

Attachment 7: One Toronto Gaming's Supply Chain Diversity Policy and Procedures

One Toronto Gaming is legally known as Ontario Gaming GTA Limited Partnership. In this submission, One Toronto Gaming refers to itself as "The Partnership."

Supply Chain Diversity Program

The Partnership is committed to ensuring the Woodbine renewal is a force for positive change in the Greater Toronto Area (GTA) – particularly for nearby communities and for residents who are at a social or economic disadvantage. Closely aligned with the Employment and Labour Market Plan, the Partnership's Supply Chain Diversity Program will be key to realizing that goal, by giving local and diverse suppliers a leg up in the Partnership's procurement processes for both construction and ongoing operations.

The program builds on and aligns with the City's own efforts in this area, drawing on the Partnership's past experience to extend and adapt core aspects of Toronto's 20-year Poverty Reduction Strategy to the private sector, while emphasizing neighbourhoods – including Neighbourhood Improvement Areas (NIA's) – near the Woodbine site. Although it has a strong history of community impact and local procurement, the Partnership is truly raising its game with this initiative.

The program's primary components are described in this section, together with some background on the Partnership's efforts elsewhere in Ontario, and the City's own ongoing work.

Background

Toronto's Work in Social Procurement

In recent years, the City of Toronto has set out to leverage its position as a large-scale employer, purchaser and service provider to create opportunities for residents who face obstacles related to economic inequality and discrimination. This work ultimately gave rise to the "TO Prosperity Poverty Reduction Strategy" released in 2015. Among its numerous recommendations, this plan called for the implementation of a social procurement program, which the City later refined and has now put into action.

The program is comprised of policies and processes that aim to make hiring and tendering more equitable, while also giving City staff, community organizations and applicants the tools they need to ensure these opportunities reach those who will benefit most.

Since the program is directly reflective of the City's priorities and has proven its effectiveness in early trials, it offers an ideal foundation for the Partnership's own strategy.

The Partnership's Experience

In tailoring a supply chain diversity program for the Woodbine redevelopment, the Partnership also drew on its own experience in Eastern Ontario. Although Great Canadian Gaming only entered the Peterborough, Belleville and Thousand Islands markets recently, it has already made strides in implementing a plan to ensure local

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businesses and Indigenous communities benefit from the economic activity generated by its Shorelines casinos. The Partnership will continue to learn from and adapt these ongoing programs. Activities undertaken to date in Eastern Ontario include:

- Ongoing engagement with Hiawatha and Mohawk First Nations around procurement opportunities, job opportunities, training programs and job fairs at Shorelines Casinos, including presenting an employment session to a dozen participants, helping applicants to understand the Great Canadian Gaming hospitality culture, and providing résumé development guidance.
- Initial meetings and ongoing discussions with Loyalist College around the design of a training program aimed at equipping Indigenous community members with skills appropriate to job openings.
- Connecting with Indigenous contractors through a local Aboriginal resource center to discuss procurement opportunities at the casinos. Although response was limited, these efforts remain ongoing, and the Partnership has joined the Canadian Council for Aboriginal Business in order to strengthen Indigenous procurement efforts.
- Establishing a strong ongoing relationship with Quinte Trade Services from the Mohawk band, which has provided general labour and carpentry services for the construction of Shorelines Casino Belleville. Six local workers were members of the First Nation. ;
- Working with the Employment and Training Officer at the Mohawks of the Bay of Quinte to identify appropriate job openings, provide postings, provide support for interested individuals, and hold a job fair in September 2016 at the Mohawks of the Bay of Quinte First Nation–Tyendinaga, attended by more than 200 job seekers. A similar job fair was held the following year, with lower but still substantial attendance.
- Contracting local businesses to supply food and beverages for the casinos (including Kingston-based Tony Deodata & Sons and Banks Winery of Prince Edward County). Estimated annual local spending is approximately \$4.5 million to \$5 million, and is estimated to grow to \$6 million once the new Peterborough casino is complete.

As it set out to design a program for the Woodbine site, the Partnership incorporated learnings from this work, adapting its strongest elements to the needs of Woodbine's much larger host city, while broadening the program's focus to benefit more diverse communities.

Program Components

The Partnership's supply chain diversity program is comprised of two components:

- A supply chain diversity policy;
- Supporting activities.

These are discussed below together with the program's intended beneficiaries and anticipated outcomes.

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Intended Beneficiaries

In alignment with the City's priorities, the Partnership's Supply Chain Diversity Program has been designed to create opportunities for businesses operated by members of equity-seeking communities, such as:

- Aboriginal People;
- Racialized groups/visible minorities;
- Persons with disabilities;
- Newcomers/new immigrants;
- Women; and
- LGBTQ2S people

In consultation with leading supplier-diversity certification organizations, the Partnership is going beyond the City's priorities by adding two targeted groups: veteran-owned businesses, and social enterprises.

The program will also prioritize businesses based near the site and in local NIAs, including: Mount Olive-Silverstone-Jamestown, Thistletown-Beaumont Heights, Elms-Old Rexdale, Kingsview Village-the Westway and others.

