یکی از این برنامه ها حضور یابید:

شنبه 19 ژانویه	پنجشنبه 17 ژانویه	دوشنبه 14 ژانویه	شنبه 12 ژانویه	چهارشنبه 9 ژانویه
سالن بلوما اپل Bluma Appel Salon Reference Library 789 Yonge St. 1 تا 4 بعدازظهر	مرکز شهرداری کوندرا در اسکایرو (Scarborough Civic Centre Rotunda) 150 Borough Dr. 6 تا 9 شب	سالن ورزش المپیک اتوبیکوک Olympium (Gymnasium) 590 Rathburn Rd. 6 تا 9 شب	سالن یادبود نورت یورک (North York Memorial Hall) 5110 Yonge St. 1 تا 4 بعد از ظهر	ساختمان شهرداری رتوندرا (City Hall Rotunda) Toronto City Hall 100 Queen St. W. 6 تا 9 شب

برای کسب اطلاعات بیشتر لطفاً از وب سایت

[www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation) دیدن کنید



# Toronto CASINO Consultation

The City of Toronto is looking for public input before making a decision on the establishment of a new casino. What do you want the City to consider? Learn, discuss and provide your views and feedback.

Join us online:

[www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation)

Download a workbook and/or complete an online feedback form.

Come to a Community Discussion

Join us at a community open house and discussion to learn more about the process and issues, talk with City staff, and join discussion groups on key topics. Drop-in anytime during one of the events below:

Wednesday January 9	Saturday January 12
City Hall Rotunda Toronto City Hall 100 Queen St. W. 6 p.m. – 9 p.m.	North York Memorial Hall 5110 Yonge St. 1 p.m. – 4 p.m.

Monday January 14	Thursday January 17	Saturday January 19
Etobicoke Olympium Gymnasium 590 Rathburn Rd. 6 p.m. – 9 p.m.	Scarborough Civic Centre Rotunda 150 Borough Dr. 6 p.m. – 9 p.m.	Bluma Appel Salon Reference Library 789 Yonge St. 1 p.m. – 4 p.m.



For more information please visit  
[www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation)



# 多倫多賭場 諮詢

在做出開設新賭場的決定之前，多倫多市正在徵求公眾的意見。您需要本市考慮哪些問題？瞭解、討論並提供您的觀點和反饋意見。

在綫加入我們: [www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation)

下載工作簿和/或填寫在綫反饋意見表。

參與社區討論

在社區開放日加入我們並參與討論，以瞭解更多的有關過程和問題，與市府官員交談並參加關鍵話題討論組。請在下列活動期間隨時參與：

1月9日 (星期三)	1月12日 (星期六)	1月14日 (星期一)	1月17日 (星期四)	1月19日 (星期六)
多倫多市政廳 大會廳 地址: 100 Queen St. W. 晚上6-9點	北約克紀念廳 地址: 5110 Yonge St. 下午1-4點	怡和碧谷奧林匹克 體育館 地址: 590 Rathburn Rd. 晚上6-9點	士嘉堡市政中心大 會廳 地址: 150 Borough Dr. 晚上6-9點	Bluma Appel Salon 參考圖書館 地址: 789 Yonge St. 下午1-4點



若想瞭解更多信息，請瀏覽  
[www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation)



# **Appendix F**

## **Feedback Form**

# Feedback Form

Toronto City Council's Executive Committee has requested the City Manager seek the public's input on the establishment of a new casino in Toronto.

Please use this form to provide your views on possible locations and considerations for a casino and what you would like Council to consider when making a decision on the establishment of a new casino in Toronto. You can fill out the Feedback Form individually or as a group, and mail or drop it off to:

City Manager's Office  
City of Toronto, 10 East Tower  
City Hall  
100 Queen Street West,  
Toronto, ON M5H 2N2

City of Toronto Civic Centres  
For locations please call 311  
or visit  
[www.toronto.ca/311/locations.htm](http://www.toronto.ca/311/locations.htm)

You can also fill out an online version of the Feedback Form at [www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation)

A Consultation Guide has been created with background information to help you learn more about this issue and complete this Feedback Form. It is available at [www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation).

