

Casino Woodbine

# **COMMUNITY BENEFITS AGREEMENT**

Annual Report: 2019

**Attachment 3: One Toronto Gaming's Annual Report - *Casino Woodbine  
Community Benefits Agreement – Annual Report: 2019***

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# Summary

One Toronto Gaming (OTG), a partnership between Great Canadian Gaming Corporation and Brookfield, is committed to ensuring the redevelopment and operation of the Casino Woodbine facility is a force for positive change in the Greater Toronto Area (GTA) – particularly for the site’s employees, for the Rexdale area, and for city residents who are at a social or economic disadvantage.

In support of this commitment, OTG entered into a Community Benefits Agreement (CBA) with the City of Toronto (City) in 2018. The CBA sets out a series of socio-economic targets that OTG would strive to meet as it began the process of expanding and revitalizing the Woodbine site.

These included targets relating to employment, procurement, international marketing, community access to space, childcare, Responsible Gambling (RG), and accountability and reporting.

In conjunction with the CBA, OTG developed a series of strategies – including a 20-year Employment and Labour Market Plan, a Supply-Chain Diversity Program, an International Marketing Plan, a Community Access Plan, a Responsible Gaming plan, and other plans that described how OTG intended to achieve the CBA’s goals.

The CBA took effect in 2018. Since then, OTG has begun to implement those plans, and has worked diligently to meet or exceed each of the targets specified in the CBA. It has done this with the support of three key bodies:

- The Community Steering Committee (CSC), convened by the City of Toronto;
- The Casino Woodbine Responsible Gambling Oversight Committee, convened by the Ontario Lottery and Gaming Corporation (OLG); and
- The Employment and Labour Market Advisory Working Group (ELMA), convened by OTG (see Appendix A).

This document summarizes these efforts, measuring progress to date against each of the targets set out in the CBA and describing the challenges and opportunities that have come into focus as this work has unfolded.

# Year One: Laying the Foundation

Since OTG took control of the Woodbine site in January 2018, it has made rapid strides toward its revitalization – rebranding the facility, upgrading staff training, refurbishing the grandstand, refreshing and expanding existing gaming floors, launching initial construction on key components of the larger planned entertainment complex and beginning the rapid expansion of the site’s work force. As OTG has undertaken this work, it has kept its commitments to its host community front and centre, taking care to integrate the CBA’s socio-economic targets into the planning and implementation of every stage of development.

Already this approach has borne fruit, enabling OTG to close in on the agreement’s targets ahead of schedule, and in some cases exceed them. This has delivered benefits to those the CBA intends to help and started to realize Casino Woodbine’s enormous potential to create lasting, positive change.

## Local and Social Hiring

### *CBA Targets*

The CBA puts strong emphasis on the promotion of employment equity at Casino Woodbine, setting out several key targets in relation to local and social hiring that must be achieved by 2022 (coinciding with the opening of the new, expanded facility). These include:

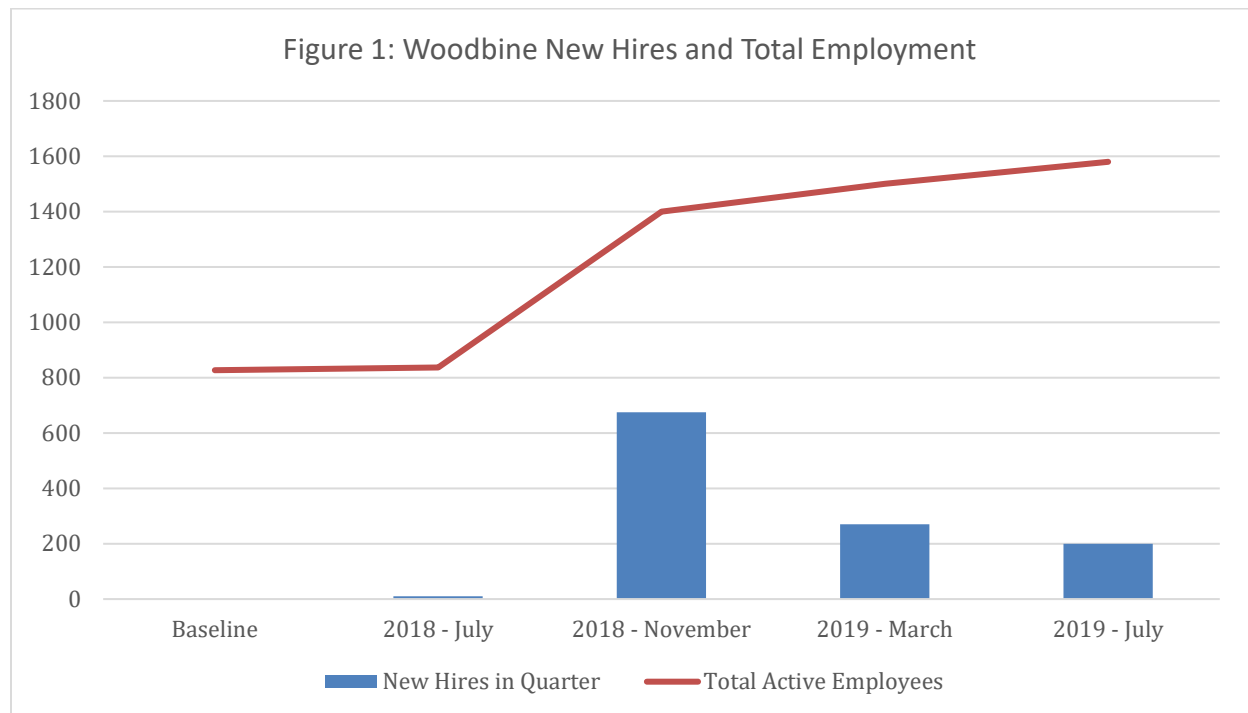
- **Target 1:** A minimum of 40% of the post-expansion Woodbine Gaming Lands operational employees must be local or social hires, of which at least half of the 40% (20% of total hires) must be local (meaning they reside within a 7 kilometre radius of Woodbine – see map on page 7);
- **Target 2:** At least 10% of overall construction hours must be worked by apprentices or journeypersons hired through local or social hiring – with an emphasis on youth employment; and
- **Target 3:** OTG should identify appropriate job opportunities for people with criminal records.

