

Rexdale-Casino Woodbine Community Benefits Agreement: 2021 Progress Update

Date: March 16, 2022

To: Executive Committee

From: Executive Director, Social Development, Finance and Administration

Wards: All

SUMMARY

This report provides a status update on the implementation of the Rexdale-Casino Woodbine Community Benefits Agreement.

Adopted by City Council in 2018 as a condition of expanded gaming at the Woodbine Racetrack site, the Rexdale-Casino Woodbine Community Benefits Agreement established a range of community benefits requirements that One Toronto Gaming must fulfill.

While significant progress towards meeting the requirements of the Community Benefits Agreement has been made since 2018, the COVID-19 pandemic has impacted progress on nearly all of the targets and requirements of the Agreement. As of December 31, 2021, highlights of progress to date include:

- Local and Social Hiring¹ (Operations) – Of the 1,689 new hires since 2018, 48 percent self-identified as a social hire and 11 percent were local hires; the required target for local hires has not yet been met.
- Full-Time Employment – Prior to the onset of the COVID-19 pandemic, 56 percent of Casino Woodbine employees were full-time and 44 percent were part-time. Of the 937 active team members as of December 31, 2021, 75 percent were full-time.
- Local and Social Hiring (Construction) – Of the 1,426 people employed on the construction site since 2018, 27 percent self-identified as a social hire and 1.3 percent self-identified as a local hire.
- Supply Chain Diversity – In 2021, One Toronto Gaming spent \$67 million across 17 local suppliers and reported no spend via diverse suppliers. A mechanism to track progress against the 10 percent target has not yet been established.
- Responsible Gambling – All Responsible Gambling measures are being met at Casino Woodbine following its reopening in July 2021.

¹ Local Hiring is defined as the hiring of people who live in the Woodbine Local Area. Social Hiring is defined as the hiring of people who self-identify with an Equity-seeking group or people who face unique barriers to employment, including Ontario Works clients.

This report provides an update on:

- One Toronto Gaming's progress on achieving each of the targets and requirements of the Rexdale-Casino Woodbine Community Benefits Agreement;
- Ontario Lottery and Gaming Corporation's efforts in advancing Responsible Gambling;
- The updated estimated timeline for the completion of the first phase of the Casino Woodbine redevelopment project;
- Efforts to maximize employment opportunities on the construction site for local and social hires;
- The extension of the deadline for the International Marketing Plan from January 1, 2022 to March 31, 2023 given the impacts of the COVID-19 pandemic;
- The ongoing efforts to identify a suitable location for a child care centre;
- The City of Toronto's share of gaming revenues for 2021; and
- The acquisition of Great Canadian Gaming Corporation by Apollo Global Management Inc.

While 2021 was a challenging year for the Rexdale-Casino Woodbine Community Benefits Agreement, it also represented a year of opportunity with Casino Woodbine reopening in July following prolonged government-mandated closures - and with new employment and procurement opportunities on the horizon given the expected completion of the first phase of redevelopment in late 2022. One Toronto Gaming, the City, and the Community Steering Committee remain committed to ensuring that the Rexdale-Casino Woodbine Community Benefits Agreement supports Toronto's recovery efforts, and more specifically the recovery efforts in Rexdale.

RECOMMENDATIONS

The Executive Director, Social Development, Finance and Administration recommends that:

1. Executive Committee receive this report for information.

FINANCIAL IMPACT

There is no financial impact from the adoption of the recommendation in this report.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial impact information.

EQUITY IMPACT STATEMENT

Community benefits aim to create inclusive workforce development and other economic opportunities for Indigenous, Black and equity-deserving communities. The Rexdale-Casino Woodbine Community Benefits Agreement aims to maximize the positive social and economic impacts of expanded gaming at Casino Woodbine, including through requirements for local and social hiring, supply chain diversity, the development of a

new child care centre to benefit Casino Woodbine employees and local residents, and the mitigation of negative impacts of expanded gaming on the local community.

DECISION HISTORY

EY26.5 555 Rexdale Boulevard - Planning Act Applications - Status Report and Construction Schedule

On October 1, 2021, City Council adopted a report on the applicant's progress in constructing the integrated entertainment complex at 555 Rexdale Boulevard and approved the updated revised construction schedule.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EY26.5>

EX20.7 Advancing the Community Benefits Framework

On February 2, 2021, City Council adopted the 2020 update report for the Rexdale-Casino Woodbine Community Benefits Agreement (Attachment 6) as part of the broader report on advancing the City's Community Benefits Framework.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX20.7>

EX11.12 Progress on the Rexdale-Casino Woodbine Community Benefits Agreement - 2019 Update

On December 11, 2019, Executive Committee received for information the 2019 update report for the Rexdale-Casino Woodbine Community Benefits Agreement.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX11.12>

EC6.15 Community Benefits Framework & EC6.15a Supplementary Report - Community Benefits Framework and Hard Targets

On July 16, 2019, City Council adopted the Community Benefits Framework, which established how the City will coordinate and maximize the social and economic impact of its community benefits initiatives.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EC6.15>