1. a) Please indicate on the scale below how you feel about having a new casino in Toronto:

Strongly in Favour	Somewhat in Favour	Neutral or Mixed Feelings	Somewhat Opposed	Strongly Opposed

- b) What are your main reasons for this rating?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

2. a) How does a new casino in Toronto fit your image of the City of Toronto?

Fits Image Perfectly	Fits Image Somewhat	Neutral / I'm Not Sure	Does Not Fit My Image at All

- b) Why?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

3. City Council is seeking your input on whether there should be a new casino in Toronto. If a new casino is established, please indicate which of the following are important to you:

	Very Important	Somewhat Important	Not Important At All	Unsure
Design of the facility				
Employment opportunities				
Entertainment and cultural activities				
Expanded convention facilities				
Integration with surrounding areas				
New hotel accommodations				
Problem gambling & health concerns				
Public safety and social concerns				
Public space				
Restaurants				
Retail				
Revenue for the City				
Support for local businesses				
Tourist attraction				
Traffic concerns				
Training and career development				
Other:				

**Please add comments to support your selections**

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4. Would revenue generated for the City of Toronto from the casino influence your opinions?

☐ Yes

☐ No

☐ Don't know

5. Is there a minimum amount of annual revenue to the City of Toronto which might address or balance any concerns you may have about a new casino?

☐ \$0

☐ \$50 million

☐ \$100 million

☐ More than \$100 million

☐ I don't know

☐ I do not support a new casino under any conditions

6. It is OLG's intention to establish a new casino in the GTA, either within the City of Toronto or located in an adjacent municipality in close proximity to the City (Mississauga, Vaughan, Richmond Hill, Markham). If a casino is built, where would you prefer to see it located and why?

City of Toronto ☐

Adjacent Municipality ☐

Neither ☐

**Why?** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. Each of the three areas being considered for a new casino in Toronto includes two different options: a Standalone Casino or an Integrated Entertainment Complex, either of which could operate 24 hours a day, 7 days a week. It is OLG's intention to seek an Integrated Entertainment Complex in C1. This table describes the two types of facilities:

Standalone Casino	Gaming facility
Integrated Entertainment Complex	Gaming facilities as well as other activities and uses such as convention facilities, hotel, retail, restaurants, live entertainment in one building or series of buildings

**Please rate the suitability of each of these areas and proposed options:**

a) **Downtown area** (bounded by Spadina Avenue, King Street, Jarvis Street and Queens Quay)

	Highly Suitable	Somewhat Suitable	Neutral or Mixed Feelings	Somewhat Unsuitable	Strongly Unsuitable
Standalone Casino					
Integrated Entertainment Complex					

What are your main reasons for this rating?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

If an Integrated Entertainment Complex was to be established in a downtown area, what should the complex include? Check all that apply.

No Casino ☐

Casino Only ☐

Convention Centre Space ☐

Cultural and Arts Facilities ☐

Hotel ☐

Nightclubs ☐

Restaurants ☐

Retail ☐

Theatre ☐

Other \_\_\_\_\_

b) **Exhibition Place** (bounded by Gardiner Expressway, Lake Shore Boulevard, Dufferin Street and Strachan Avenue.)

	Highly Suitable	Somewhat Suitable	Neutral or Mixed Feelings	Somewhat Unsuitable	Strongly Unsuitable
Standalone Casino					
Integrated Entertainment Complex					

What are your main reasons for this rating?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

If an Integrated Entertainment Complex was to be established at Exhibition Place, what should the complex include? Check all that apply.

- No Casino ☐
- Casino Only ☐
- Convention Centre Space ☐
- Cultural and Arts Facilities ☐
- Hotel ☐
- Nightclubs ☐
- Restaurants ☐
- Retail ☐
- Theatre ☐
- Other \_\_\_\_\_



c) **Port Lands** (located south of the Don Valley and Gardiner/Lake Shore, east of the downtown core)

	Highly Suitable	Somewhat Suitable	Neutral or Mixed Feelings	Somewhat Unsuitable	Strongly Unsuitable
Standalone Casino					
Integrated Entertainment Complex					

What are your main reasons for this rating?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

If an Integrated Entertainment Complex was to be established in the Port Lands, what should the complex include? Check all that apply.