OTG has already made considerable progress toward these goals. Thanks to recent hiring for table gaming in the existing grandstand, OTG is on track to meet or surpass many of the CBA’s targets ahead of the 2022 deadline. OTG’s work in this area, and the successes it has seen to date, are highlighted in the report.

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#### *Rapid Expansion of Job Opportunities*

When OTG assumed operations of Casino Woodbine, the facility employed 827 individuals. Over the past year, that number has risen rapidly, driven primarily by the introduction of live table gaming in the existing grandstand facility. OTG has hired approximately 1,100 new team members. After accounting for typical rates of turnover, the number of active employees at the site had almost doubled from just over 800 to 1,600 by OTG's August 1, 2019 reporting cut-off (see Figure 1). Subsequent to that reporting cycle, total employment grew to just over 1,700 by September 2019.



#### *Outreach Activities*

To ensure that the increased employment opportunities met the CBA targets, OTG took significant steps to make new employment opportunities accessible to residents of the Rexdale community and to equity-seeking groups. This work included:

- Designing job requirements that emphasized aptitude and attitude ahead of experience and educational attainment, with the aim of lowering barriers to entry;
- Collaborating with government, non-profit partners, and employment agencies to design and implement accessible hiring events;
- Communicating details about those events to employment partners to ensure they could help prepare an appropriate candidate pool in advance;

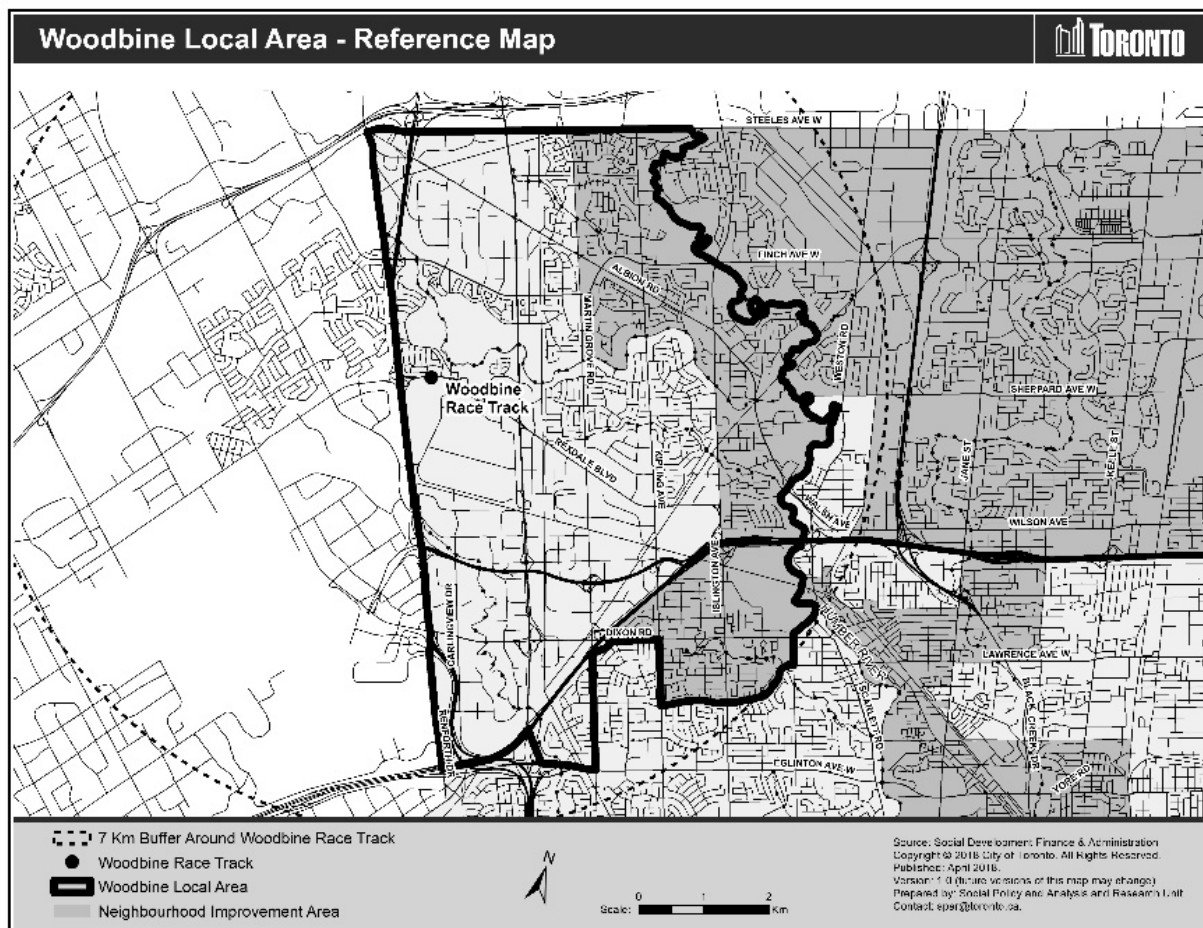
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- Attending more than 56 meetings and events with community members, businesses and stakeholders;
- Delivering *Preparing for Success at Casino Woodbine* information sessions, attended by more than 516 people;
- Hosting various pre-employment workshops, attended by more than 308 people; and
- Delivering 5 monthly Casino Woodbine hiring events, resulting in 204 individuals receiving conditional offers of employment to date.

