

CITY COUNCIL CONDITIONS: STAFF ASSESSMENT

Below is an assessment of the nine social (non-planning) conditions, plus additional considerations on Condition 2 which includes non-planning matters. The assessment highlights areas where consensus has been achieved through the City-OGGLP discussions and also highlights the terms and conditions contained the CBA as outlined in Attachment 1.

An assessment of the 12 planning conditions is provided in Item EY29.2 which includes the Final and Supplementary Reports by the Director, Community Planning, Etobicoke York District on the planning applications submitted by OGGLP and Woodbine Entertainment Group (WEG) for 555 Rexdale Boulevard. Item EY29.2 was considered by Etobicoke York Community Council on April 4, 2018 with staff recommendations adopted unanimously:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EY29.2>.

Condition 2: The service provider's development plan should build upon and support the international calibre race track operations at Woodbine.

City staff are of the opinion that Condition 2 has been satisfied. The planning and land use aspects of this condition are satisfied as outlined in the OGGLP Site Plan Control application as described in the March 19, 2018 report from the Director, Community Planning, Etobicoke York District (EY29.2). The operations/marketing aspect has been satisfied as OGGLP has outlined a number of measures to leverage and support the international calibre racetrack at Woodbine.

Measures identified by OGGLP to support the racetrack are centred on three key themes: the development plan, expansion of horseracing betting products to other sites, and cross-promoting expanded gaming at Woodbine with live horse racing. OGGLP has outlined their experience in the horse racing industry and identifies opportunities to leverage its partnership with WEG to draw new customers to horseracing.

As noted in the 2015 report from the City Manager, WEG anticipates that the gaming facility will serve as a catalyst for broader development bringing additional revenues and investment to the horseracing operations. Further, measures outlined by OGGLP in Condition 13 are also expected to draw incremental (net new) visitors to the Woodbine site including the racetrack.

Condition 13: The service provider will develop an international marketing plan and outline what measures it will implement to maximize the facility's ability to attract tourists both nationally and internationally.

City staff are of the opinion that Condition 13 has been satisfied. As outlined in Attachment 1, OGGLP has committed to developing and implementing an International Marketing Plan (IMP) and to working with City staff on the IMP over the course of the buildout, including updated metrics and performance indicators. The IMP will also be

developed and refined in the lead-up to the opening of the complex to reflect changes in the market and the full range of products and services at Woodbine.

OGGLP has already developed an initial International Marketing Plan (IMP) that aligns with existing tourism strategies. OGGLP has also indicated that it will collaborate with other government partners to attract incremental tourism to Toronto. Long-term partnership with tourism stakeholders and the City of Toronto as the facility is developed will help maximize OGGLP's ability to attract tourists both nationally and internationally.

The initial IMP includes three strategic objectives:

- To position the new integrated casino resort among the top three urban casino/entertainment resorts in North America.
- To position the integrated casino resort as a powerful, complementary addition to the city's vibrant hospitality industry, augmenting Toronto's overall appeal to visitors from outside Ontario.
- To drive incremental visitation, extend average stay and increase visitor spending in the city, accelerating job and revenue growth across Toronto's tourism sector.

The initial IMP also describes nine tactics to achieve these strategic objectives, including:

- The launch of a global brand.
- Plans to attract major meetings and conventions to Woodbine.
- Promotion of live events, including collaborating with Woodbine Entertainment Group to promote horse racing.
- Air travel partnerships.
- Partnerships in international markets.
- Editorial and earned media coverage.
- Direct marketing campaigns.
- Participating in travel trade programs and events.
- Leveraging Great Canadian Gaming's existing tourism properties across Canada.

OGGLP has stated that it will focus tourism marketing efforts on high-value target markets including the United States, China, Japan, the United Kingdom, Germany and South Korea.

Based on current long-term plans for the Woodbine site, OGGLP projects that the entertainment complex could draw up to ten to eleven million visitors annually (an increase from approximately six million today) and 250,000 incremental room nights annually upon completion. If the room night target is achieved, it would represent approximately a 2.5% increase from the number of room nights sold in the Toronto region in 2017, and would create a major new tourist attraction outside the downtown core. OGGLP has also developed other key performance indicators to measure the success of the site in driving tourism to Toronto. These include increases in incremental revenues, media coverage and social media engagement.

