

Appendix D: Toronto Casino Social Contract

OVERVIEW

At the November 5, 2012 meeting of Executive Committee, staff was directed to "give consideration... to the establishment of a signed "social contract" between the City and the Ontario Lottery and Gaming Corporation." Based on staff's review of social considerations identified through peer-reviewed literature, 'best practice' approaches employed by other jurisdictions and the City's prior experience leveraging partnerships with other orders of government, the private sector, organized labour and community stakeholders to ensure investments contribute to strengthening Toronto's social, economic and urban fabric, four areas of focus were identified for inclusion in a Toronto Casino Social Contract:

1. Social procurement opportunities in the development and operation of a casino
2. City and community use of space agreements for appropriate uses (i.e. local arts, culture, etc.)
3. Harm mitigation strategies to address negative societal impacts
4. Measuring and monitoring systems to independently assess Social Contract implementation and effectiveness

PRINCIPLES

A Toronto Casino Social Contract will establish expectations and ensure commitments between government, the private sector, institutions and society on how the social benefits of a casino will be realized and the negative societal impacts will be addressed. Agreements resulting from the conditions established by the Social Contract will clearly define the relationship between the casino operator, the Ontario Government, the City of Toronto and the greater community.

A Toronto Casino Social Contract will emphasize commitment from all parties towards:

- *Partnership* – working together to build sustainable community and city-wide relationships and initiatives which benefit Toronto residents
- *Open and Inclusive Dialogue* – identifying priorities, developing solutions and avoiding marginalization of residents throughout the development and operation of a new Toronto casino
- *Strengthening Toronto through Investment* – supporting economic opportunities for individuals, communities and the city, with a focus on vulnerable groups disproportionately impacted by economic uncertainties (e.g. youth, unemployed and underemployed individuals and newcomers)

- *Addressing Impacts on Toronto’s Social Fabric* – proactively addressing the negative impacts of problem gambling through prevention, intervention, treatment and harm mitigation initiatives based on internationally recognized ‘best practices’
- *Independent Monitoring and Analysis* – supporting regular independent monitoring and analysis of the social, health, employment and economic impact of casino operations on Toronto communities and residents to keep the Toronto Casino Social Contract relevant, transparent and accountable to Torontonians

The Toronto Casino Social Contract would support sustainable social development, expanded economic opportunity and contribute to the vitality of Toronto’s neighbourhoods.

1. SOCIAL PROCUREMENT OPPORTUNITIES

As governments have increasingly been challenged in maintaining the infrastructure and services necessary to meet the increasingly complex demographic, socio-economic and ethno-culturally diverse needs of their communities, there has been a growing recognition of the need to leverage new and existing resources to simultaneously achieve multiple civic priorities. Social procurement strategies are one such method governments are employing to advance the social, economic and urban development at neighbourhood, city-wide and regional levels.

Simply put, social procurement strategies allow public and private sector organizations to use their purchasing power to add social and economic benefits to communities. In regards to the Toronto Casino Social Contract, City staff have identified two areas where social procurement strategies could advance the City’s social and economic priorities while benefiting a private sector casino operator:

- 1) opportunities resulting from the **development** of a Toronto casino(s); and
- 2) opportunities resulting from the **operation** of a Toronto casino(s).

The construction of a Toronto casino(s) as either a standalone facility or an integrated entertainment complex (IEC) is expected to generate a significant number of employment opportunities in Toronto. Such a project represents an important opportunity to integrate efforts to provide employment skills training and supports and meaningful employment opportunities for youth, local community members and underemployed/unemployed Toronto residents into the casino development initiative(s) through social procurement approaches.

1.1 Development-Focused Social Procurement

Social procurement is a decision-making approach to the purchasing of goods or services. It places emphasis on the value attributed to the product or service, as opposed to solely emphasizing the lowest possible cost. As an example, under this approach, a bidder who quotes a cost \$10 million for its products or services, but forecasts that the purchaser will

receive an actual value of \$15 million (thus, an added value of \$5 million), might be selected over a bidder who quotes a cost of \$8 million, without the added value.