EX4.4 Expanded Gaming at Woodbine Racetrack - Follow Up

On April 9, 2019, Executive Committee received for information a report on the process to address remedies and possible penalties for failure to comply with requirements of the Rexdale-Casino Woodbine Community Benefits Agreement.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX4.4>

EX33.2 Expanded Gaming at Woodbine Racetrack - City Conditions

On April 24, 2018, City Council authorized a Community Benefits Agreement with One Toronto Gaming that contained a range of social and economic community benefits for the Rexdale community.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX33.2>

EY29.2 Final Report - 555 Rexdale Boulevard- Zoning By-law Amendment and Draft Plan of Subdivision Applications

On April 24, 2018, City Council requested the Chief Planner and Executive Director, City Planning to include and secure within the Subdivision Agreement for 555 Rexdale Boulevard conditions that require the Community Benefits Agreement to be in good standing prior to future site plan approvals.

EX7.4 Expanded Gaming at Woodbine Racetrack

On July 7, 2015, City Council passed a resolution supporting expanded gaming at the Woodbine Racetrack subject to the service provider meeting 21 planning, economic, labour, social and health related conditions.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX7.4>

COMMENTS

Overview of the Rexdale-Casino Woodbine Community Benefits Agreement

In 2018, City Council approved the Rexdale-Casino Woodbine Community Benefits Agreement as a condition of expanded gaming at the Woodbine Racetrack site. The Agreement is a 22-year contract with One Toronto Gaming, a partnership between Great Canadian Gaming Corporation and Brookfield Business Partners L.P., which is leading the expansion of gaming at Casino Woodbine.

One Toronto Gaming is required to achieve a range of social and economic outcomes including: i) local and social hiring² for casino operations and construction-related employment; ii) supply chain diversity; iii) maintenance of responsible gambling measures; iv) community access to the event venue; and v) a \$5 million contribution to the City of Toronto to create a child care centre that will benefit Casino Woodbine employees and local residents. The terms of the Rexdale-Casino Woodbine Community Benefits Agreement are included as Attachment 1. City Council approval of expanded gaming also required the Ontario Lottery and Gaming Corporation to implement a Responsible Gambling Oversight Committee for Casino Woodbine.

The Rexdale-Casino Woodbine Community Benefits Agreement is the City's only stand-alone Community Benefits Agreement, and one of several community benefits initiatives included in the Community Benefits Framework adopted by City Council in 2019³. Through the Community Benefits Framework, the City is working with a range of stakeholders to strengthen the back-end infrastructure needed to support the successful implementation of the City's current and future community benefits initiatives.

Continued Impacts of the COVID-19 Pandemic

The COVID-19 pandemic has impacted progress on nearly all of the targets and requirements of the Rexdale-Casino Woodbine Community Benefits Agreement. In the time period from the onset of the pandemic in March 2020 to the end of 2021, Casino Woodbine was closed approximately 75 percent of the time. During the extended closure, approximately 96 percent of Casino Woodbine employees were laid off. While Casino Woodbine was able to reopen in July 2021, it continued to face public health measures including capacity limits. A detailed timeline of how the COVID-19 pandemic has impacted Casino Woodbine is included in Attachment 2.

² For the Rexdale-Casino Woodbine Community Benefits Agreement, social hiring is not limited to the Woodbine Local Area.

³ The Community Benefits Framework provides coordination and guidance to City of Toronto divisions, agencies and corporations to create training, employment and other opportunities that reach Indigenous, Black and equity-deserving communities, through the use of community benefits clauses in City contracts.

Another significant impact of the COVID-19 pandemic was the loss of One Toronto Gaming's Community Engagement Specialist⁴ position as a result of COVID-19 related layoffs in March 2020. A dedicated employee serving this function is required by the terms of the Rexdale-Casino Woodbine Community Benefits Agreement and is responsible for leading implementation of the Employment and Labour Market Plan. The position also acts as a liaison and lead on reporting between One Toronto Gaming and the City. The temporary loss of this position impacted One Toronto Gaming's ability to plan and implement workforce development activities while the Casino was closed, for both ongoing construction and future casino operations hiring. This position was reinstated in July 2021, following a 16-month layoff.

The pandemic also impacted the construction timeline for the redevelopment of the site, with construction activity suspended three times since March 2020 due to government-mandated restrictions on non-essential construction projects, and additional challenges with labour availability and supply chain logistics. While originally targeted for Q1 2022, One Toronto Gaming's new estimated completion date for phase one of the facility's expansion (Block 10 in the Plan of Subdivision) is Q4 2022, with the entertainment venue estimated to be complete in Q2 2023.

Acquisition of Great Canadian Gaming Corporation

On November 10, 2020, Great Canadian Gaming Corporation announced it had entered into an agreement to be acquired by an affiliate of funds managed by Apollo Global Management Inc. The acquisition of Great Canadian Gaming Corporation, including its share of Casino Woodbine and other gaming facilities across Canada, closed on September 22, 2021⁵.