City staff are of the opinion that the initial IMP's objectives, target markets and performance indicators are reasonable and appropriate for developing a successful tourism property. The initial IMP provides a framework for OGGLP to generate incremental visitor spending and attract incremental tourist visitation to Toronto, and its strategic objectives and tactics align with industry best practices and build on Woodbine's existing brand as a premier venue for horse racing and other live events. Great Canadian Gaming (a partner in OGGLP) also has a successful track record of marketing casino properties across Canada and has stated its intention to leverage its existing relationships and partnerships to drive tourism to the OGGLP Woodbine site.

Importantly, the initial IMP aligns OGGLP's marketing initiatives with existing strategies by Tourism Toronto, the Ontario Tourism Marketing Partnership Corporation and Destination Canada, including shared target markets and joint promotional ventures. By maintaining partnerships with these agencies, OGGLP will contribute to shared efforts with government partners to attract new visitors to Toronto.

Condition 14: The service provider will develop an Employment and Labour Market Plan satisfactory to the City, which will apply to the gaming facility and related development and operations, including:

- a. working with educational institutions in Toronto to develop employment, skills training and apprenticeship opportunities for local Toronto residents; and**
- b. a commitment from the service provider to examine all reasonable opportunities and take the appropriate steps to mitigate any potential harm to the local community and prioritize the hiring of appropriately skilled persons living within adjacent Toronto communities.**

City staff are of the opinion that Condition 14 has been satisfied.

Attachment 1 outlines OGGLP's commitments to develop and implement a 20-year Employment and Labour Market Plan (ELMP) which addresses stability for current staff (career laddering), expanded employment (new recruitment) and employment equity (community engagement, local and social hiring). OGGLP has also committed to include in the Plan, key actions, deliverables and high level implementation timelines for the first 5 years (2018-2022). The ELMP will be monitored by the Employment and Labour Market Advisory Working Group.

Attachment 1 also outlines OGGLP's key commitments to employment targets as follows:

- Use all reasonable commercial efforts to ensure a minimum of 10% of all construction trade and craft working hours be apprentices or journeymen from the Woodbine Local Area or equity-seeking groups.
- A minimum of 40% new hires (to be tracked by headcount) through local or social hiring, in which at least half is dedicated to local hiring.
- In the first two years of operations, at least 40% of total employees will work full-time (at least 35 hours per week). After two years of operation, at least 50% of employees will work full-time.

The total number of jobs is outlined in the report, while the Woodbine Local Area, social hiring and equity-seeking groups are defined in Attachment 1.

OGGLP also commits to working with technical schools and local employment services networks as part of the hiring process for construction professional, technical and administrative roles.

Attachment 1 further outlines OGGLP's commitments to monitoring, tracking and reporting. Early details on tracking and reporting are also included in the draft Terms of Reference of the Employment and Labour Market Advisory Working Group which OGGLP will chair (see Attachment 6).

Further details and staff analysis are provided below.

Draft Employment and Labour Market Plan (ELMP)

OGGLP has developed a draft ELMP which sets the appropriate direction by defining intended beneficiaries, outlining specific employment targets as part of construction and operations, establishing early connections with educational institutions such as Humber College to develop employment skills training, identifying ways to break down barriers to employment for targeted groups and identifying partners and strategies for implementation. The draft ELMP articulates clear commitments that provide the foundation for ensuring local employment benefits are realized and implementation will be critical to meet the proposed targets, goals and objectives.

Intended Beneficiaries

City staff are satisfied with OGGLP's two-fold approach to identifying intended employment beneficiaries using a place-based (local hiring) and population-based (social hiring) approach.

The place-based approach, also referred to as "local hiring", gives priority to qualified individuals who live in the Woodbine Local Area. OGGLP's definition of local area is aligned with the City's definition.