See Appendix B: Employment Outreach Activities for further details.

#### *Local Operational Employment*

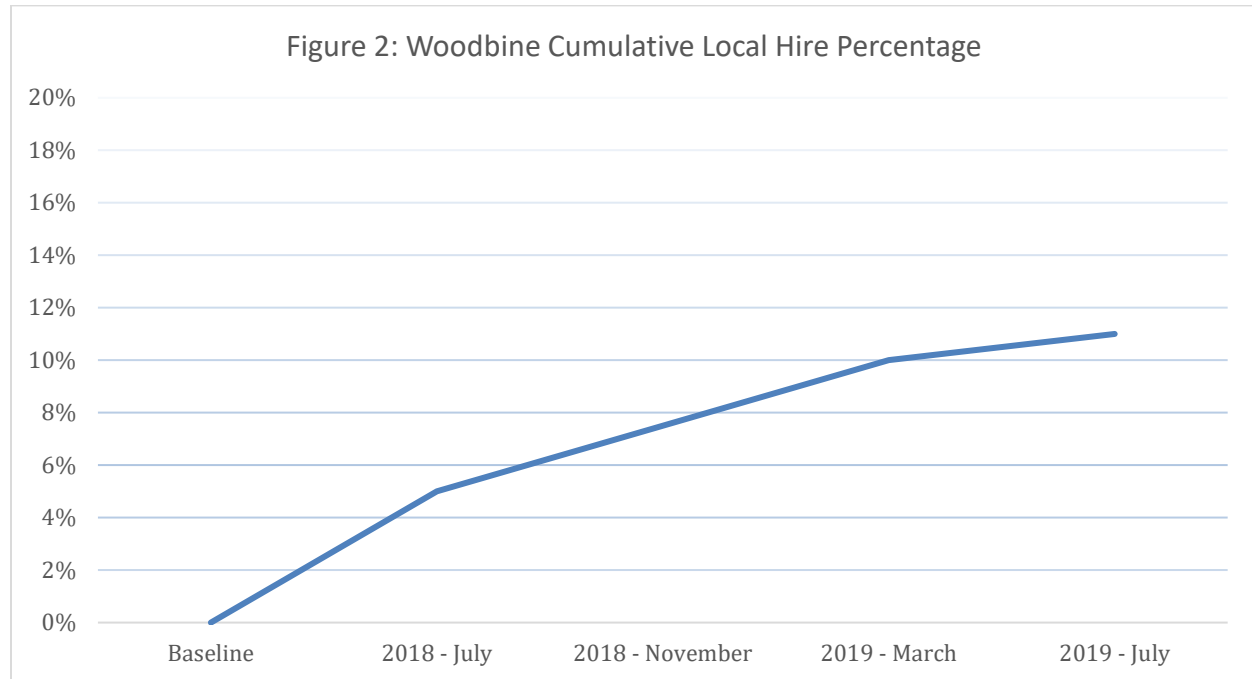
OTG is committed to hiring locally. Throughout this first year, there have been a significant achievements in recruiting candidates from within the hyper-local Woodbine Local Area defined in the CBA.



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The Woodbine Local Area is approximately a 7-kilometer radius, an area including M9W, M9V, M9R, and M9P postal codes as well as multiple Neighbourhood Improvement Areas such as Mount Olive-Silverstone-Jamestown, Elms-Old Rexdale, Kingsview Village-The Westway, and Thistletown-Beaumont Heights.

Starting from a very low baseline, OTG has recruited 134 people to date from within the 7-kilometre zone, raising the proportion of new hires from within that hyper-local area to more than 11%. That figure continues to rise on a strong upward trajectory (see Figure 2).



In addition to the hyper-local hiring that is targeted in the Community Benefits Agreement, local employment defined more broadly has also seen significant success.

Based on an analysis of the entire Casino Woodbine headcount, 16% of team members live in Etobicoke, 12% live in North York, 9% live in Scarborough, 6% live in Toronto, 2% live in York, and 0.5% live in East York. Neighbouring municipalities also benefit from employment at Casino Woodbine. Unsurprisingly given the location of the facility, 12% of team members live in Brampton and 11% reside in Mississauga, and 3% live in each of Markham and Richmond Hill.

OTG anticipates that both local and hyper-local employment will continue to increase as the redevelopment of the site moves forward. Certain demographic and cultural considerations that have impacted recruitment to date will be mitigated in the months ahead. For example, employment partners and neighbourhood representatives have reported that some members of the Somali Muslim community in the Rexdale area may be



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hesitant to apply for employment in roles related directly to gambling for religious or cultural reasons – a factor limiting their participation in the initial tranche of new jobs that focused on live table games<sup>1</sup>. As the Casino Woodbine buildout brings new facilities online, this obstacle should be reduced, since many of the jobs associated with those new facilities will be in non-gaming areas such as food services, hospitality and hotel operations. OTG expects this shift to enable greater participation by residents of the local community, meaning the percentage of local hires should rise substantially and put OTG on track to meet or exceed the CBA's 20% target.

#### *Social Operational Employment*

Great Canadian Gaming Corporation (GCGC), a partner in OTG and the operator of Casino Woodbine, has equal-opportunity hiring policies in place at all of its facilities across Canada and benefits from a highly diverse employee base as a result. This solid organizational foundation, in combination with Toronto's inherent diversity and OTG's dedicated efforts to promote diverse hiring, has led to early success in OTG's efforts to promote social employment at Casino Woodbine.

When new team members join Casino Woodbine, they are asked to complete a Personal Disclosure Form during regularly scheduled new employee orientation events. This process provides a consistent, private, and supportive opportunity for team members to voluntarily self-identify as a member of an equity-seeking group.