In recent years, development-focused social procurement has increasingly become a way of maximizing the social, economic, or environmental benefits to a community and of protecting against the negative impacts of developments to a surrounding area. By implementing a social procurement process, bidders are asked to indicate how their product or service will provide additional benefits to a targeted area. The authorizing party will then assess the degree of added-value as an important factor in the decision-making process. Typically the intended added-value is specified in the Request for Proposal (RFP). Most commonly, social procurement processes have been used to secure local employment benefits, including local hiring and training programs, affordable housing programs, community infrastructure developments, environmental initiatives, and community program funds.

1.1.1 Social Procurement Processes used in Toronto Developments

The City of Toronto has increasingly focused on development projects as opportunities to secure community benefits. Recently, the City has begun to explore the potential development of policies that would ensure that future City procurements provide maximum value to the surrounding communities and to the city as a whole. Based on its experience and the best practices identified from developments in other jurisdictions, the City believes the implementation of social procurement practices as part of development of a casino project(s) in Toronto would provide both local and city-wide benefits to Toronto residents. Two initiatives provide notable examples of how the City can succeed in working with local developments to secure added-value:

Regent Park Revitalization Initiative

In 2003, Toronto City Council approved the Regent Park Revitalization and its significant redevelopment plans for the Regent Park community. The plans included the revitalization of Toronto Community Housing Corporation (TCHC) residential facilities and the development of new market-value residential facilities and amenities.

The redevelopment process of Regent Park promised significant local employment and training opportunities, and if capitalized, held the potential to advance the economic health of the local community. Realizing this, TCHC created a goal for local residents to receive job readiness training and supports and to fill at least 10% of the total years of construction-related employment generated through the revitalization.

TCHC, Toronto Employment and Social Services (TESS) and community-based partners collaborated on this initiative. Collectively, they have assisted with the dissemination of job-opportunity information, provided residents with basic job readiness training and addressed barriers to entering the construction sector.

Proponents wishing to bid on Regent Park RFPs for aspects of the revitalization were required to outline in their proposal the specific ways in which they will contribute to this 10% goal (i.e. a description of the type and number of jobs that can be offered to local residents and further skill-development opportunities for hired residents).

To date, over 1,600 residents have received service through the Regent Park Employment Engagement Initiative. Thirty-eight (38) employers have been engaged to date, and a total of 570 residents have been hired into a range of construction and ongoing service positions through the Initiative. In addition, numerous networking and recruitment events, information sessions, and skill-building workshops have been held.

Pan/Parapan Am Games Toronto 2015

The Toronto 2015 Pan/Parapan Am Games Organizing Committee (TO2015) was established on January 21, 2010. The Organizing Committee is tasked with the responsibility of planning, managing and delivering the Toronto 2015 Pan/Parapan American Games. Its mission is to ignite the spirit through a celebration of sport and culture.

While the City of Toronto has no direct authority to determine TO2015's business or procurement practices, City staff do provide technical advice and support to TO2015 officials, as appropriate, to better ensure the success of the Games and to maximize the benefits the Games can bring to Toronto residents and businesses. For example, City of Toronto staff have provided advice and support to TO2015 and other Games partners (e.g. Infrastructure Ontario) regarding the creation of employment plans which aim to increase access to employment and training opportunities for underemployed and unemployed City residents.

Section 5.3 of the Pan/Parapan Am Games Multi-Party Agreement (MPA) requires TO2015 to use the project management services of Infrastructure Ontario for designated Pan/Parapan Am Games capital projects. While the City is making a financial contribution to certain Pan/Parapan Am Games capital projects (depending on the project, the City's share is 22% or 44% of total capital costs), the City of Toronto does not have direct authority over the procurement practices which Infrastructure Ontario is applying to Pan/Parapan Am Games capital projects.

It is expected the Pan/Parapan Am Games will create approximately 15,000 jobs in the Greater Golden Horseshoe region through the development of the structures/infrastructure and operations required to deliver the Games.