One Toronto Gaming does not anticipate that the acquisition of Great Canadian Gaming Corporation will have any impact on the operations of Casino Woodbine or on the Rexdale-Casino Woodbine Community Benefits Agreement. Staff continue to monitor the acquisition and will advise Council should there be any unintended impacts on the Rexdale-Casino Woodbine Community Benefits Agreement.

Summary of Requirements and Achievements

The Rexdale-Casino Woodbine Community Benefits Agreement requires One Toronto Gaming to submit an annual progress report to City Council. One Toronto Gaming submitted its 2021 Annual Report to City staff on January 31, 2022, included as Attachment 3.

Before the onset of the COVID-19 pandemic, the majority of the targets and conditions of the Rexdale-Casino Woodbine Community Benefits Agreement were being met, exceeded, or were on track to being met. Despite progress being impacted, One Toronto Gaming remains committed to meeting the conditions of the Rexdale-Casino Woodbine Community Benefits Agreement.

⁴ The Community Engagement Specialist position is the "Community Employment Coordinator" required by Section 7.1 of the Rexdale-Casino Woodbine Community Benefits Agreement.

⁵ <https://gcgaming.com/great-canadian-gaming-announces-voting-results-from-annual-general-and-special-meeting-2-2-2-2/>

A summary of One Toronto Gaming's progress in meeting the targets and requirements of the Agreement is provided below in Table 1. Additional information on each requirement is included in the following section of the report. The City of Toronto's webpage⁶ for the Rexdale-Casino Woodbine Community Benefits Agreement will be updated in the first quarter of 2022 with the progress towards achieving the targets.

Table 1. Overview of Requirements and Achievements (2018 to 2021)

Requirement	Summary	Achievements to Date
Child Care Centre	Contribute \$5 million to create a child care centre that will benefit Casino Woodbine employees and local residents	<ul style="list-style-type: none"> • One Toronto Gaming provided the \$5 million contribution in 2018. • Children's Services has identified and is pursuing a potential location for the new child care centre. Formal commitment from the property owner and provincial approval that the potential site can be licensed are still required. • Project has been included in the 2022-2031 Approved Capital Budget and Plan for Children's Services.
International Marketing Plan for the Woodbine Entertainment Complex	Develop and implement an International Marketing Plan by January 1, 2022	<ul style="list-style-type: none"> • One Toronto Gaming delivered a preliminary International Marketing Plan in 2018. • Given impacts of the COVID-19 pandemic on international tourism and on the construction timeline, the City and One Toronto Gaming mutually agreed to extend the deadline for the International Marketing Plan to March 31, 2023.

⁶ <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/community-benefits-framework/community-benefits-agreements/>

Requirement	Summary	Achievements to Date
Employment and Labour Market Plan	Develop a 20-year Employment and Labour Market Plan and implement by January 2019	<ul style="list-style-type: none"> • One Toronto Gaming developed the Employment and Labour Market Plan in 2018 with implementation underway. • Employment and Labour Market Advisory Working Group established in 2018 to oversee implementation and reporting of outcomes.
Local ⁷ and Social ⁸ Hiring (Operations)	<p>40 percent of new hiring through Local Hiring or Social Hiring, with a minimum of 20 percent through Local Hiring</p> <p>Prioritize youth hiring, particularly youth who identify as a member of an Equity-Seeking Group⁹</p> <p>40 percent of total employees have full-time¹⁰ employment in first two years of Expanded Gaming</p> <p>50 percent of total employees have full-time employment after two years of Expanded Gaming</p>	<ul style="list-style-type: none"> • Total of 1,689 new hires since One Toronto Gaming took over operations of Casino Woodbine in 2018, with 937 active employees as of December 31, 2021. • Of the 1,689 new hires since 2018: 48 percent (816 individuals) self-identified as a social hire and 11 percent (186 individuals) were local hires. • Of the 816 individuals who self-disclosed as a social hire, 27 percent (219 individuals) self-identified as youth. Categories for self-identification are not mutually exclusive. • In March 2020 prior to government-mandated closures due to COVID-19, 56 percent of Casino Woodbine employees were full-time and 44 percent were part-time. • 75 percent of the 937 active team members as of December 31, 2021 were working full-time.

7 Local hiring means the hiring of people who live in the Woodbine Local Area.

8 Social Hiring means hiring of people who self-identify with an Equity-seeking Group or people who face unique barriers to employment, including Ontario Works clients. Social hiring does not have defined geographic conditions.

9 The City of Toronto now uses the terminology of Equity-Deserving. Any reference in the report to "equity-seeking" is intended to reflect the terms and definitions included in the Rexdale-Casino Woodbine Community Benefits Agreement.