- No Casino ☐
- Casino Only ☐
- Convention Centre Space ☐
- Cultural and Arts Facilities ☐
- Hotel ☐
- Nightclubs ☐
- Restaurants ☐
- Retail ☐
- Theatre ☐
- Other \_\_\_\_\_

8. **Woodbine Racetrack** currently has permission that allows for betting on horse races and gambling with slot machines. Please rate the suitability of expanded gaming options at the Woodbine Racetrack.

	Highly Suitable	Somewhat Suitable	Neutral or Mixed Feelings	Somewhat Unsuitable	Strongly Unsuitable
Keep it the way it is (slots)					
Expanded gaming (slots plus additional table gaming)					

What are your main reasons for this rating?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

9. City Council has the opportunity to recommend conditions to the OLG if it decides to proceed with the establishment of a casino in Toronto. The conditions allow the City to address concerns and maximise opportunities raised by the public and staff during the consultation and review process. What conditions would you like City Council to require if it approves the establishment of a new Casino? For examples of the types of conditions that the City may consider see the Consultation guide or website at [www.toronto.ca/casinoconsultation/haveyoursay.htm#02](http://www.toronto.ca/casinoconsultation/haveyoursay.htm#02)

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

☐ I do not support a new casino under any conditions

10. Do you have any additional advice to City Council as it considers a casino in the City of Toronto?

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11. We have a few optional questions. All information will remain confidential.

Are you giving feedback as an individual or group/organization?

a) Individual ☐

If you are responding as an individual, please answer the following questions:.

- What is the first half of your postal code? For example, "M5C" \_\_\_\_\_
- What is your gender? Male ☐ Female ☐ Transgendered ☐
- What is your age? Under 15 ☐ 15 -24 ☐ 25-34 ☐  
35-44 ☐ 45-54 ☐ 55-64 ☐ over 65 ☐

b) Group/Organization ☐

Please tell us the name of your group or organization: \_\_\_\_\_

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You can submit your responses online at [www.toronto.ca/casinoconsultation](http://www.toronto.ca/casinoconsultation)  
or return the completed feedback form to:

City Manager's Office, City of Toronto 10 East Tower, City Hall 100 Queen Street West Toronto, ON M5H 2N2	You may also drop off your guide at any of the Civic Centres. For locations please see <a href="http://www.toronto.ca/311/locations.htm">www.toronto.ca/311/locations.htm</a> or call 311
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**Feedback Forms must be received by January 25, 2013**

Thank you for taking the time to provide your input.

Please visit [www.toronto.ca/e-updates/](http://www.toronto.ca/e-updates/) and check the box beside the "Toronto Casino Consultation" if you would like to receive updates about this consultation.

## **Appendix G**

### **Stakeholder Interview Letter and Discussion Guide**

**City Hall**  
100 Queen Street West  
East Tower, 11<sup>th</sup> Floor  
Toronto, Ontario M5H 2N2

**Tel:** 416-392-3551  
**Fax:** 416-392-1827  
jpennac@toronto.ca  
toronto.ca

December 24, 2012

**Re: Toronto Casino Consultation - Invitation to Stakeholders**

Toronto City Council's Executive Committee has requested the City Manager seek the public's input on the establishment of a new casino in Toronto. The consultation will serve as one input to Council's decision on whether or not to proceed with the development of a casino in the city.

The consultation will seek to inform the public and stakeholders about the opportunities and benefits a casino may bring to the city as well as the issues and concerns associated with the siting and operation of casinos. The community input will identify stakeholder and public perspectives that Council will need to take into account in its decision-making process.

The City has engaged the firm DPRA to conduct the consultations with the public and stakeholders; information on the casino consultation is available online and the consultations will occur throughout January. A report on the findings of the consultations will be provided to the City Manager in February.

***As a representative of an organization with a potential interest in issues related to the establishment of a casino in Toronto, you are invited to take part in a discussion to obtain your views and perspectives on the opportunities and issues related to a new casino in Toronto.***

***A representative from DPRA will be contacting you shortly to determine your interest and availability for an in-person interview. The interview will take approximately 45 - 60 minutes. We hope that you (or another representative of your organization) will be able to take advantage of this opportunity.***

There will also be a series of community discussions held in city locations throughout January 2013 for the public and stakeholders to learn about the decision-making process, the areas under consideration for a potential casino, potential revenues and possible social, economic, health and land use considerations. The dates and locations of these sessions are attached, should you wish to attend one of the sessions. Finally, the city has posted a workbook and a feedback form on-line that can be used to provide input.