1.1.2 Social Procurement approaches used in large developments in other jurisdictions

As part of the preparations for the 2010 Winter Olympic Games in Vancouver, social procurement was incorporated into the development of the Athlete's Village in Southeast False Creek. In 2003, the Vancouver Olympic Bid Committee and the three levels of government created an Inner-City Inclusive Commitment (ICI) – a commitment to

maximize the economic opportunities and mitigate the potential negative impacts of hosting aspects of the 2010 Winter Olympic Games in Vancouver's inner-city neighbourhoods.

In September 2007, the City of Vancouver, Millennium Southeast False Creek Properties Ltd ("Millennium") and Building Opportunities with Business (BOB) signed a Community Benefit Agreement (CBA) for the development of a 7-hectare (17 acres) 2010 Winter Olympic Athletes Village in Southeast False Creek, Vancouver.

The 2007 CBA built upon two previous initiatives: the Vancouver Agreement and the Inner-City Inclusive Commitment. In 2000, the governments of Canada and British Columbia, together with the City of Vancouver, signed the Vancouver Agreement – a tri-lateral agreement to support community development in Vancouver's inner-city with a focus on socio-economic issues. Following this agreement, BOB was created to coordinate and maximize employment and procurement opportunities for inner-city residents and businesses.

Social Procurement added value:

The CBA outlined economic benefits for inner-city residents, businesses, and social enterprises. Through the development of the Olympic Village, 100 entry-level construction jobs were to be allocated for local residents. To prepare the residents for the positions, job readiness and skill-building training initiatives were to be provided. Additionally, \$15 million of the total procurement expenditures was to be spent on local businesses.

Parties involved and their respective roles:

The Vancouver Olympic Athletes Village development Community Benefit Agreement was signed by the City of Vancouver, Millennium Southeast False Creek Properties Ltd. (Millennium) and Building Opportunities with Business (BOB).

During the negotiation phase, BOB served as the negotiator and also represented the needs of the inner-city. BOB was also designated as the community organization responsible for overseeing, managing and implementing the agreement with the City and Millennium. As a job broker, BOB was to receive and distribute information about job opportunities and arrange for the related training, job coaching, and retention support, as needed. To assist in the hiring of local businesses and social enterprises, it also managed a searchable directory.

Millennium agreed to contribute \$750,000 for resident training initiatives to hire local residents who had completed the specified training courses, to promote similar hiring actions to its sub-contractors, and to work in collaboration with BOB, ensuring that the organization was regularly updated on upcoming opportunities and employer needs. Millennium also agreed to actively seek out and develop relationships with suppliers who either practice or support corporate social responsibility.

The City of Vancouver's role in the agreement was comparatively less direct. The City was to chair the monitoring committee and provide assistance or guidance as needed, for example in the development of funding proposals.

Outcomes:

In two years, over 100 inner-city residents were trained in construction industries and 120 individuals were placed in construction jobs. Additionally, \$42 million in goods, services and equipment was procured from inner-city business. Ten construction training courses and six pre-employment training courses were provided by BOB and a construction-related directory of over 200 inner-city businesses was developed, published and distributed.

The Vancouver Olympic Village experience has provided invaluable lessons on the application of social procurement through redevelopment. One such lesson is to ensure that the added value is accurately based upon the needs of the residents. In the case Vancouver Olympic Village, the large majority of the employment opportunities were entry level construction positions – positions that are primarily contracts and typically require physical strength. A greater variety of employment positions from varying sectors might have engaged a broader resident group and include positions that offer longer job security. Additionally, the Southeast False Creek CBA emphasized the importance of completing community benefit negotiations prior to signing the development agreement. This was not the case in this CBA and posed great challenges in the negotiations and to the accountability of the subsequent agreement. Evaluations of this CBA have suggested that close working relationships between all parties involved, an extensive community engagement strategy, and a well-established monitoring and reporting system are all important for successfully achieving meaningful community benefits.