10 Full-time employment is defined as a minimum of 35 hours per week.

Requirement	Summary	Achievements to Date
Construction Hiring	<p>By 2022, at least 10 percent of overall hours worked by trades or craftspeople will be apprentices or journeypersons hired through local or social hiring</p> <p>Prioritize youth hiring, particularly youth who identify as a member of other Equity-Seeking Groups</p>	<ul style="list-style-type: none"> • A total of 1,426 people have worked on the Casino Woodbine expansion since construction began in 2018. • Of the 1,426 people employed on the construction site since 2018: 27 percent (380 individuals) self-identified as a social hire and 1.3 percent (19 individuals) self-identified as a local hire. • Of the 380 individuals who self-disclosed as a social hire, 58 percent (221 individuals) self-identified as a youth. Categories for self-identification are not mutually exclusive. • One Toronto Gaming is supporting the City's efforts to engage subcontractors and associated labour unions to identify ways to maximize opportunities for local hires on the construction site in 2022.

Requirement	Summary	Achievements to Date
Supply Chain Diversity: Local and Social Procurement	<p>Develop a Supply Chain Diversity Policy and Procedures for non-construction procurement</p> <p>Starting in 2019, at least 10 percent of annual procurement will be through Local¹¹ or Diverse¹² Suppliers (construction and specialized gaming procurement exempt)</p>	<ul style="list-style-type: none"> • One Toronto Gaming developed Supply Chain Diversity Policy and Procedures in 2019. • The COVID-19 pandemic impacted progress, given impacts on spending and delays to the redevelopment timeline. • In 2021, One Toronto Gaming spent \$67 million across 17 local suppliers¹³. • One Toronto Gaming did not report any procurement through diverse suppliers in 2021. • One Toronto Gaming will establish a denominator of total annual non-construction procurement for the expanded facility as the redevelopment project nears completion. This will allow for the ongoing ability to measure progress toward the 10 percent target.
Labour Peace	Respect the role of organized labour, comply with contractual and statutory labour obligations	<ul style="list-style-type: none"> • No reports of failing to comply with contractual or statutory labour obligations have been received by the City or the Community Steering Committee.

11 Local Supplier means a business located in the Woodbine Local Area supplying goods or services.

12 Diverse Supplier means a business that is 51 percent or more owned or operated by persons from an Equity-Seeking group, veteran-owned businesses, or Social Enterprises supplying goods or services.

13 One Toronto Gaming includes Woodbine Entertainment Group as a local supplier in their reporting.

Requirement	Summary	Achievements to Date
Community Access to Space	<p>Make Entertainment Venue space available to local community at little or no cost for at least one large-scale event per month, or 12 large-scale events per calendar year</p> <p>Develop Community Access to Space Policy and Procedures</p>	<ul style="list-style-type: none"> • One Toronto Gaming estimates that the Entertainment Venue will be complete in Q2 of 2023. • One Toronto Gaming remains committed to ensuring community access to the new Entertainment Venue once operational. • Community Access to Space Policy and Procedures will be developed in 2022.
Responsible Gambling Measures	Maintain all Responsible Gambling Measures at Casino Woodbine	<ul style="list-style-type: none"> • All Responsible Gambling measures are being met at Casino Woodbine following its reopening in July 2021. • Responsible Gambling Site Plan was submitted to the Ontario Lottery and Gaming Corporation to ensure compliance with all Responsible Gambling requirements.
Negative Impacts of Expanded Gaming	Identify any negative impacts of expanded gaming and implement mitigation measures	<ul style="list-style-type: none"> • One Toronto Gaming, the Ontario Lottery and Gaming Corporation, the Responsible Gambling Oversight Committee and the City of Toronto continue to collaborate to identify risk mitigation approaches, understand player needs and engage community partners.
Monitoring and Reporting	Report on requirements of the Agreement on a quarterly and annual basis	<ul style="list-style-type: none"> • One Toronto Gaming provided all required quarterly reports. The 2021 Annual Report was submitted to the City on January 31, 2022. • The required dedicated staff resource (Community Engagement Specialist position) was reinstated in July 2021 following COVID-19 related layoffs in 2020.

Requirement	Summary	Achievements to Date
Governance	Establish three committees to be responsible for accountability, transparency, and overall delivery of the Agreement requirements	<ul style="list-style-type: none"> Three oversight bodies are currently in place and remain active: Community Steering Committee (convened by City of Toronto); Casino Woodbine Responsible Gambling Oversight Committee (convened by Ontario Lottery and Gaming Corporation); and Employment and Labour Market Advisory Working Group (convened by One Toronto Gaming).

Additional Information on Progress of Targets and Conditions

The following section offers additional information on the achievements and challenges for each of the targets and conditions of the Rexdale-Casino Woodbine Community Benefits Agreement.

Child Care Centre

In 2018, One Toronto Gaming provided the required \$5 million contribution for the development of a new child care centre to benefit Casino Woodbine employees and local residents. The City's Children's Services Division received a Letter of Credit as per condition 4.2 of the Rexdale-Casino Woodbine Community Benefits Agreement.

Children's Services continues to search for an appropriate location in the Woodbine Local Area (defined in Attachment 4) that meets the legislative requirements for child care space under the *Child Care and Early Years Act*. Children's Services has faced significant challenges in identifying a suitable location; for example, the defined geographic area for the development of the child care centre is primarily designated as Employment Areas, which limits the ability to find a suitable space. Despite these challenges, Children's Services is actively pursuing a potential location. In the absence of formal commitment from the property owner and provincial approval that the potential development can be licensed, specifics regarding the location cannot yet be shared. Staff continue to work with the property owner in securing the space and location details will be shared once an agreement is reached. Once a location is secured and development is underway, staff will initiate an Expression of Interest process to select a not-for-profit operator for the child care centre.