The population-based approach, also referred to as "social hiring", intends to benefit individuals distant from the labour market and includes members of equity-seeking groups such as Aboriginal peoples, persons with disabilities, racialized groups and visible minorities, women, lesbian, gay, bisexual, trans, queer, two-spirit communities (LBGTQ2S), undocumented individuals, newcomers, immigrants and refugees, persons with low income and youth. It also includes people who face unique barriers to employment, such as Ontario Works clients. OGGLP's definition aligns with definitions used in City of Toronto programs and corporate strategies.

Employment in Construction

City staff are of the opinion that local and social hiring targets for construction are required to achieve desired long-term workforce development outcomes. OGGLP will use all reasonable commercial efforts to ensure a minimum of 10% of all construction

trade and craft working hours be apprentices or journeypersons from the Woodbine Local Area or equity-seeking groups. This target will apply to contractors and subcontractors.

The 10% target is consistent with the standard used in recent Ontario examples of workforce development through community benefits, most notably the Metrolinx Eglinton Crosstown Community Benefits Framework.

To ensure that local and equity-seeking job seekers can access and retain construction trades and craft worker apprenticeship and journeyperson opportunities, employment pathways and supports are needed to access opportunities. To that end, OGGLP will work with programs like Construction Connections, a construction sector workforce development and employment services hub. Construction Connections is being led by the Ministry of Advanced Education and Skills Development, Toronto Employment and Social Services, the Provincial Building and Construction Trades Council of Ontario, Toronto Community Benefits Network, United Way Greater Toronto, and Atkinson Foundation, among others.

OGGLP will ensure that its contractors and subcontractors prioritize recruitment for these roles through existing construction sector workforce development pathway programs by including Community Benefits language in construction tenders that identify the same requirements of targets and workforce development programs as those required by OGGLP.

Employment in Operations

OGGLP has committed to prioritizing local hiring in its recruitment processes. For employment in operations jobs, OGGLP has agreed to a minimum of 40% new hires (to be tracked by headcount) through local or social hiring, in which at least half is dedicated to local hiring. Through community feedback, the City heard residents emphasize the need for job opportunities.

Based on the demographic profile of residents in the Woodbine Local Area, City staff are of the opinion that 40% local or social hiring for operations employment is measured and appropriate.

OGGLP has stated that it is interested in "providing decent work rather than perpetuating precarious employment." Research reports show that many jobs associated with casinos are precarious, low wage, and low skill with limited benefits.¹ OGGLP has committed to seeing the majority of jobs be permanent, full-time, career orientated roles that come with opportunities for valuable training, ongoing advancement and the potential to career ladder over decades. In the first two years of operations, at least 40% of total employees will work full-time (at least 35 hours per week). After two years of operation, at least 50% of employees will work full-time. These targets hold OGGLP accountable to a minimum proportion of dedicated full-time positions once gaming operations are underway.

¹ Barnes, S. (2013). The Real Cost of Casinos: A Health Equity Impact Assessment. Wellesley Institute.

Employment and Labour Market Planning and Implementation

To achieve their stated employment goals, OGGLP has committed to working with City staff and local non-profit and community agencies through the Employment and Labour Market Advisory Working Group (see Condition 15). City staff will work with OGGLP on pre-employment job training opportunities which was voiced strongly in community feedback.

In response to feedback from the community and City staff, OGGLP has identified an approach to supporting job seekers with criminal records. This is particularly important due to the requirements of the Alcohol and Gaming Commission of Ontario (AGCO) which conducts risk based eligibility assessments for those looking to work in Ontario's gaming industry. OGGLP commits to making information available to local community employment agencies regarding opportunities that are and are not available in light of regulatory and risk management requirements.

OGGLP has stated that it will remove unnecessary educational requirements across positions in order to improve accessibility to opportunities, especially for those residents who already face other systemic barriers to employment.

City staff are of the opinion that developing customized employment preparation and recruitment approaches are one of the best ways to meet the needs of specific job seeker groups. Residents in the Woodbine Local Area may benefit greatly from these approaches. The Employment and Labour Market Advisory Working Group provides a forum for such discussions.