1.1.3 Summary

Both the City of Toronto and City of Vancouver have demonstrated the potential to successfully work with other orders of government, private sector developers and community stakeholders to implement successful development-focused social procurement strategies as part of larger development projects. As part of the potential development of a Toronto casino, the City has the opportunity to work with the developer of a Toronto casino(s) and related facilities to implement social procurement strategies that will effectively meet the developer's workforce requirements while providing valuable employment and skills training opportunities for unemployed and underemployed Toronto residents, particularly in regard to newcomers and youth from priority neighbourhoods, as part of a Toronto Casino Social Contract.

Recommendations:

The Ontario Lottery and Gaming Corporation include in its procurement process and subsequent agreements a requirement that casino and other relevant operator(s) develop a

joint Employment and Labour Market Plan with the City of Toronto to support casino development and operations. The Plan should include:

- a. An Employment and Labour Market Advisory Working Group to oversee development and implementation of the joint Employment and Labour Market Plan for a Toronto casino(s)' development and operation. The Employment and Labour Market Advisory Working Group could include representation from the City of Toronto, OLG, the successful casino operator(s) and relevant stakeholders.
- b. In consultation with the City of Toronto, the OLG and/or casino operator(s) identify opportunities to partner with Toronto educational institutions to develop complementary skills training programs to support the joint Employment and Labour Market Plan for the development and operation of a Toronto casino(s).

1.2 Toronto Casino Operations Social Procurement Opportunities

The large workforce required to operate a casino and its related entertainment and support services would provide the City with the opportunity to work with the OLG and the casino operator(s) to maximize the value of the casino's employment needs for the local community, youth and unemployed/underemployed Toronto residents. The City of Toronto regularly supports specific large-scale initiatives through the development of employment strategies that simultaneously targets the needs of employers while also addressing the employment needs of unemployed and underemployed Toronto residents.

1.2.1 Examples

Recent examples of the City working to incorporate employment strategies into Toronto development agreements include the Woodbine Live! Development Agreement Community Improvement Plan (CIP) and the 2015 Toronto Pan/Parapan Am Games Supply Chain Diversity Policy.

Woodbine Live! Development Agreement Community Improvement Plan

In July 2007, City Council approved Official Plan and Zoning amendments to permit a proposal by Woodbine Entertainment Group (WEG) and Cordish Companies to transform 25 acres of underdeveloped land near Woodbine Racetrack into a new entertainment destination. The Woodbine Live! development was to be a multi-phase project with entertainment, retail, hotel, office and residential components.

As part of the City's work with Woodbine Entertainment Group on the Woodbine Live! development, a Community Improvement Plan (CIP) was devised that incorporated a number of employment-focused initiatives into Woodbine Live!'s operations, including:

- A requirement to develop and implement a Local Hiring and Employment Strategy that would i) provide local residents priority in accessing employment opportunities in Woodbine Live!; ii) support local residents to prepare for and be able to access employment and training opportunities resulting from the

development; and iii) coordinate the delivery of employment programs with academic institutions to prepare and refer qualified and job-ready candidates for employment in Woodbine Live!.

- A requirement WEG/Cordish Companies construct and fund the ongoing operations of an Employment Centre within two kilometres of the Woodbine Live! site that would be made available to Toronto Employment and Social Services and would include space for individual career counselling, group presentations, computers, job posting boards and interview preparation for area residents.
- A requirement Woodbine Live! and/or its tenants provide five months advance notice of jobs for posting in the Woodbine Live! Employment Centre (to provide area residents the opportunity and time to acquire or improve their skills prior to the hiring period, enhancing their chances of success as applicants leading to sustainable employment.)
- A requirement that an apprenticeship program for local resident be established in partnership with Woodbine Live!, the general contractor, the Ministry of Training, Colleges and Universities, local academic institutions and other relevant stakeholders.
- A requirement Woodbine Live! work with the City to develop and implement measures to monitor and regularly report on the progress of the CIP's employment-focused initiatives in achieving the objectives established, particularly in regard to the hiring and provision of employment supports to local area residents.