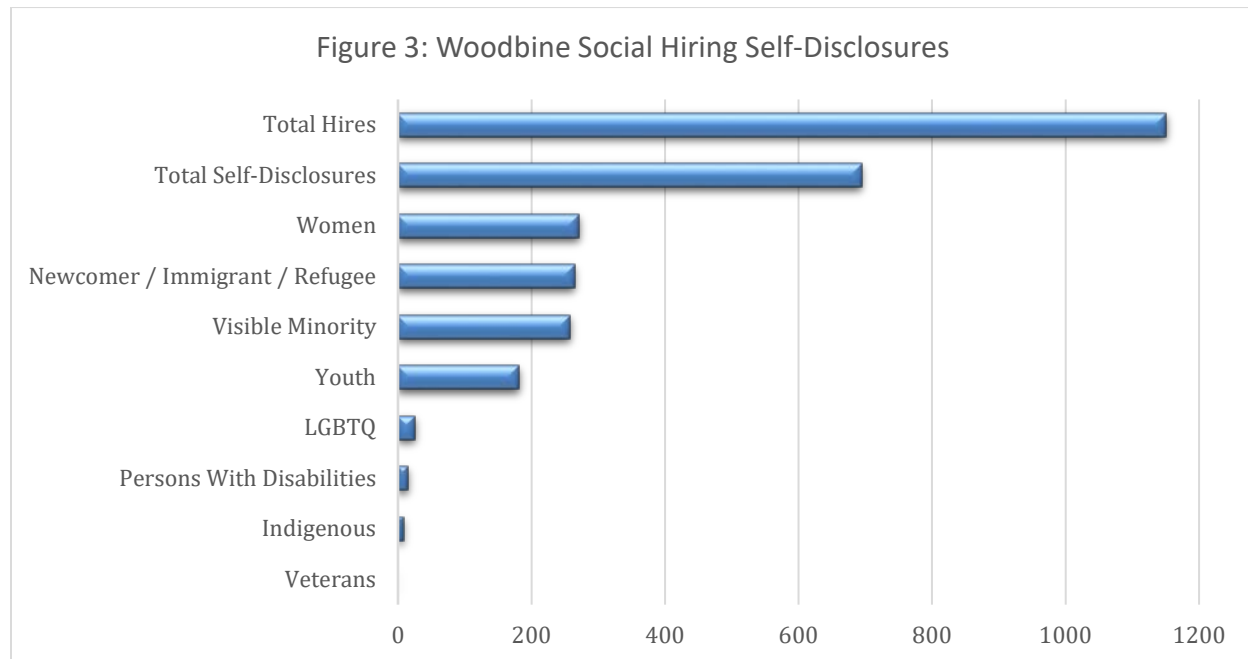
OTG is proud to report that more than 60% of all new Casino Woodbine hires (almost 700 people) who were hired as part of the expansion of gaming have self-identified as members of equity-seeking groups – well above the 20% targeted in the CBA (half of the overall 40% target for local and social employment) – see Figure 3 for details. OTG will work to maintain this success as it moves forward with further site expansion.

As defined in the CBA, social hiring also includes groups or people who face unique barriers to employment, including Ontario Works clients. As a result of customized social recruitment events delivered in partnership with employment agencies, more than 200 conditional offers of employment were extended, with a success rate of more than 70% for applicants through this social hiring effort.

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<sup>1</sup> Importantly, many of the current frontline non-gaming jobs currently available at the Woodbine site are not under OTG's control or reporting.

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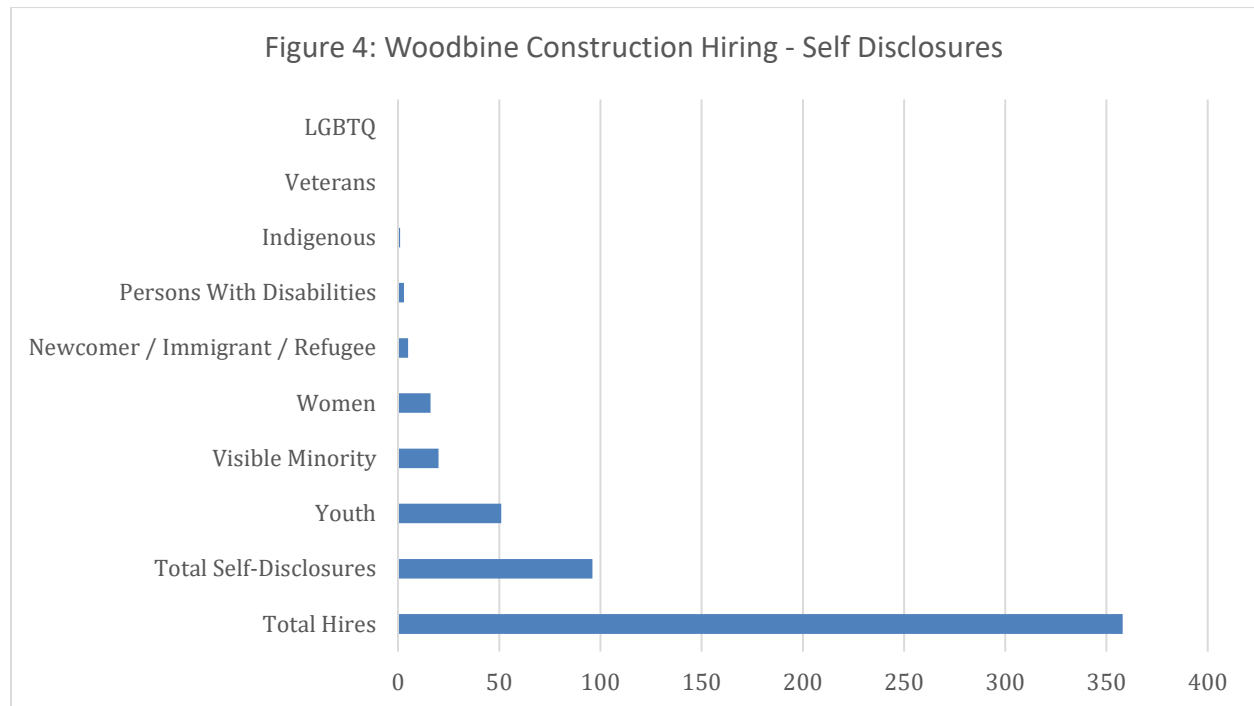
*Local and Social Construction Employment*