OGGLP has also committed to actively tracking and reporting on hiring from targeted Neighbourhood Improvement Areas and equity-seeking groups, which will serve to benchmark progress against the stated targets over time, providing transparent accountability and allowing for ongoing engagement and continuous improvement, as necessary. The Metrolinx Eglinton Crosstown Community Benefits Framework may provide a useful tracking approach and lessons learned to OGGLP.

Condition 15: The service provider will establish an Employment and Labour Market Advisory Working Group, comprising representatives from the service provider, the City of Toronto, and other relevant stakeholders (e.g. the OLG) to oversee the implementation and reporting of outcomes of the Employment and Labour Market Plan, including skills training and apprenticeship opportunities that provide improvements to the lives of Toronto residents.

City staff are of the opinion that Condition 15 has been satisfied. As outlined in Attachment 1, OGGLP has committed to convening an Employment and Labour Market Advisory Working Group as required by City Council. OGGLP has submitted the draft Terms of Reference for the Group which they will chair (Attachment 6).

As required by City Council, the Working Group will oversee the implementation and reporting of outcomes of the Employment and Labour Market Plan, including skills training and apprenticeships. The Terms of Reference will be finalized by the Working Group once it is convened.

OGGLP outlines the City as a member of the Working Group and initially, two community-based partners being Humber College and the YMCA. The Terms of Reference contemplate participation by other community-based employment and workforce training organizations serving the Etobicoke/Rexdale area. This indicates intention for the membership of the Working Group to reflect the local area's breadth and diversity. It will be important to include a range of stakeholders representing employment services, training and community networks.

It will be important for the Working Group to function as a project intermediary, responsible for the planning and coordination of various aspects of the Employment and Labour Market Plan implementation, including ongoing community stakeholder engagement, local programs and services coordination, and the development and management of customized recruitment processes.

As with the broader governance framework outlined in the report, the mechanics of the group and its support for implementation and monitoring of progress and achievements is anticipated to be determined following required approvals.

Condition 16: The service provider will implement a Supply Chain Diversity Policy, which will:

- a. Include opportunities to secure agreements that support operational requirements and provide added-value to local businesses;**
- b. Require the service provider to take all reasonable steps to create opportunities for local businesses to benefit from the proposed development;**
- and**
- c. Require the service provider to take all reasonable steps to encourage the hiring and purchasing of skilled service providers that resemble the diversity and multicultural makeup of Toronto.**

City staff are of the opinion that Condition 16 has been satisfied. As outlined in Attachment 1, OGGLP has committed to develop and implement a Supply Chain Diversity Policy and Procedures to increase access of local and equity-seeking groups to short- and long-term procurement opportunities. In addition, OGGLP has committed to working collaboratively with the City and Supplier Councils (established non-profit supplier certification organizations) and will develop targeted lists of certified diverse suppliers to be included in OGGLP's procurement processes. OGGLP also committed to engaging in a number of supporting activities during the Supply Chain Diversity Policy development and implementation phases.

In addition, OGGLP has committed to ensure a minimum 10% of annual operational procurement, excluding specialized items such as gaming devices and technology, are procured from a local or diverse supplier (including existing contracts). This target is similar to the City of Vancouver's 10% local procurement target in at least 7 CBAs to date, including two gaming facilities.

Two key, notable supporting activities identified by OGGLP are: (1) dedicating sufficient procurement staff time to oversee the supply chain diversity policy and procedures; and (2) conducting comprehensive community outreach and education. Dedicating sufficient

procurement staff time will also help OGGLP work collaboratively with community groups to make sure the Supply Chain Diversity Policy and program contributes to inclusive economic development, and set targets over time to achieve intended supply chain diversity outcomes.

The policy will also include specific mechanisms to increase equitable access for diverse suppliers. This includes requiring that for contracts under \$100,000, OGGLP will include at least one quote from a local or diverse supplier as part of the bidding process where suppliers can be reasonably identified. For contracts with a value of over \$100,000, OGGLP will provide direction to suppliers to adopt a local and/or diverse supplier program, and may give consideration to this when evaluating bids. OGGLP also notes that in the event that all other considerations are equal, tied bids may be awarded preferentially to a participating local or diverse supplier.