In early February 2013, Woodbine Entertainment Group stated in multiple media outlets that it had ended its partnership with the Cordish Companies in the development of the Woodbine Live! project and was reviewing options to proceed with the development. The original Woodbine Live! development agreement and the related Community Improvement Plan reached in 2007 established a precedent for the City in securing social procurement employment and skills training commitments for local area residents as part of the ongoing operations of a large-scale private sector development.

Pan/Parapan Am Games Toronto 2015 - Supply Chain Diversity Policy

It is expected the Pan/Parapan Am Games will create approximately 15,000 jobs in the Greater Golden Horseshoe region through the development of the structures/infrastructure and operations required to deliver the Games. Building on 'best practices' identified by the City of Toronto and other stakeholders, TO2015 has committed to a procurement strategy for the Pan/Parapan Am Games that emphasizes a diverse roster of suppliers and encourages opportunities for local businesses to participate in Games related business opportunities.

TO2015's procurement strategy and "Supply Chain Diversity Policy" recognizes that "diverse suppliers" are sometimes overlooked or excluded from procurement opportunities due to reasons of internal capacity, limited marketing expertise, or otherwise. To enhance the positive economic impact of the Pan Am Games on Ontario businesses, especially within the Greater Golden Horseshoe region, TO2015 wants to utilize a skilled supply base that resembles the diversity and multicultural heritage of the region without compromising cost or quality.

TO2015's Supply Chain Diversity goal is to "engage diverse businesses based in the Greater Golden Horseshoe (GGH) and engage them to effectively pursue TO2015's procurement opportunities." To support the achievement of this goal, TO2015 will:

- Make 100% of TO2015's procurement tenders available to the diverse suppliers and invite their participation;
- Use diversity as measurable evaluation criteria in 100% of TO2015's tenders, in a manner such that diversity policies won't exclude any non-diverse businesses, and diversity measures represent 10% or less of the overall evaluation;
- Size procurements in a way that best fits diverse supplier capacity; and
- Where capacity exists, obtain a quotation from at least one diverse supplier for all purchases less than \$10,000.

To further support this goal, TO2015 has created a Supplier Diversity Advisory Council that consists of local business leaders with a network of diverse suppliers to act as an intermediary between TO2015 and the supply base and provide advice on procurement matters. Among other activities, this Council intends to:

- Identify suppliers by sector and validate/certify suppliers by diversity type;
- Create a supplier mentoring program; and
- Organize and facilitate outreach events including trade shows, business networking sessions and symposiums.

TO2015 has also developed program evaluation tools and metrics to track the progress and effectiveness of their supplier diversity efforts under their Supply Chain Diversity Policy. Examples of metrics implemented as part of the Supply Chain Diversity Policy include:

- the number of procurement tenders which had diverse supplier participation;
- the amount of direct spending with diverse suppliers; and
- the amount of indirect spending with diverse suppliers by firms which win TO2015 supply contracts.

As part of its Supply Chain Diversity Policy, TO2015 has established a definition of what constitutes a "diverse supplier" to guide all parties participating in the awarding of procurement contracts related to the operations of the Games. TO2015's definition designates a supplier as a "diverse supplier" provided the supplier is a Canadian small to medium sized enterprise with less than 500 employees and less than \$25 million in

revenue, which is 51% owned and operated by:

- Aboriginal peoples;
- Women;
- Persons with disabilities;
- LGBT individuals; and/or
- Individuals representing the multi-cultural heritage of the region/business owners and operators made up from the multi-cultural mosaic representing the citizens of the Greater Golden Horseshoe region.

1.2.2 Summary:

The City of Toronto has a strong experience of working with private sector and community stakeholder partners to develop innovative strategies to advance the employment priorities of Toronto residents on a local and city-wide basis while simultaneously supporting the ongoing operational needs of employers. Working with the OLG and operator of a Toronto casino(s), the City has the opportunity to develop an effective strategy to ensure meaningful employment opportunities afforded by a casino are accessible to Toronto's unemployed and underemployed, particularly in regards to youth, newcomers and marginalized residents, as part of a Toronto Casino Social Contract employment strategy. In addition, by working with the OLG and a Toronto casino(s) operator to leverage ongoing casino and related amenities' procurement requirements through the implementation of a supply chain diversity policy, the City can help mitigate the potential cannibalization of local business opportunities. A supply chain diversity policy will provide additional supports to local entrepreneurs and small businesses from diverse communities to gain valuable competitive experience and market exposure without compromising cost or quality for a Toronto casino and related facilities operator(s).