We look forward to including your feedback and input into this consultation process.

Yours truly,

Joseph P. Pennachetti  
City Manager

## Community Discussions

**Wednesday January 9**

City Hall Rotunda  
Toronto City Hall  
100 Queen Street West  
6:00 pm – 9:00 pm

**Saturday January 12**

North York Memorial Hall  
5110 Yonge Street  
1:00 pm – 4:00 pm

**Monday January 14**

Etobicoke Olympium  
Gymnasium  
590 Rathburn Road  
6:00 pm – 9:00 pm

**Thursday January 17**

Scarborough Civic Centre  
Rotunda  
150 Borough Drive  
6:00 pm – 9:00 pm

**Saturday January 19**

Bluma Appel Salon at  
Reference Library  
789 Yonge Street  
1:00 pm – 4:00 pm

## **CITY OF TORONTO CASINO CONSULTATION DISCUSSION GUIDE**

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Respondent Name: \_\_\_\_\_ Date: \_\_\_\_\_

Title: \_\_\_\_\_ Organization: \_\_\_\_\_

Interviewer: \_\_\_\_\_ Telephone Number: \_\_\_\_\_

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Toronto City Council's Executive Committee has requested the City Manager to seek the input of the public and stakeholders on the establishment of a new casino in Toronto. The City Manager has engaged the firm DPRA to conduct the consultation.

The consultation will seek to inform the public and stakeholders about the opportunities and benefits a casino may bring to the city as well as the issues and concerns associated with the siting and operation of casinos. The community input will identify stakeholder and public perspectives that Council will need to take into account in its decision-making process.

The city is examining four areas that might be possible locations for a new casino: Exhibition Place, Woodbine Racetrack, the Port Lands and the city's downtown.

As part of the consultation process, a series of discussions are being held with representatives of organizations who may have an interest in the siting of a new casino in Toronto. The interests include gambling research, community safety, problem gambling, health, business/industry, real estate, financial and labour.

*The results of the interviews will be aggregated and compiled into a report. Comments will not be directly attributed to interviewees. The discussions will be fairly informal, open-ended, and will last approximately 45-60 minutes.*

***General Casino Questions***

1. How does a new casino in Toronto fit your image of the City of Toronto? Please explain.
2. In Council's decision on whether or not to support a new casino in Toronto, it is assessing the potential benefits and challenges associated with a new casino in the city.
  - a) What do you see as the key opportunities a new casino in Toronto may bring?
  - b) What do you see as the key issues/challenges associated with a new casino in Toronto ?
3. Of the opportunities and issues mentioned, which do you feel are most important and why?
4. Would revenue generated for the City of Toronto from a casino influence your opinions? Why or why not?
5. In the event a casino is established in the City, would you prefer a stand-alone facility (casino only) or an integrated entertainment complex (e.g. with convention facilities, hotel, retail, restaurants, live entertainment and gaming in one complex)? Please describe your reasons.
6. What conditions would you like City Council to require if it approves the establishment of a new casino? Please explain why.

***Questions on Proposed Locations***

7. It is OLG's intention to establish a new casino in the GTA, either within the City of Toronto or located in an adjacent municipality (Mississauga, Vaughan, Richmond Hill, Markham) in close proximity to the city. Where would you prefer to see it located and why?
8. There are three locations being considered for a **new** casino in Toronto: the Port Lands, Exhibition Place and Downtown Toronto (bordered by Spadina Ave., King Street, Jarvis Street and Queens Quay). A fourth location, at Woodbine Racetrack, already has slot machines and has the potential for expanded gaming operations and/or a new casino.

Do you think that among the four areas proposed for a casino, one may be preferable over another? Please explain your reasons for this.

9. What are the important considerations for City Council in selecting among the potential areas for siting a casino?



Toronto Casino Consultation  
Draft Discussion Guide  
December 21, 2012

10. Do you have any additional advice to City Council as it considers a casino in the City of Toronto?

**Thank you for your time and insights**