As OTG has worked to align construction employment with the CBA’s priorities, it has focused on two primary areas. Firstly, OTG has ensured its own advertising and hiring practices – relating primarily to project technicians, project coordinators, administrative staff and project managers in the project’s preparatory phase – have emphasized local and social hiring. Secondly, it has committed to encouraging construction contractors to adopt similar policies wherever possible.

The CBA target for construction employment is to have at least 10% of overall construction work go to apprentices or journeypersons hired through local or social hiring – with an emphasis on youth employment.

Due to substantial delays in the construction schedule (permitting timeline), only a limited number of frontline construction roles have been created at Casino Woodbine to date; however, early indicators suggest the Company’s efforts have been effective. Out of 358 individuals who have performed pre-construction, site preparation, and foundation work on the redevelopment project, 27% self-disclosed that they are members of equity-seeking groups and 14% disclosed that they were youth (aged 18 to 29). These early results put OTG well ahead of the 10% CBA target in this area. (See Figure 4).

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OTG is nonetheless focused on continuing to improve these outcomes. The efforts to promote social construction employment have resulted in positive outcomes. Local construction employment which includes the recruitment of residents of the Woodbine Local Area remains limited at this early stage of construction. Through its contactors, OTG will continue enacting strategies to advance this goal as it moves forward with site expansion.

## Full-Time Jobs

### *CBA Targets*

The CBA also requires prioritization of full-time employment to minimize “precarious employment.” The CBA target is that at least 40% of Casino Woodbine employees have full-time jobs beginning in 2022, with the target increasing to 50% by 2024.

### *Progress to Date*

At this early stage, OTG is exceeding these targets significantly, with just over 60% of Casino Woodbine team members working full time. It is important to note, though, that this ratio may change in the future. As the site expands, new job types will be available for front-line hospitality and other areas that may or may not increase the percentage of part-time employees. However, this potential shift is not a negative outcome. The gaming industry is widely recognized as a source of part-time jobs that are well suited to youth, parents and students who do not require or desire full-time work. Part-time employment

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that will become available at Casino Woodbine in future will provide important employment opportunities for the community. Future employees will have the ability to choose employment options that fits their lifestyle, needs, and educational aspirations.

The inclusion of a fixed line pool and a restricted pool within the overall pool of part-time team members is one initiative that helps certain part time team members to have greater stability and flexibility while still fulfilling the HR needs of the casino. A *fixed-line pool* with a static schedule allows some part time team members to have greater stability and work/life balance. By becoming part of the *restricted pool*, team members such as students are only scheduled on days they are available, thus allowing them to work part time without impacting their education.

## **Scholarships and Career Advancement**

### *CBA Targets*

The CBA emphasizes the importance of opportunities for employee training and the need to provide scholarships to ensure that training is accessible to those who would most benefit.

### *Progress to Date*

OTG firmly believes that the provision of high-quality training and the creation of opportunities for up-skilling are vital to the success not only of its employees, but of the organization as a whole. To this end, it has extended its existing, company-wide service training, leadership and incentive program to Casino Woodbine, enabling and encouraging team members to engage in ongoing work-based learning and career advancement. This includes the PROUD Scholarship Program, which provides postsecondary financial assistance to employees and their eligible dependents who have demonstrated a commitment to community leadership or volunteerism and who show an aptitude for community development – part of an overall commitment to creating stability and opportunities for career laddering.

OTG is pleased to note that out of 10 PROUD Scholarships granted in the most recent round of awards across GCGC properties, five were awarded to team members at Casino Woodbine, four of which were made available to dependents of employees to support their post-secondary education. OTG looks forward to continuing to grow this program as warranted by the volume of applications.

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### **Local and Social Procurement**

#### *CBA Target*

The CBA includes targets for supply chain diversification: Starting in 2019, OTG is to ensure that a minimum of 10% of annual non-construction procurement (excluding specialized items used in the gaming industry, such as gaming devices and technology) will be through local or diverse suppliers. “Local” in this instance is defined on the same narrow basis as the CBA’s hiring targets – that is, falling within a 7-kilometre radius of the Casino Woodbine site.

#### *Progress to Date*

Since much of Casino Woodbine’s early procurement consists of either specialized gaming items or construction, the primary opportunity to achieve this target will arise as construction nears completion in 2021 and the new facility launches in 2022. However, OTG has nonetheless made significant early strides in this direction, developing Supply Chain Diversity Policy and Procedures for non-construction employment in 2018, and starting their implementation in 2019.

As the City has experienced in its own supply-chain diversification efforts, establishing baselines and tracking methodologies has been a key challenge, especially given the wide variety of data formats and approaches taken by buyers, suppliers and supply chain diversification organizations.