Children's Services initiated a community engagement process in 2019 to survey local residents and Casino Woodbine employees regarding their current and future child care needs. This community engagement process was paused in 2020 due to the onset of the COVID-19 pandemic, and will be resumed in 2022.

Children's Services continues to keep the Community Steering Committee informed of the progress to identify a suitable site for the new child care centre. City staff will continue to provide annual updates to City Council.

International Marketing Plan

One Toronto Gaming is required to develop and implement an International Marketing Plan to achieve the following strategic objectives¹⁴:

- Position the Woodbine Entertainment Complex among the top three urban casino/entertainment resorts in North America;
- Position the Woodbine Entertainment Complex as a powerful, complementary addition to the vibrant hospitality industry in Toronto, augmenting Toronto's overall appeal to visits from outside Ontario; and
- Drive incremental visitation, extend average stays, and increase visitor spending in Toronto, accelerating job and revenue growth across Toronto's tourism sector.

One Toronto Gaming delivered a preliminary plan in 2018. The terms of the Agreement require the delivery of an International Marketing Plan by January 1, 2022. Given the impacts of the COVID-19 pandemic on international tourism, One Toronto Gaming requested an extension to the deadline, advising the value of any plan would be significantly limited until there is further clarity on the impacts to international tourism and a more normalized operating environment for the gaming, entertainment, and hospitality industries.

Staff from Social Development, Finance and Administration and Economic Development and Culture met with One Toronto Gaming and agreed to a new deadline of March 31, 2023. This deadline considers the projected new timeline for the full opening of the redeveloped site and tourism industry predictions for the return of international tourism to pre-pandemic levels. The original deadline of January 1, 2022 was intended to coincide with the opening of the new entertainment complex, which is now estimated to be complete in Q4 2022 (Q2 2023 for the entertainment venue). The most recent industry forecasts by Destination Canada estimate that the travel market is likely to rebound significantly in 2023 and return to pre-pandemic levels by 2025¹⁵, though there remains a risk that the market could be further disrupted by the emergence of new variants and reintroduction of travel restrictions.

In March 2022, an Amending Agreement was signed by the City of Toronto and One Toronto Gaming to extend the due date of the delivery of the International Marketing Plan to March 31, 2023. City staff have encouraged One Toronto Gaming to present the International Marketing Plan to the City in advance of the deadline and to consider how the Plan can contribute to Rexdale's and Toronto's recovery from the impacts of the COVID-19 pandemic.

Local and Social Hiring (Operations)

14 Section 5.2 of Rexdale-Casino Woodbine Community Benefits Agreement

15 Destination Canada, [Visitor Economy Forecast Update June 2021](#).

One Toronto Gaming is required to ensure that 40 percent of new hires be through local and social hiring by 2022, of which at least 20 percent must be through local hiring (residents of the Woodbine Local Area, defined in Attachment 4). Youth hiring, in particular youth who also identify as a member of an equity-deserving group, should also be prioritized. In addition, at least 40 percent of total employees are required to be employed full-time (minimum of 35 hours per week) in the first two years of expanded gaming, with the requirement increasing to 50 percent after the first two years.

Prior to the onset of the COVID-19 pandemic, One Toronto Gaming was making significant progress towards achieving these targets but the COVID-19 pandemic has had significant impacts on operations jobs at Casino Woodbine. Casino Woodbine had 827 employees when One Toronto Gaming assumed control of operations in 2018. Since the Rexdale-Casino Woodbine Community Benefits Agreement came into effect, One Toronto Gaming has hired an additional 1,689 individuals.

Of the 1,689 new hires since 2018:

- 48 percent (816 individuals) self-identified as a social hire^{16, 17}
- 11 percent (186 individuals) were local hires¹⁸

In July 2021, Casino Woodbine reopened with a 50 percent capacity limit and 816 employees were recalled to work. As of December 31, 2021, Casino Woodbine had 937 active employees. Of these, 577 had been hired since 2018 as a result of expanded gaming. Casino Woodbine has indicated that additional staff are being recalled as warranted by business levels and according to union processes, including seniority. This may have an impact on when significant new local or social hiring for casino operations may occur.

In regards to the requirements for full-time employment, of the 1,817 Casino Woodbine employees prior to government-mandated closures in March 2020, 56 percent were working full-time and 44 percent were working part-time. Of the 937 active team members at Casino Woodbine as of December 31, 2021, 75 percent were full-time positions.

To date, local hiring has not met the requirement of 20 percent of new hiring, having not exceeded 11 percent of total hires. One Toronto Gaming is optimistic that the completion of the first phase of the redevelopment of Casino Woodbine in Q4 2022 will enable them to meet the local hiring requirement, as more employment opportunities become available in food services, hospitality, and hotel operations into 2023.