Recommendations:

The Ontario Lottery and Gaming Corporation include in its procurement process and subsequent agreements a requirement that casino and related amenities operator(s) implement a supply chain diversity policy that:

- a) encourages opportunities for local businesses; and
- b) ensures a casino(s) and related amenities utilizes a continuing skilled supply base that resembles the diversity and multicultural heritage of Toronto without significantly compromising cost or quality of casino operations.

2. CITY AND COMMUNITY USE OF SPACE AGREEMENTS

Access to community space remains a persistent challenge for many Toronto community-based service organizations and resident groups. While policies and programs exist to support community access to City facilities at reasonable costs, a number of festival and

cultural events that support community service provision, youth engagement, community arts programs and other civil society programs cannot be easily accommodated in many community-based City facilities and must either be accommodated in a limited number of City owned venues (e.g. Exhibition Place, Nathan Phillips Square, Toronto Centre for the Arts) or use privately operated venues at significant cost. (Examples of such events include the annual STOMP Urban Dance Competition & Showcase and the Manifesto Festival of Music and Art.) Such festivals and cultural events often are important components of community based programming, serving as catalysts for engagement, outreach, social innovation and creative civil society activity while providing important revenue generation opportunities that support the continued provision of community-based services and supports accessed by many Toronto residents.

Based on information provided by OLG staff of facility elements expected to be included in a Toronto casino, a Toronto casino would likely include live performance and larger venue spaces that would be well-suited to the needs of a number of the community-focused festival and cultural events provided access to such venues was available at a reduced/no cost to event organizers. The City has previously reached agreements to provide access to facilities for a limited number of facility operational hours for appropriate community purposes at a reduced cost to community organizations as a condition of facility development (e.g. BMO Field). The City has the opportunity to assist larger community-focused festivals and cultural events by working with the OLG and the operator(s) to ensure community event organizers can access suitable live event and/or large venue facilities (i.e. meeting space) for appropriate uses at a reduced or no cost for a limited number of facility operational hours as part of the Toronto Casino Social Contract.

Recommendations:

The Ontario Lottery and Gaming Corporation include in its procurement process and/or subsequent agreements a requirement that the OLG and operator(s) jointly work with the City to reach agreements that allocate a limited number of facility operational hours annually to provide Toronto residents the use live entertainment and/or meeting space facilities for appropriate community cultural purposes at reduced/no cost to residents.

3. HARM MITIGATION STRATEGY

As previously identified in City staff's review of peer-reviewed academic research on the social and health impacts of introducing gambling facilities to a community and as documented by the Centre for Addiction and Mental Health-Toronto Public Health joint report *The Health Impacts of Gambling Expansion in Toronto*, in a jurisdiction where gambling is present a smaller segment of the population (estimated to be between 1.2% and 3.4% in Ontario) is at risk of or is actively engaged in problem gambling behaviour. The consequences of engaging in problem gambling behaviour for such individuals can be significant, including negative impacts on physical and mental health, co-related substance use and addiction, loss of productivity, financial difficulties and family and

relationship breakdown. Equally, problem gambling behaviour often results in negative impacts on the health and well-being of problem gamblers friends, family and co-workers, and requires additional resources to be allocated to community services and supports required to address problem gambling. Implementing effective harm mitigation strategies to address problem gambling behaviour among higher risk individuals is necessary to minimize the negative social, economic and health impacts that are often associated with the introduction of new gambling facilities into communities.

In Ontario, the Provincial government primarily addresses problem gambling behaviour through the Ontario Problem Gambling Strategy (OPGS). Administered through the Ministry of Health and Long-Term Care, the OPGS allocates two per cent of slots gambling revenue (approximately \$60 million) to problem gambling treatment, prevention/awareness and research.

