Report on Motions Relating to WoodbineLive!
Community Improvement Plan (PG19.1)

| Date: | October 22^{nd}, 2008 |
| To: | City Council |
| From: | Sue Corke – Deputy City Manager, Cluster A |
| Wards: | Ward 2 – Etobicoke North |
| Reference Number: | 08 181423 WPS 00 TM |

SUMMARY

At its meeting of October 14, 2008, the Planning and Growth Management Committee recommended that Council adopt the “Community Improvement Plan to Provide Financial Incentives for WoodbineLive!” (the “CIP”). The Committee also referred two motions to the General Manager of Economic Development, Culture and Tourism for a report directly to Council.

This Report responds to this request and recommends against both specific local hiring targets and related financial penalties, and the collection of personal income information from employees at Woodbine Live! This Report recommends a performance indicators approach for local hiring initiatives.

RECOMMENDATIONS

The Deputy City Manager of Citizen Focused Services A recommends that City Council:

1. Not establish local employment targets and related financial penalties and measures to collect personal income data relating to local employment targets.

2. Direct City Staff to further develop performance indicators for the Local Hiring and Training Program and to include such performance indicators as may be appropriate in the Financial Incentives Agreement to be executed with WoodbineLive!.
FINANCIAL IMPACT

There are no financial impacts arising from this report.

DECISION HISTORY

At its meeting of October 14, 2008, the Planning and Growth Management Committee recommended that Council adopt the “Community Improvement Plan to Provide Financial Incentives for WoodbineLive!” The Committee also referred the following two motions to the General Manager of Economic Development, Culture and Tourism for a report directly to Council:

Motion 1: that the previous year’s local employment levels form the base for the next year and as such become a target. Further, that there be a financial penalty if the year-to-year target is not met, and that the penalty be invested in the onsite Training Centre.

Motion 2: that average income levels be reported out annually for locally based employees, measured against the average for the total employment base.

ISSUE BACKGROUND

The Staff Report of September 30, 2008 from the Deputy City Manager and Chief Planner and Executive Director, City Planning, recommending adoption of the CIP, outlines a recommended approach to ensuring the most effective local hiring result for the WoodbineLive! development. The above noted motions deal with the issue of measuring the effectiveness of local hiring provisions contained in the CIP.

As described in the September 30, 2008 Staff Report, in order to be eligible for grants pursuant to the CIP, the owner must provide, entirely at its cost, an employment centre and participate fully in the City’s Local Hiring and Training Strategy. Specifically, the CIP requires that:

- An Employment Centre (approximately 10,000 square feet) be provided by the owner;
- 5 months advance notice of jobs be provided to local residents in the initial round of hiring for each stage of development;
- An apprenticeship program be established for local residents;
- Customized training, designed to prepare local residents for hiring, be provided;
- A priority hiring process be provided for initial hiring for each stage of development; and
- The owner report to the City on hiring by postal code.
COMMENTS

Motion 1: Staff recommend against setting targets for local hiring over which the applicant will not have complete control and which could actually encourage less than optimal effort in the first (and most critical) year of hiring.

Staff support the notion that an important part of the Local Hiring and Training Program for WoodbineLive! is ensuring that measurable indicators of performance and success are identified, tracked and reported. As such, in anticipation of negotiating the financial incentives agreement that will secure the conditions of the CIP (the “FIA”), staff have prepared a draft document outlining key performance and baseline indicators that will assist the City in evaluating whether the objectives of the Local Hiring and Training Program have been achieved. These draft performance and baseline indicators are contained in Attachment 1 to this Report.

Motion 2: The second motion would effectively require the collection of information respecting the income of all employees employed at Woodbine Live! It is staff’s position that this would not be a practical exercise. Concerns relate to the immense task of collecting and compiling this type of information when dealing with hundreds of tenants and thousands of employees. Further, there is legitimate concern that the information that is ultimately received may not be accurate. For example, many employees engaged in the hospitality and service industries rely on gratuities as a major part of their income and this information is extremely difficult to record and track.