Supply Chain Diversity Policy

As it assumes control of operations and builds the redeveloped Woodbine site, the Partnership's procurement team will implement a Supply Chain Diversity Policy. The Policy adapts and builds on the relevant aspects of the City of Toronto's own policy, supplemented by the Partnership's work with supplier diversity organizations. The policy will define and implement four related guidelines, with implementation plans to be continually refined in consultation with the City, key supply chain diversity organizations, and other stakeholders.

1) Solicitation of Local and Diverse Quotes

For contracts under \$100,000 in value, the Partnership's procurement team will be mandated to include at least one quote from a local and/or diverse supplier as part of the bidding process, where such suppliers can reasonably be identified through certification organizations or other such means. The Partnership may increase this requirement where marketplace capacity allows.

2) Investment in Diverse Supplier Certification

Diverse suppliers will be defined as those certified by a recognized supplier-diversity certification organization. The Partnership will focus its efforts on a core group of organizations that work closely with the City of Toronto on its own supply chain diversity efforts.

- The Canadian Aboriginal & Minority Supply Council;
- The Canadian Council for Aboriginal Business;
- The Canadian Gay and Lesbian Chamber of Commerce;
- The Inclusive Workplace and Supply Council of Canada;
- The Social Purchasing Project; and
- Women Business Enterprises Canada.

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The Partnership has already engaged with all of these organizations both individually and as a coordinated group, and has become a corporate member of groups where such an option exists. This will allow the Partnership to work with the supplier councils in order to develop targeted lists of certified organizations to be included in procurement processes by the Partnership as well as its third-party suppliers. The Partnership was the first ever private project proponent to meet jointly with all six of the above supply chain councils. This has catalyzed broader discussions of an integrated approach to supply chain diversity that encourages partnership across different types of diverse suppliers.

3) Third-Party Supplier Diversity

For contracts over \$100,000 in value the Partnership will provide direction to suppliers to adopt a local and/or diverse supplier programs, and may give consideration to this when evaluating bids. Expectations will be calibrated based on the size of contract, the fit of goods and services to supply chain diversity, and the breadth of availability in the marketplace of diverse suppliers. For suppliers of sufficient size and sophistication, and where contracts are of more than \$1 million in value, the Partnership will provide information and guidance regarding its supply chain diversity approach and encourage suppliers to consider a similar approach. Recognizing that applying supply chain diversity standards to suppliers is an acknowledged challenge, the Partnership will observe and consider new best practices applied by the City of Toronto and other organizations.

4) Non-Quota Preferential Supplier Selection

In the event all other considerations are equal, tied bids may be awarded preferentially to a participating local or diverse supplier.

Supporting Activities

The Partnership's policy will be rolled out in conjunction with supporting activities designed to maximize its effectiveness. These include:

- Working with the City and with supplier diversity certification organizations to generate lists of targeted diverse suppliers and adapt them to the needs of different divisions of the company;
- Educating Partnership staff about supply chain diversity and working with them to integrate its components into their operating procedures. These capacity-building activities will be conducted in conjunction with supplier diversity organizations, building on their experience and best practices;
- Developing templates and evaluation guidelines to help integrate supplier diversity and geographic considerations into competitive procurement processes;
- Working with community organizations and other bodies to ensure local and diverse suppliers are aware of upcoming opportunities at Woodbine and the requirements related to them, including through events timed to align with procurement cycles, participation in broader supply chain diversity events, broad-based communications channels developed by supplier councils, and encouraging supplier councils to cultivate members who provide goods and

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- services required at Woodbine;
- Collecting and analyzing data on an ongoing basis to measure the supply chain diversity program's success and identify areas for improvement. Based on initial discussions, this will include working collaboratively with the 6 supplier councils to develop an appropriate data collection approach and identify success measures that can be applied both to the Woodbine project and more broadly; and
- In line with best practices identified in the City of Toronto's Social Procurement Program, establishing a liaison that will connect regularly with City Staff to monitor progress through the oversight mechanisms detailed elsewhere in the Partnership's response to the 21 Conditions. This will be aligned with activities undertaken by the Partnership's Community Employment Coordinator.

Anticipated Outcomes

The Partnership's Supply Chain Diversity Program is designed to benefit members of local and equity-seeking communities by delivering improved access to valuable short- and long-term contracts, and by helping to build community capacity that will enable their success further afield and into the future.

Importantly, the program will also promote the business's sustainability over the long term. Benefits to the Partnership will include:

- A more diverse supply chain and workplace culture;
- Strengthened community connections;
- Meaningful long-term relationships with the City, community organizations and advocacy groups; and
- A team of suppliers with powerful connections to the GTA and a lasting interest in Woodbine's long-term success.

Conclusion

By improving equity in competitive procurement processes, the Partnership's approach to supply chain diversity will strengthen local communities and lend powerful support to the City of Toronto's Poverty Reduction Strategy, helping to ensure the Woodbine redevelopment is a force for positive, long-term economic change in the GTA – particularly for those who are most at risk of marginalization.