The OPGS currently places the greatest emphasis on funding problem gambling treatment/intervention programming, allocating approximately two-thirds (66%) of available funds to support the provision of treatment/intervention programming through community agencies and service providers across the province and the Ontario Problem Gambling Helpline, a 24/7 province-wide helpline for individuals and those impacted by problem gambling behaviour. Ontario Problem Gambling Treatment Providers provide a variety of treatment options and modalities, and in some cases have developed treatment programs specifically tailored to the needs of client populations such as women, youth, seniors and individual ethno-cultural communities.

OLG facilities also participate in several on-site programs and services that support the Province's problem gambling treatment and intervention efforts, including the establishment of Responsible Gaming Resource Centres and the implementation of a voluntary self-exclusion program at all gaming sites in Ontario. Responsible Gaming Resource Centres are independently operated by the Responsible Gaming Council and provide OLG facility patrons with information on safer gambling practices and assistance and local referrals to problem gambling support services and enrolment in OLG's voluntary self-exclusion program.

In addition to treatment programming, the OPGS allocates approximately 23% of available funds to support problem gambling prevention and public awareness initiatives in Ontario. These initiatives are comprised of a variety of outreach, education and awareness programs including OLG public information campaigns (e.g. the OLG responsible gaming website (www.knowyourlimit.ca), presentations to community groups, partnerships with relevant community-based service providers to support targeted education/engagement initiatives (e.g. youth outreach drama programs.) These efforts are complemented by the initiatives of the Ontario Government's problem gambling prevention community-based partners, such as the Centre for Addiction and Mental Health's Problem Gambling Institute of Ontario and the Responsible Gambling Council, which have organized public awareness campaigns such as Problem Gambling Prevention Week, social media campaigns and developed a website with support materials for people affected by problem gambling (www.ProblemGambling.ca).

The Provincial government also allocates approximately 11% of OPGS funding to support continued research on problem gambling through the Ontario Problem Gambling Research Centre. Working in partnership with the researchers in Ontario, across Canada and internationally, the Ontario Government supports the development of research on problem gambling policy, prevention and treatment activities to enhance the effectiveness of problem gambling mitigation efforts in Ontario.

Although the Ontario Government is committed to addressing the impacts of problem gambling, questions remain as to the effectiveness of the OPGS's emphasis on funding for problem gambling treatment over greater investments in prevention strategies as the Province seeks to expand the number and availability of casino gaming facilities in Ontario. Research has found that only a minority of problem gamblers seek or receive treatment, with it estimated as few as 1% to 2% of people who meet the criteria for problem gambling per year are seeking help from specialized programs in Ontario. In addition, there remains a need for research into system-wide problem gambling screening, assessment and treatment, limiting the ability of researchers and system managers to accurately assess the effectiveness of provincial problem gambling treatment programs and harm mitigation strategies.

Among researchers and problem gambling service providers a consensus exists that effective harm mitigation strategies are required to address the negative social, economic and health impacts of problem gambling that may be accentuated by increased access to gambling in local communities. As a new Toronto casino affords greater numbers of Toronto residents the opportunity to engage in casino gambling, increased investments are needed to strengthen community-based problem gambling prevention and awareness services, to strengthen the capacity of responsible gambling support services in Ontario casinos to proactively identify and respond to problem gambling behaviour of casino patrons and to implement systems to monitor the effectiveness of harm mitigation strategies established to support Toronto residents. In anticipation of the introduction of a new Toronto casino, the City has the opportunity to work with the OLG and Ministry of Health and Long-Term Care to review opportunities to strengthen harm mitigation measures to address the negative impacts of problem gambling as part of a Toronto Casino Social Contract.

Recommendations:

- The Ontario Lottery and Gaming Corporation include in its procurement process and/or subsequent agreements a requirement that the OLG and casino operator(s) work with the City of Toronto and Toronto Medical Officer of Health to review and consider implementing the recommended harm mitigation measures to address the negative impacts of problem gambling.
- The Ontario Government increase the proportion of gambling revenue dedicated to problem gambling interventions under the Ontario Problem Gambling Strategy to

support increased prevention, treatment and research addressing problem gambling in the Toronto region.