The Employment and Labour Market Partners Working Group convened by the City's Employment and Social Services Division continues to play an important role in supporting the coordination and implementation of workforce development activities to advance the Employment and Labour Market Plan for the Rexdale-Casino Woodbine

¹⁶ Social hires are determined through a voluntary Personal Disclosure Form that all new hires are asked to complete during onboarding. Of the 1,689 new hires since 2018, 3 percent (60 individuals) chose not to self-disclose.

¹⁷ Of the 816 individuals who self-identified as a social hire, 27 percent (219 individuals) self-identified as youth. Categories for self-identification are not mutually exclusive.

¹⁸ Postal codes provided as part of the payroll process are used to monitor the number of local hires.

Community Benefits Agreement. Due to the impacts of the COVID-19 pandemic, the activities of the Employment and Labour Market Partners Working Group were paused in March 2020. This table reconvened in 2021 once Casino Woodbine was able to reopen. The table mobilized quickly to share job positions and identify and refer prospective job applicants for operational and professional, administrative, and technical positions.

Accomplishments prior to the onset of the COVID-19 pandemic were enabled by outreach activities and targeted employment planning and recruitment; this continued collaboration through reopening will be critical to ensuring that progress on local and social hiring targets continues. Toronto's Employment and Social Services Division will continue to coordinate with One Toronto Gaming's Community Engagement Specialist to identify upcoming employment opportunities and appropriate outreach activities to facilitate targeted employment planning and recruitment.

Construction Hiring

The Rexdale-Casino Woodbine Community Benefits Agreement requires that a minimum of 10 percent of overall hours worked by trades and craftspeople be worked by apprentices or journeypersons hired through local or social hiring, and that youth hiring initiatives be prioritized, particularly for youth who also identify as a member of an equity-deserving group.

A total of 1,426 people have worked on the Casino Woodbine expansion since construction began in 2018¹⁹, of which:

- 27 percent (380 individuals) self-identified as a social hire²⁰
- 1.3 percent (19 individuals) self-identified as a local hire

In the absence of a mechanism to track construction hours worked by local or social hires, One Toronto Gaming continues to report progress towards the construction hiring requirement as a proportion of the total headcount²¹ arriving on site.

Given the impacts of the COVID-19 pandemic on operations jobs at Casino Woodbine, opportunities for local and social hires have been primarily limited to the construction site for the majority of 2020 and the first half of 2021. In addition, the number of local hires for construction jobs has continued to remain low, with only 19 local hires reported since 2018. To address this, the City, with the support of One Toronto Gaming, is leading efforts to engage a select number of subcontractors and associated labour unions, and community partners, to identify potential ways to maximize employment opportunities for local residents and equity-deserving communities on the construction

19 This is a cumulative number of construction workers on site since 2018, not the number of workers on site at one time.

20 Of the 380 individuals who self-disclosed as a social hire, 58 percent (221 individuals) self-identified as youth. Categories for self-identification are not mutually exclusive.

21 One Toronto Gaming relies on a Personal Disclosure Form provided to all workers on site to quantify local and social hires. There may be workers who chose not to self-disclose who meet the definition of a local or social hire. One Toronto Gaming continues to assess the feasibility of enhancing the self-disclosure process, and in 2021 with the guidance of the Employment and Labour Market Advisory Group made amendments to the form which resulted in an increase in youth self-disclosures.

site. The City also continues to work with community and labour partners to address this challenge.

The City's efforts to date include:

- Information session held with unions providing labour on the Casino Woodbine site to build understanding of the local and social hiring requirements of the Rexdale-Casino Woodbine Community Benefits Agreement and identify challenges and opportunities to support the targets.
- Labour forecast information provided by One Toronto Gaming for the remainder of construction at the Casino Woodbine redevelopment project which was used to identify subcontractors and associated labour unions to engage based on estimated work hours to be completed.
- Engagement session held with identified labour unions to identify pathways for local residents and equity-deserving communities into union membership and to discuss processes to dispatch workers that meet community benefits initiatives requirements.
- Engagement session held with identified subcontractors to discuss the process used to request labour from signatory construction union(s) and identify ways to maximize opportunities for local residents and equity-deserving communities to gain employment on the Casino Woodbine project.

In 2022, City staff, with the support of One Toronto Gaming, will continue engaging identified subcontractors and associated labour unions to confirm potential upcoming job opportunities on the Casino Woodbine construction site that local residents and equity-deserving communities can be connected to.

While the potential impact of this engagement cannot yet be quantified, it is important to note that the City is working to ensure all avenues are explored to maximize opportunities on the construction site for Rexdale residents and Toronto residents from equity-deserving communities, including working with community partners. These engagement and labour forecasting efforts could have proven to be more beneficial had they been initiated in 2020, however there was not sufficient staff capacity to advance this work at the time given COVID-19 related redeployments of City staff and given the Community Engagement Specialist position at One Toronto Gaming was laid off.