Through the development of a Supply Chain Diversity Policy, City staff are of the opinion that OGGLP is committed to strengthening local business communities. OGGLP's interest in learning from the City's Social Procurement Program and actions taken to date (such as meeting with City partners in this work) has begun to demonstrate their commitment to leverage the Woodbine redevelopment as an opportunity for long-term, inclusive economic development that targets diverse suppliers and equity-seeking groups.

Condition 17: The City will not consent to the expansion of the gaming at Woodbine unless the Ontario Lottery and Gaming Corporation (OLG) and service provider(s) have entered into:

(a) an agreement through which the service provider(s) acknowledge(s) that, in relation to the existing collective agreement(s) to which OLG is bound related to the Woodbine gaming operations, the service provider is bound by that collective agreement as if it had been a party thereto in accordance with the "Sale of Business" provisions of the Labour Relations Act, 1995, SO 1995, c 1, Sch A, as amended; and

(b) an agreement through which the service provider(s) agree(s) to refrain from engaging in coercion, intimidation, threats, promises or undue influence or otherwise interfering in the formation, selection or administration of a trade union or the representation of employees by a trade union or from contributing financial or other support to a trade union representing or attempting to represent employees of either OLG or the service provider(s) employed in the Woodbine gaming operations, consistent with the provisions of the Labour Relations Act, 1995, SO 1995, c 1, Sch A, as amended;

and City Council requests that the OLG and its service provider enter into:

(c) an agreement, pursuant to s. 18(3) of the Labour Relations Act, 1995, SO 1995, c 1, Sch A, as amended, with any trade union seeking to act as the exclusive bargaining agent for a defined bargaining unit of employees of Ontario Lottery and Gaming Corporation or its service provider recognizing the trade union as the exclusive bargaining agent of the employees where the trade union can

establish that a minimum of 50 percent plus 1 of the employees in the defined bargaining unit are members of the trade union and have signed union authorization cards.

This requirement shall apply to all operations undertaken by OLG/the service provider at Woodbine, but for construction, alteration, or repair of the premises conducted by the Ontario Lottery and Gaming; the service provider; or their lessees or tenants.

City staff are of the opinion that Conditions 17(a) and 17(b) have been satisfied as such agreements were entered into on January 23, 2018 when OGGLP assumed operations of the gaming facility. OLG has verified the presence of said agreements and OGGLP has sent a letter confirming that they have entered into such agreements with OLG. The response is consistent with the City Council conditions and the provisions of the *Labour Relations Act, 1995* upon which they are based.

17(c) is a request of OGGLP, not a condition to City Council's approval of expanded gaming. OGGLP has identified that it is legally bound by and will comply with all applicable laws, including without limitation the *Labour Relations Act, 1995* including its provisions regarding the recognition of trade unions. OGGLP has stated that it respects the role of organized labour and will not engage in coercion, intimidation, threats, promises or undue influence; nor will it choose one union over another, encourage raiding, or interfere in employees' right to choose who represents them.

Attachment 1 commits OGGLP to respect the role of organized labour and not engage in coercion, intimidation, threats, promises or undue influence, and continue to comply with its contractual obligations to OLG and its applicable statutory labour obligations.

Condition 18: The service provider will identify commitments for the provision of access to suitable live event and/or large venue facilities, at little or no cost, for a limited number of operational hours within its facilities, for appropriate community cultural purposes.

City staff are of the opinion that Condition 18 has been satisfied. As outlined in Attachment 1, OGGLP has committed to making space at the 4,200 seat entertainment venue available for a minimum of 1 large-scale event per month, or 12 per year, for little to no cost to the community. According to OGGLP, large-scale events typically include the event and approximately 1-3 days of set up and tear down.

In addition, OGGLP has committed to providing access to the 5,000 square foot on-site training centre which is being created to provide gaming specific training to employees, as well as other spaces at 555 Rexdale Boulevard which will be explored in conjunction with the development of the Community Access to Space Policy.