In addition, Legal Services advises that there are legal issues relating to the collection and dissemination of information relating to income levels. Staff would have to work in close consultation with the Corporate Access and Privacy Office (CAP) to determine whether this information can be legally collected and disseminated, and if so, how the information should be collected and stored so as to conform with the requirements of the Municipal Freedom of Information and Protection of Privacy Act, as well as other related City policies.
Staff recommend against both specific local hiring targets and related financial penalties and the collection of personal income information from employees at Woodbine Live! As an alternative, staff recommends a performance indicator approach for local hiring and training initiatives.

**CONTACT**

Eva Pyatt  
Director of Business Services  
Economic Development, Culture and Tourism Division  
Tel. No: 416 392 7183  
Fax No: 416 397 5314  
E-mail: epyatt@toronto.ca

**SIGNATURE**

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Sue Corke  
Deputy City Manager

**ATTACHMENTS**

Attachment 1: Sample Performance Indicators, WoodbineLive! Local Hiring and Employment Program

**Key Performance Indicators**

Woodbine Live! Local Hiring and Employment Program

An important component of the Local Hiring and Training Program for Woodbine Live! is ensuring that measurable indicators of performance and success are identified, tracked and reported annually.

This document broadly outlines some of the performance and baseline indicators that will assist the City in evaluating whether the objectives of the Local Hiring and Training Program, as outlined in the Woodbine Community Improvement Plan for the Development of a Transformative Project, have been achieved.

**Employment Indicators:**

- Achievement (and maintenance) of a minimum employment of 2,500 full time equivalent (FTE) jobs on site at Woodbine Live!
- Number of local residents (tracked by postal code) who are offered and start employment at Woodbine Live!

- Examination of retention rates of residents who secure employment via the Employment Centre

- Number of local candidates (registered with the Employment Centre) who secure employment with employers other than Woodbine Live! and its tenants

- Number of City of Toronto residents who secure employment with Woodbine Live! and its tenants

**Service and Participation Indicators:**

- Number of Local\(^1\) Residents who register with the Employment Centre

- Number of Local residents identified through the Employment Centre who are:
  - Assessed
  - Referred to services to enhance employability
  - Prepared (trained) for employment
  - Interviewed for jobs at Woodbine Live

- Number of Employers who register with Employment Centre

- Feedback from Residents, Employers and Community Stakeholders who access the services and programs of the Employment Centre

- Number of City of Toronto Residents\(^2\) who register with the Employment Centre

- Number of Non-Residents\(^3\) who register with the Employment Centre

**Local Capacity Indicators:**

- The number of new programs or services developed

- Increase in capacity of existing programs

- Number and scope of itinerant services delivered in the Employment Centre

**Community Engagement Indicators:**

\(^1\) Local refers to residents residing in North Etobicoke (Wards 1 and 2, including Rexdale-Jamestown Priority Neighbourhood) and the other designated Priority Neighbourhoods (Jane-Finch and Weston Mount-Denis)

\(^2\) City of Toronto residents who do not reside in North Etobicoke or designated Priority Neighbourhoods

\(^3\) Individuals from other municipalities
- Stakeholder engagement, including new partnership development, and the involvement of key stakeholders in the delivery and implementation of the Local Hiring and Employment Program. Key stakeholders may include:
  - City divisions & ABCs
  - Government (municipal, provincial and federal)
  - Employers
  - Residents
  - Community
  - Non-profit sector
  - Sector Councils and associations
  - Partnerships / Networks
  - Academic and Training Institutions
  - Faith Based organizations
  - Labour organizations

Baseline Indicators:
- Number of Local Residents currently employed at Woodbine Entertainment Group
- Participation rates among Local Residents in publicly funded employment services
- Number of Woodbine Live! employers
- Number of new jobs (Woodbine Live! and its Tenants)