Supply Chain Diversity

The Rexdale-Casino Woodbine Community Benefits Agreement requires One Toronto Gaming to ensure that a minimum of 10 percent of annual non-construction procurement be through Local or Diverse Suppliers²². Procurement of specialized items used in the gaming industry is exempt.

The COVID-19 pandemic has impacted One Toronto Gaming's progress related to supply chain diversity, given reduced spending from temporary closures of Casino Woodbine and delays to the redevelopment timeline. To date, most of the procurement

²² Local Supplier means a business located in the Woodbine Local Area supplying goods or services. Diverse Supplier means a business that is 51 percent or more owned or operated by persons from an Equity-seeking group, veteran-owned businesses, or Social Enterprises supplying goods or services.

for the project has consisted of either specialized gaming items or construction services. One Toronto Gaming has emphasized in previous annual reports that they will have more opportunity to meet the requirement once construction is complete.

Since 2018, One Toronto Gaming has taken steps to advance its progress towards meeting the supply chain diversity target, including developing Supply Chain Diversity Policy and Procedures for non-construction procurement in 2019. One Toronto Gaming's 2021 Annual Report notes that COVID-19 impacted procurement staff and moving forward, there will be more dedicated human resources available to support procurement and supply chain diversity activities for Casino Woodbine.

It is not currently possible to fully track and report on One Toronto Gaming's progress in meeting the 10 percent supply chain diversity target since the denominator, One Toronto Gaming's total annual non-construction procurement spend, has not been provided. One Toronto Gaming has indicated that once the redevelopment nears completion, a denominator will be established based on the operating spend for the full redevelopment (including the new casino, hotel, and entertainment venue). One Toronto Gaming also expects to have better data analytics and reporting tools available by the end of 2022.

One Toronto Gaming did not report any procurement through diverse suppliers in 2021. Moving forward, the City expects One Toronto Gaming to review its Supply Chain Diversity Policy and Procedures to address any challenges being faced in regards to identifying diverse suppliers, including renewed engagement with Supplier Councils.

Table 3 below provides an overview of One Toronto Gaming's spending through local and social procurement since 2018.

Table 3. Local and Social Procurement (2018 to 2021)

	2018	2019	2020	2021
Social procurement in the Toronto-area*	\$1.65 million, spread across 19 diverse suppliers	\$1.33 million, spread across eight diverse suppliers	\$645,000 spread across three diverse suppliers	N/A
Local procurement in the Woodbine Local Area**	\$105 million, spread across 24 local suppliers	\$125 million, spread across 30 local suppliers	\$116 million, spread across 26 local suppliers	\$67 million, spread across 17 local suppliers

* Social procurement: annual spend for procurement with suppliers who are members of supply chain councils. One Toronto Gaming provided this data for the Toronto area only.

**Local procurement: annual spend for procurement with suppliers located in the Woodbine Local Area.

Through the Community Benefits Framework, analysis on best practice models for supply chain diversity continue and where possible, implementation resources will be shared with One Toronto Gaming. That said, One Toronto Gaming remains ultimately responsible for meeting the supply chain diversity requirements and the City expects

One Toronto Gaming to take an active role in addressing the challenges faced, including identifying a broader pool of local and diverse suppliers.

Community Access to Space

One Toronto Gaming currently estimates that the Entertainment Venue will be complete in Q2 2023. Once open, One Toronto Gaming is required to make the space available to the community at little or no cost for at least one large-scale event per month, or 12 large-scale events per calendar year.

One Toronto Gaming remains committed to ensuring community access to the Entertainment Venue once operational. Community Access to Space Policy and Procedures will be developed in 2022 to ensure appropriate management of demand and access. One Toronto Gaming will consult local community organizations and the Community Steering Committee to better understand community demand for space.

One Toronto Gaming has indicated that they will make the site's training facilities available for events and activities hosted in collaboration with partner organizations and community groups, including community meetings and skills training.

Responsible Gambling Measures

One Toronto Gaming is required to maintain all existing Responsible Gambling measures in place at Casino Woodbine as required by the Ontario Lottery and Gaming Corporation and the standards enforced by the Alcohol and Gaming Commission of Ontario.

The Ontario Lottery and Gaming Corporation has confirmed that all Responsible Gambling measures, including self-exclusion registrations and reinstatements, are being met at Casino Woodbine following its reopening in July 2021. A Responsible Gambling lead at Casino Woodbine was identified to play the role of PlaySmart Champion and serve as the main point of contact for the Ontario Lottery and Gaming Corporation's Social Responsibility team. A Responsible Gambling Site Plan was submitted to the Ontario Lottery and Gaming Corporation to ensure compliance with all Responsible Gambling requirements. Following the reopening of Casino Woodbine, the PlaySmart²³ Champion program was restarted and the on-site, full-service PlaySmart Centre reopened on August 2, 2021.

Responsible Gambling messaging and resources are available at Casino Woodbine through digital messages, brochures, posters, and clocks visible from the gaming floor to show passage of time. Quarterly training refreshers for staff resumed following the reopening of Casino Woodbine. Advanced Responsible Gambling training for designated employees, conducted by the Centre for Addiction and Mental Health and Responsible Gambling Council, resumed in October 2021 and is ongoing.