OGGLP has also committed to developing and implementing a Community Access to Space Policy and Procedures. Building on its work to date, the Policy and Procedures will address guidelines for registration and accessing space, fee guidelines to access spaces, weekly, monthly, and/or annual targets for each venue or space, and number

and type of spaces available. OGGLP will also engage the community in doing this work.

Available Space

The 4,200 seat entertainment venue comes with flexible design capacity to allow for multiple styles of use including seated performance events, open floor convention style use, and additional meeting spaces. The 5,000 square foot on-site training centre will be created by OGGLP as a venue to provide gaming specific training to employees. This space could be well suited to hosting smaller community meetings, workshops or social development activities. While both venues are being developed for commercial use, OGGLP has indicated that both venues are flexible to allow for a range of community uses and formats.

While not a requirement outlined in City Council's conditions, a best practice is consulting the community prior to the design of facilities that could potentially offer community access to space. City staff note that should this be possible going forward, such conversations can be facilitated through the development of the Community Access to Space Policy and Procedures.

Community Access to Space Policy and Procedures

OGGLP acknowledges a range of barriers that community groups may face in accessing a large-scale entertainment venue (such as insurance, audio-visual equipment, catering, event planning and coordination) and has committed to addressing and alleviating these barriers in its future Community Access to Space Policy and Procedures which will provide a framework and process for community use of space. Great Canadian Gaming (a partner in OGGLP) has a history of providing community use of space at its facilities across Canada.

OGGLP commits the policy will include: (1) clear, consistent guidelines for registration and accessing space; (2) fee guidelines to access spaces, as applicable; (3) weekly, monthly, and/or annual targets for each venue or space, and number and type of spaces available; (4) methods to minimize or eliminate incidental costs associated with large-event planning such as insurance, audio-visual equipment, catering, event planning and coordination; and (5) a plan for community engagement to identify the community's priority space needs.

Through the consultations, residents consistently ranked affordable access to community space as a top priority. The OGGLP proposal, if implemented, will make strides in meeting that need.

Condition 19: The service provider must maintain all existing and planned Responsible Gambling measures and work with City staff and the Toronto Medical Officer of Health to implement harm mitigation measures to address the negative impacts of problem gambling.

City staff are of the opinion that this condition has been satisfied by OGGLP and OLG. As outlined in Attachment 1, OGGLP has committed to maintaining all Responsible

Gambling (RG) measures in place as required by OLG and the Alcohol and Gaming Commission of Ontario (AGCO), and implementing and maintaining all planned RG measures required by OLG. It is City staff's opinion that the current regulatory framework for RG in Ontario, in combination with the accountability mechanisms outlined under Condition 21 provides assurance that OGGLP will maintain all existing and planned Responsible Gambling measures in accordance with OLG requirements.

OLG's has confirmed that OGGLP must adhere to the RG standards and controls currently in place and that OLG will continue to maintain oversight and policy development for RG. The service provider is also required to comply with standards that are enforced by AGCO.

The current regulatory framework for RG in Ontario, the integration of RG in OLG operations and its business strategy, and the arm's length regulatory nature of AGCO provide a high degree of certainty that current and planned RG standards, policies and initiatives at the gaming facility at Woodbine Racetrack will continue to be adhered to or implemented, and that service providers will continue to be held accountable to provincial regulatory authorities on RG related matters.

Since 2015, several measures have been implemented by OLG which demonstrate a commitment to ongoing improvements in RG. For example, MyPlaySmart budgeting tools on electronic games have been implemented at Georgian Downs and Casino Belleville to help players manage time and money spent. OLG notes there are plans to deploy this tool at Woodbine Racetrack in 2019. In addition, the Responsible Gambling Council staff (RGC, an independent non-profit organization) who are present at the facility 15 hours a day (11am - 2am), will now have access to the gaming floor to enhance player interaction and education.

OLG has also outlined to City staff its role to promote healthy gambling and providing problem gamblers with help if needed, including referral to free services such as counselling and treatment programs. OGGLP's further describes how they will leverage their experience from other gambling venues across Canada to meet or exceed the RG requirements at Woodbine. Examples cited include the creation of a dedicated RG department, RG site committees and RG champions. Senior leadership at Great Canadian Gaming also have RG experience including participating in the development of the RG Check accreditation program.