4. INDEPENDENT MONITORING AND ASSESSMENT OF TORONTO CASINO SOCIAL CONTRACT RECOMMENDATIONS

Accurately assessing the social, economic and health impacts of a casino following its introduction to a community remains a persistent challenge for researchers and governments alike, and has repeatedly been cited as a priority for investment and additional research focus in a number of studies analysing potential impacts of expanded gambling. Determining to what degree the presence of a casino facility in Toronto directly influences changes in the social, economic and health status of Toronto's residents, communities, neighbourhoods and the city as a whole is critically important for the City and its community partners to assess the effectiveness of efforts to mitigate the negative impacts of a casino, to identify opportunities to build on successful initiatives derived from a Toronto casino and to support the ongoing identification of 'best practices' responses to harm mitigation.

In equal measure, the City of Toronto has repeatedly identified the need for active monitoring and the regular reporting of program performance measures as a 'best practice' component of effective service delivery and program management, ensuring transparency, accountability and the effective use of City resources. The City has included active performance measurement mechanisms in a variety of programs and initiatives such as the Regent Park Revitalization Initiative and the Woodbine Live! Development Agreement's Community Improvement Plan. Active performance measurement mechanisms not only provide transparency and accountability to Toronto residents and community partners – an important and necessary component of any community-focused social procurement initiative – but also serve as valued tools for program managers to regularly assess and ensure the responsiveness of City services to changing conditions.

Currently, the OLG collects a variety of data on the activities of casino patrons to support its responsible gaming programs and other business activities and provides this anonymous data to researchers as part of the Ontario Problem Gambling Strategy. In exploratory discussions with the OLG it was indicated to City staff that the OLG may be willing to share such information with municipalities hosting a casino to support additional research efforts and harm mitigation program evaluations.

A Toronto Casino Social Contract will contain a variety of recommended measures to address harm mitigation, social procurement employment and training opportunities and enhanced community benefits. In keeping with the City's best practices, a transparent active performance measurement mechanism should be included as a recommended component of a Toronto Casino Social Contract in the form of an independent Toronto Casino Social Contract Monitoring Working Group. This Monitoring Working Group will be mandated to independently monitor, assess and regularly report on the progress made implementing the terms of the Toronto Casino Social Contract, related social

procurement/employment initiatives and the social, economic and health impacts of a Toronto casino and related facilities. As a necessary component of a Toronto Casino Social Contract, the efforts of the Toronto Casino Social Contract Monitoring Working Group will be funded from casino revenues.

The Toronto Casino Social Contract Monitoring Working Group will include representatives of the OLG, Social Development, Finance & Administration, Toronto Public Health, the Toronto Police Service, and invite representatives from the Ministry of Health and Long-Term Care, the Centre for Addiction and Mental Health and relevant research and community-based stakeholders. Ontario Lottery and Gaming Corporation staff have indicated that the OLG will represent the private sector operator of a Toronto casino(s) and related amenities for the purposes of both representation on the Monitoring Working Group and in regards to specific commitments/requirements of the casino and related facilities operator contained in a Toronto Casino Social Contract.

Recommendations:

- The Ontario Lottery and Gaming Corporation include in its procurement process and/or subsequent agreements the requirement that the OLG and/or a casino operator(s) participate on and co-operate with a Toronto Casino Social Contract Monitoring Working Group, mandated to independently monitor, assess and regularly report on the implementation progress of the Toronto Casino Social Contract's social, health, employment opportunities, skills training and apprenticeship commitments and the impacts of casino and related facilities operations on Toronto residents.
- The Toronto Casino Social Contract Monitoring Working Group include representatives of the OLG, Social Development, Finance & Administration, Toronto Public Health, the Toronto Police Service, and invite representatives from the Ministry of Health and Long-Term Care, the Centre for Addiction and Mental Health and relevant research and community-based stakeholders.