In light of this, OTG’s first step was to undertake a rigorous baseline exercise, bringing to bear the efforts of staff from numerous technical and commercial departments to analyze CY2018 procurement and establish a consistent baseline for tracking moving forward. This early work produced some encouraging results, identifying:

- \$1.65 million in spending with Toronto-area suppliers who are members of supply chain councils, with 19 such vendors registered in the GCGC procurement system;
- \$105 million in local spending spread across 24 suppliers who fall within the CBA’s 7-kilometre radius, with the lion’s share of this spending incurred with Woodbine Entertainment Group, a significant local procurer and employer of more than 1,800 people.
- \$212 million in spending by GCGC within the City of Toronto, spread across 343 local suppliers.

OTG is optimistic that the City’s broader Community Benefits Framework will include structures through which companies who are party to CBAs can more easily access

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integrated information on local and social businesses, as the difficulty of accessing such data in a useable format has been a challenging bottleneck.

## **International Marketing**

### *CBA Target*

With an eye to raising Toronto's profile outside Ontario and drawing tourism dollars to local communities, the CBA requires that OTG develop an International Marketing Plan for the redeveloped Casino Woodbine site.

### *Progress to Date*

OTG delivered a preliminary International Marketing Plan to the City in 2018 and, as per the CBA, plans to develop and implement a refined plan by January 1, 2022. Its aim will be to position the casino complex as a powerful, complementary addition to the vibrant hospitality industry in Toronto, enabling Casino Woodbine to augment the City's overall appeal to visitors from outside Ontario. Macro-level goals will include driving incremental visitation, extending average stays and increasing visitor spending in Toronto, and accelerating job and revenue growth across Toronto's tourism sector.

OTG remains committed to this deliverable and has engaged a number of local stakeholders in the development of initial marketing plans prior to the launch of the new facility. As planning continues, engagement with the City to gather data and feedback will remain a priority.

## **Community Access to Space**

### *CBA Target*

To ensure the revitalized Casino Woodbine complex benefits local organizations, the CBA requires that OTG make space available to the local community at little or no cost for at least one large-scale event per month or 12 large-scale events per calendar year.

### *Progress to Date*

OTG remains committed to achieving this target. Once construction is complete and the new facilities are occupied, OTG will gather feedback through the Community Steering Community and make space available at the complex's planned Entertainment Venue in line with the CBA's target. In addition, while the site's training facilities will be used primarily for commercial purposes, OTG plans to make them available as well for events and activities hosted in collaboration with partner organizations and community groups – including community meetings and skills training.

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### **Child Care**

#### *CBA Target*

OTG has contributed \$5 million toward the City's development of a local childcare centre, as outlined in the CBA. Toronto Children's Services staff are working to secure a location suitable for a childcare within the Woodbine Casino Neighbourhood. Community and City partners are actively engaged on progress for finding a childcare location and the process for securing an operator.

Children's Services will conduct an Expression of Interest process to select an operator once a location has been secured. OTG will participate in the process to select an operator. The licensed child care centre will be available to community residents and Woodbine Casino employees. Staff are exploring the possibility for extended childcare hours, depending on demand and the ability of the operator to provide service.

#### *Progress to Date*

OTG has contributed an irrevocable \$5 million Letter of Credit and remains committed to this goal. Further details will be provided to Council in an update from City Staff leading this initiative.

### **Responsible Gambling**

#### *CBA Target*

In line with its focus on social responsibility, the CBA requires that OTG maintain all existing Responsible Gambling (RG) measures as required by its Crown partner the Ontario Lottery and Gaming Corporation (OLG) and by the Alcohol and Gaming Commission of Ontario (AGCO), the regulator for all forms of gaming in the province.

#### *Progress to Date*

OTG understands that player health and responsible gambling are key to the sustainability of the gaming industry and to the vitality and prosperity of host communities. In 2018, OTG submitted a robust plan detailing its strategies for supporting RG at Casino Woodbine and ensuring its practices aligned with all regulatory requirements. It began implementing that plan on Day 1, and has continued to work closely with OLG, AGCO and the Casino Woodbine Responsible Gambling Oversight Committee to ensure the site maintains the highest standards of RG in every aspect of operations.

A further update on Responsible Gambling Oversight Committee will be addressed in the City's Progress Report to City Council in December 2019.

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### **Accountability, Monitoring & Public Reporting**

#### *CBA Target*

To help enable OTG's efforts to meet the City of Toronto's targets, the CBA sets out a governance and reporting structure built around three oversight bodies (noted previously):

- The Community Steering Committee (convened by the City of Toronto);
- The Casino Woodbine Responsible Gambling Oversight Committee (convened by OLG); and
- The Employment & Labour Market Advisory Working Group (ELMA – convened by OTG);

Under this system, OTG provides quarterly and annual progress reports to the public on all CBA commitments, as well as helping to enable annual City Staff reports to Toronto City Council and additional City Staff reports when necessary.

#### *Progress to Date*

Since assuming control of Casino Woodbine, OTG has worked closely with these oversight bodies, and indeed has engaged in extensive and constructive discussion with them over the past year. Among other things, this work has been key to establishing clear strategies for tracking and achieving targets. Working closely with ELMA, OTG has achieved success in developing reporting methodologies that produce consistent and actionable data. OTG plans to continue these efforts into the future.



## **Challenges and Opportunities**

OTG has enjoyed a productive relationship with City staff and community stakeholders, and anticipates that these collaborations will be instrumental in achieving the goals of the CBA in the months and years ahead. At the request of City Staff, OTG has identified some key challenges and opportunities that have come into focus in the course of the past year – and that will help guide its priorities going forward. This information may also prove useful to the development and refinement of the City’s broader Community Benefits Framework.

### **Challenges in Local Hiring**

OTG is keenly aware of the challenges of achieving local hiring goals, especially as it relates to hyper-local hiring within the 7-kilometre Woodbine Local Area. As noted previously, these challenges likely arise in part from supply-side limitations related to the demographics of the local area. The initial tranche of jobs focused on live table gaming, meaning that for some local residents, for whom gaming jobs are reportedly not a culturally viable option, these opportunities were effectively not appropriate. In addition, this early phase of hiring focused on the recruitment of experienced card dealers in order to establish a foundational base of seasoned team members who could support team members who were new to working in live table gaming.