Both OLG and OGGLP have committed to work with City staff and Toronto Public Health on harm mitigation measures to address the impacts of problem gambling. The primary mechanism will be the Casino Woodbine Responsible Gaming Oversight Committee established and chaired by OLG under Condition 21 (see Attachment 7). Implementation of such tables are an important feature of the community benefits regime as they will allow for long-term monitoring and provide an avenue to identify, report on and respond to potential risks.

Enhancing the Responsible Gambling Framework in Ontario

As gaming expansion is rolled out across Ontario a commitment by the Province to enhance and preserve existing investments in RG would provide greater reassurance

that risks are mitigated for residents in Toronto and other communities in Ontario over the long-term. It would also ensure that Ontario and OLG continue to maintain a leadership position for RG best practices in North America and beyond.

Accordingly, it is recommended that City Council request that the Province of Ontario continue to enhance and invest in its RG framework and approaches to minimizing the potential social, health, financial and other harms to Ontario residents due to gambling expansion in Ontario by directing funds to prevention, treatment, research, knowledge translation, and education (including for secondary school students).

Condition 20: The service provider will address the potential negative impacts of expanded gaming at Woodbine and identify community benefits it will contribute to mitigate any potential risks, including:

- a. the preparation of regular reports assessing the health and social impacts of gaming operations at Woodbine;**
- b. providing additional social and health services to address any increase in vulnerability to Toronto residents brought about by expanded gaming at Woodbine;**
- c. a commitment to proactively addressing the negative impacts of problem gambling through prevention, intervention, treatment referral and harm mitigation initiatives based on internationally recognized best practices;**

City staff are of the opinion that Conditions 20a, 20b and 20c have been satisfied through Condition 19, the commitments of OGGLP as outlined in Attachment 1, and through the committee proposed and chaired by OLG under Condition 21 (see below and Attachment 7).

Together, these items indicate that both OLG and OGGLP will be continuously examining these issues in collaboration with the City and key stakeholders. Conditions 20a-20c have a long-term focus which requires ongoing sharing of data and reporting, and an ongoing commitment from OLG and the service provider to address potential negative impacts of expanded gaming.

Condition 20a

OLG has reaffirmed its statutory, regulatory and policy mandate for RG and has outlined to City staff its many initiatives and the associated data collection and public reporting. OLG has also committed to provide Woodbine-specific information tracking key metrics pertaining to RG on a quarterly basis through the Casino Woodbine Responsible Gambling Oversight Committee (see Condition 21 below) and supplying context and analysis of the Woodbine-specific RG data in comparison to provincial RG figures. As a result of the City and OLG's work, Woodbine will be the first site where this has occurred.

OLG's commitment to share information is consistent with its efforts to improve data transparency including transitioning to web-based reporting which would permit more frequent updates. As outlined in Attachment 1, OGGLP has also committed to supporting this work. It is anticipated that details (e.g. metrics on RG customer

education and support, frequency of reporting) will be determined as part of the Casino Woodbine Responsible Gambling Oversight Committee (see Condition 21 below).

Condition 20b

OLG has provided City staff with further detail on its role (and the role of the Province) in providing funding for RG programs in Ontario. In 2017, \$57 million was spent on treatment, prevention and research on problem gambling. This amount is approximately equivalent to 2% of gambling revenue. OLG also offers referral to various free problem gambling services and maintains relationships with local community service agencies, organizations and stakeholder groups on RG issues, and has formal agreements with site-specific treatment providers across the province. The PlaySmart Centres, located at each site and staffed by Responsible Gambling Council employees, display information on treatment services and Centre staff provide advice on treatment and support services.

OLG will work with City staff (including Toronto Public Health), OGGLP, and local problem gambling treatment providers to use evidence-based research from the facility at Woodbine Racetrack to determine if there has been an increase in vulnerability to Toronto residents due to expanded gambling. This work will ultimately help assess any change to the level of demand for services and whether additional support services should be introduced.

Condition 20c

OLG has committed to work with City staff (including Toronto Public Health) and OGGLP to provide information on gambling and encourage and facilitate access to support services. OLG has also outlined that RG will be maintained as an integral part of its business strategy. OLG's response to City staff provides a broad overview of its approach to prevent and mitigate problem gambling amongst players. Additional details and examples were also provided on OLG's initiatives related to prevention and intervention, treatment referral and harm mitigation (e.g. OLG's self-exclusion program).

Condition 20 (continued):

- d. the identification of and commitment to social procurement opportunities and strategies that are aimed at providing benefits to local businesses and residents;**
- e. the identification of and commitment to the principles of an Employment and Labour Market Plan to support the development and operation of the proposed expansion;**
- f. the identification of and commitment to the principles of a Supply Chain Diversity Policy to encourage meaningful employment opportunities; and**
- g. the identification and commitment to building sustainable community relationships and initiatives that benefit Toronto residents.**

City staff are of the opinion that Condition 20d, 20e, 20f and 20g have been satisfied through details outlined under Conditions 14-16 and 18-19 which demonstrate commitment to social procurement, supply chain diversity and an Employment and Labour Market Plan (including employment targets). Further, Condition 20g is also specifically addressed in the governance section in the report which includes pathways

to identifying future impacts and benefits and building sustainable community relationships over the long term.

Condition 21: The service provider will develop and enter into an agreement (or multiple agreements) with the City, in a form satisfactory to the City Manager and the City Solicitor, identifying the terms and conditions of community benefits it will contribute to mitigate any potential risks of expanded gaming at Woodbine, including the establishment of an oversight committee responsible for reporting on progress, and comprising representatives from the service provider, the City of Toronto, including Public Health, 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.

City staff are of the opinion that Condition 21 has been satisfied through OGGLP's commitment to enter into a Community Benefits Agreement (CBA) with the City on the terms and conditions set out in Attachment 1, and through Attachment 7 which outlines OLG's Terms of Reference for a Responsible Gambling Oversight Committee (with members as identified by City Council in 2015).

Community Benefits Agreement

Attachment 1 outlines the terms and conditions of the CBA which includes specific requirements and targets that secure local employment, economic development, access to community space, and Responsible Gambling commitments from OGGLP for the local community and Toronto residents. It sets the stage for a 20-plus year relationship between the City and OGGLP that will require a commitment to an ongoing partnership with transparent reporting and accountability to stakeholders and the broader community.

The CBA will be a contractual commitment by OGGLP to the City to meet the non-planning Council conditions for expanded gaming through the specific means identified in the CBA. The governance and accountability framework detailed in the report will be established to monitor and oversee the implementation of the CBA requirements.

Responsible Gambling (RG) Oversight Committee

As OLG retains responsibility for RG under gaming modernization and reports to AGCO and the Province (see Attachment 2), they have taken responsibility for meeting this condition. The Committee is proposed to monitor, identify and report on potential risks related to problem gambling and will include as a minimum the membership identified by City Council.

Through this Committee, OLG has committed to, amongst other things, report detailed provincial RG program metrics and data to the public through its PlaySmart website, work to evolve its RG Program through evidence-based research and provide a forum to discuss Responsible Gambling and problem gambling. The work of this Committee will be key to the implementation of Conditions 19 and 20a, b and c. In addition, as a measure of transparency and accountability, the draft Terms of Reference note that the Committee will receive all information related to RG from any Committee member. If

there is an RG measure OLG cannot implement, it will provide the Committee with an explanation of its approach and rationale, in writing.

Progress on RG will be incorporated as part of regular reporting by City staff to City Council which will provide further transparency on input provided by stakeholders and RG progress achieved. Through this monitoring and reporting, City Council will have the ability to escalate RG matters should they require changes to the provincial regulatory framework.

It is anticipated that the City will continue to explore additional research and partnership opportunities to help the City fully understand the broad social and health impacts of expanded gaming at Woodbine Racetrack, particularly impacts at the local community level. City staff will also contribute by providing information on additional local resources and connections to local stakeholders and service providers.