As Casino Woodbine develops into an integrated resort facility, new jobs openings will come on line that include non-gaming roles in food services, hospitality, hotel operations and other non-gaming areas. OTG believes this will increase the appeal of Casino Woodbine’s employment opportunities to local residents for whom earlier openings may not have been an option.

It is also worth noting that full-time employment for local hires sits at only 22% to date. This may be in part a function of the fact that the proportion of new hires drawn from the local area increased over time, and that the later phases of recruitment focused on part-time roles. For a variety of operational reasons, OTG anticipates that the proportion of local hires in full-time roles will increase over the next several quarterly reporting cycles. While this metric does not appear in the CBA’s targets, OTG plans to continue tracking it nonetheless in order to identify any barriers that might exist in terms of local hires

### **Alignment of Internal Data Collection with Reporting Requirements**

Another core challenge relates to the difficulty of gathering and presenting internal data from across multiple organizations on a timely basis, in sync with the key performance indicators (KPIs) desired by the City. Most enterprise-level data systems are not designed

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for tracking Community Benefits Agreements, and this issue has been compounded by concerns related to employee privacy and data integrity.

This issue, which has also created challenges for the City, has been the subject of constructive discussion, and OTG continues to make progress in streamlining reporting processes that are currently manual, complex, or unintuitive.

#### **Data Integration**

Parallel to the challenges posed by internal data collection are those posed by the need to access and map data from the City and other external sources. For example, despite excellent efforts to partner with one another, supply-chain diversity organizations typically provide data in varied and sometimes overlapping formats, making reconciliation and tracking across potentially thousands of suppliers challenging.

Similarly, the City has encountered internal challenges in terms of its ability to share information within the constraints of privacy and other policies, with a notable example being information on local businesses. As discussed previously with City Staff, OTG is optimistic that the City's broader Community Benefits Framework will include user-friendly structures for the purpose of local and social procurement, through which companies can more easily access information on local and social businesses in order to resolve this challenging bottleneck.

#### **Key Performance Indicator Complexity**

Some of the Key Performance Indicators specified by the City in order to quantify performance against the CBA targets may prove more complicated or onerous than initially intended, especially with changing circumstances. OTG is currently working to address these issues in collaboration with City staff. Some key examples are discussed below:

##### *Construction Employment KPIs*

The City initially requested that the share of local and social employment in construction be quantified based on "overall hours worked." Although this approach was flagged as a challenge during initial discussions, it was included in the CBA on the basis that the City had or would have a system to track hours worked by individual tradespeople across projects – particularly apprentices.

The City ultimately did not move forward with such a system, leaving an orphaned KPI with no viable means of tracking and no mechanism to make the results actionable. Although OTG understands the City is currently making efforts to address this concern and develop a suitable tracking system, the initial result has been the attempted adoption of an onerous

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manual process that threatens to frustrate contractors and subcontractors, drive up administrative overhead without providing actionable data, and create a disincentive for contractors to identify their local and social hires due to the associated burden of red tape.

By all appearances, tracking local and social workers as a proportion of the total headcount arriving on site (rather than by hours) would be just as effective for measuring progress against the CBA's construction employment targets. There is no evidence to suggest that tracking by hours worked would provide more actionable results, especially in the absence of any corresponding information on what other projects a given tradesperson might also be working on for the same or a different employer in the same week, day, or month. Simplifying this KPI while maintaining the same fundamental goal would reduce the burden of time and goodwill for contractors, leaving them better positioned to pursue the goals of local and social hiring.

#### *Procurement KPIs*

While the goal of promoting local procurement is critically important – and is already being delivered against – the CBA definition of “local suppliers” is problematic, as only hyper-local suppliers within the 7-kilometre Woodbine Local Area are considered local for the purposes of tracking and reporting.

This tightly circumscribed definition of “local” may be appropriate as a reference point for hyper-local employment emphasizing Neighbourhood Improvement Areas; however, OTG's research and practical experience suggest that it may not make sense from a procurement perspective, especially given the length and regional integration of typical supply chains and the sparsity of relevant businesses within the Woodbine Local Area. Procuring locally will not stop being a priority, but it may be appropriate to adopt a broader definition of “local” that takes into consideration the businesses that are actually driving employment for Etobicoke residents and economic development for Toronto.

## **Contact**

*For further information, contact:*

Gavin Dew

Executive Director, External Relations

Great Canadian Gaming Corporation

gdew@gcgamimg.com

# **Appendix A: Employment and Labour Market Advisory Working Group**

Excerpt from Terms of Reference

## **Purpose**

The role of the Working Group is 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.

## **Membership**

While membership will evolve over time, the Working Group will initially be comprised of:

- One Toronto Gaming senior leadership (OTG to chair);
- Casino Woodbine local leadership;
- Ontario Lottery and Gaming Corporation (OLG);
- City of Toronto;
- Pillar community partners such as: YMCA; Humber College; and other community-based employment and workforce training organizations serving the Etobicoke/Rexdale area.

## **Roles and Responsibilities**

The Committee is accountable for:

- Fostering collaboration to advance strategies that work towards meeting the objectives of the Employment and Labour Market Plan for the Woodbine Local Area, including the planning, coordination and/or development of skills training, employment and apprenticeship opportunities, customized recruitment approaches and associated partnerships.
- Removing obstacles for the collection and sharing of data, where appropriate, related to employment and labour market development.

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The membership of the Committee will commit to:

- Sharing communications and complete, accurate and meaningful information, where appropriate, amongst Committee members;
- Notifying members of the Committee, as soon as is practical, if any matter arises which may be deemed to affect the mandate of the committee;
- Gathering and sharing information and opportunities based on community engagement;
- Discussing how best to share candidate pool data appropriately and effectively across service providers and client bases.

**Current Participants**

<b>Organization</b>	<b>Representative(s)</b>
Casino Woodbine	Geno Iafrate, General Manager  Debbie Hynes, Director, Human Resources
City of Toronto – Economic Development & Culture	Matthew Premru, Economic Development Officer, Business Retention & Expansion
City of Toronto – Employment & Social Services	Judy Kane, Director  Mecada Mitchell-Djabatey, Supervisor Employer Services - West District  Najma Iqbal, Manager, Community & Labour Market  Paressa Katsios, Supervisor Employer Services, Casino Woodbine Gaming Expansion Project
City of Toronto – Social Development, Finance & Administration	Craig Milson, Supervisor, Youth Development Unit  Fenicia Lewis-Dowlin, Policy Development Officer  John Smith, Manager, Community Development Unit

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Organization	Representative(s)
	<p>Sherry Philips, Community Development Officer HUB</p> <p>Stefany Hanson, Manager, Youth Development Unit</p> <p>Arrathiyah Thirukkumaran, Community Development Officer</p>
Humber College	<p>Elana Lewis, Manager, Community Employment Services</p> <p>Nivedita Lane, OCT, M.Ed, B.Ed, Manager, Community &amp; Partnership Development</p>
One Toronto Gaming	<p>Gary Moore, Vice President, Human Resources</p> <p>Gavin Dew, Executive Director, External Relations</p> <p>Reinaldo James, Community Employment Specialist</p>
The Career Foundation - Etobicoke	Christina Montauti, Manager
YMCA	Erica Taylor, General Manager
YMCA Greater Toronto	Kelly Dieleman, Director, Employment Programs, Etobicoke Albion Road YMCA Centre
Unifor Canada	<i>Rotating inside labour seat – not filled by unions</i>
PSAC	<i>Rotating inside labour seat – not filled by unions</i>
Teamsters Canada	<i>Rotating inside labour seat – not filled by unions</i>

# **Appendix B: Employment Outreach Activities**

## **Recruitment**

- *Preparing for Success at Casino Woodbine* information session at Career Foundation;
- *Preparing for Success at Casino Woodbine* information session at Humber College;
- *Preparing for Success at Casino Woodbine* information session at VPI;
- *Preparing for Success at Casino Woodbine* information session at COSTI;
- *Preparing for Success at Casino Woodbine* information session at Rexdale Women's Centre;
- *Preparing for Success at Casino Woodbine* information session at March of Dimes;
- *Preparing for Success at Casino Woodbine* information session at Skills for Change;
- *Preparing for Success at Casino Woodbine* information session at Access Employment;
- *Women in Trades – The Time is Now Bus Tour* with Toronto Community Benefits Network;
- *Careers in Trades Event* at VPI Working Solutions
- Casino Woodbine Tours.

## **Assessment**

- Panelist on Toronto Community Benefits Network Quarterly General Meeting;
- Monthly attendance of Kingsview Village – The Westway Neighbourhood Action Planning Table meeting;
- North Etobicoke Residents' Council Planning Table meeting;
- Monthly attendance of Agency-Focused Planning Table for Neighbourhood;
- Neighbourhood Improvement Areas in Rexdale/Etobicoke North;
- Toronto West Local Immigration Partnership Resource Connections Action Group team meeting;
- Monthly attendance of Agency-Focused Planning Table for Rexdale-Etobicoke North's Neighbourhood Improvement – Humber Summit; and
- Monthly attendance of Employment and Labour Market Working Group.

## **Attachment 3: One Toronto Gaming's Annual Report - Casino Woodbine Community Benefits Agreement – Annual Report: 2019**

### **Hiring Events**

- Monthly Casino Woodbine hiring event – Rexdale Community Hub;
- Community JobFair at the Etobicoke Civic Centre;
- Monthly Casino Woodbine hiring event – VPI;
- Monthly Casino Woodbine hiring event – COSTI;
- Monthly Casino Woodbine hiring event – Humber College;
- Monthly Casino Woodbine hiring event – YMCA;
- Monthly Casino Woodbine hiring event – Toronto Employment and Social Service;
- Monthly Casino Woodbine hiring event – Rexdale Women's Centre; and
- Monthly Casino Woodbine hiring event – Career Foundation.

### **Partnerships**

- Access Employment;
- Carpenters' District Council of Ontario;
- City of Toronto:
  - Children's Services Division;
  - City Manager's Office;
  - Social Development, Finance and Administration Division; and
  - Toronto Employment and Social Services
- Civic Action- HireNext employer;
- Civic Action;
- COSTI Employment Services;
- Humber College;
- Let's Get Together;
- March of Dimes;
- Miziwe Biik Centre for Education and Training
- Polycultural Immigrant & Community Services;
- PTP Adult Learning and Employment Programs;
- Rexdale Community Hub;
- Rexdale Womens Centre;
- Skills for Change;
- The Career Foundation;
- Toronto Community Benefits Network;
- Toronto Community Housing;
- Toronto District School Board;
- VPI Working Solutions; and
- YWCA.



**Attachment 3: One Toronto Gaming's Annual Report - Casino Woodbine  
Community Benefits Agreement – Annual Report: 2019**

**Outcomes**

- More than 500 individuals have attended the *Preparing for Success at Casino Woodbine* information sessions;
- OTG's monthly Casino Woodbine hiring events have yielded a 70% hire rate;
- 204 individuals have received conditional offers of employment as a result of OTG's monthly Casino Woodbine hiring events;
- More than 300 individuals have attended pre-employment workshops.