Negative Impacts of Expanding Gaming

²³ The PlaySmart Program is the Ontario Lottery and Gaming Corporation's responsible gambling program. PlaySmart Centres are located at every Casino and Charitable Bingo & Gaming Centre in Ontario.

One Toronto Gaming is required to work with the Ontario Lottery and Gaming Corporation, the Casino Woodbine Responsible Gambling Oversight Committee and the City of Toronto to identify any negative impacts of expanded gaming and implement mitigating measures.

The Casino Woodbine Responsible Gambling Oversight Committee²⁴ met twice in 2021, with the first two quarterly meetings cancelled due to the continued closure of Casino Woodbine until July 2021. Email updates were sent in lieu of cancelled meetings.

One Toronto Gaming, the Ontario Lottery and Gaming Corporation, the City of Toronto, and the Casino Woodbine Responsible Gambling Oversight Committee continue to collaborate to identify risk mitigation approaches, understand player needs and engage community partners.

Further work is required to strengthen referral relationships to local treatment providers and to assess the metrics being collected by various partners at the Responsible Gambling Oversight Committee to enhance insights into the impacts of expanded gaming on the local Rexdale community. This collaborative work has been impacted by the COVID-19 pandemic, including through government-mandated closures of Casino Woodbine and limited capacity of members of the Responsible Gambling Oversight Committee including Toronto Public Health, who is the City lead for this Committee.

Monitoring and Reporting

One Toronto Gaming is required to submit an annual report to the City on its progress in meeting the targets and requirements of the Rexdale-Casino Woodbine Community Benefits Agreement and quarterly reports on employment targets to the Employment and Labour Market Advisory Group and Community Steering Committee. One Toronto Gaming submitted all required reporting in 2021.

Governance

The Rexdale-Casino Woodbine Community Benefits Agreement accountability structure consists of three oversight bodies that are responsible for the accountability, transparency, and delivery of the targets and requirements. They are:

- The Community Steering Committee (convened by the City of Toronto - Terms of Reference included as Attachment 5);
- The Casino Woodbine Responsible Gambling Oversight Committee (convened by the Ontario Lottery and Gaming Corporation - Terms of Reference included as Attachment 6); and
- The Employment and Labour Market Advisory Working Group (convened by One Toronto Gaming - Terms of Reference included as Attachment 7).

In addition, the City's Employment and Social Services Division convenes the Employment and Labour Market Partners Working Group. While not part of the formal

²⁴ The purpose of the Responsible Gambling Oversight Committee is to monitor, identify, and report on potential risks related to problem gambling and provide input on the Responsible Gambling program as part of the expansion of gaming at Casino Woodbine.

accountability structure, this table plays a pivotal role in supporting the Employment and Labour Market Advisory Working Group with planning and implementing workforce development activities to maximize local and social hiring opportunities.

Despite the disruptions caused by the COVID-19 pandemic, the governance structure remains in place and active. The Community Steering Committee and the Employment and Labour Market Advisory Working Group met quarterly in 2021. The Casino Woodbine Responsible Gambling Oversight Committee met twice in 2021, given the continued closure of Casino Woodbine until July 2021.

Community representation is included in the accountability structure. Representative community partners include the Toronto Community Benefits Network, Rexdale Community Health Centre and the YMCA of Greater Toronto. The Community Steering Committee also includes two local resident representatives, who were selected through Neighbourhood Planning Tables in 2018.

City of Toronto's Share of Gaming Revenues

The City has received a share of gaming revenues from Casino Woodbine since the introduction of the casino at the Woodbine Racetrack in 2000, through a Municipal Contribution Agreement with the Ontario Lottery and Gaming Corporation. Funds received from the Municipal Contribution Agreement are part of the City's general revenues in the Non-Program Account and are not allocated as a direct funding source to any particular services. Table 4 below outlines the City's gaming revenue received since the adoption of the Rexdale-Casino Woodbine Community Benefits Agreement in 2018.

Table 4. City of Toronto Gaming Revenue (2018-2021)

	2018	2019	2020	2021
City of Toronto Gaming Revenue from Casino Woodbine	\$19.2 million	\$26.7 million	\$3.1 million*	\$12.6 million**

* Revenue for Jan 1 - March 31, 2020 only. No revenue payments in remainder of 2020 as a result of Casino Woodbine closures due to government-mandated suspension of operations to reduce the spread of COVID-19.

** Revenue for July 1-December 31, 2021 only. No revenue payments in Q1 or Q2 2021 (January-June) as a result of Casino Woodbine closures due to government-mandated suspension of operations to reduce the spread of COVID-19.

Conclusion

The COVID-19 pandemic has created significant challenges for the Rexdale-Casino Woodbine Community Benefits Agreement, with much of One Toronto Gaming's progress towards the targets and requirements impacted. Despite the challenges, One Toronto Gaming has remained a committed partner and is optimistic that the requirements of the Rexdale-Casino Woodbine Community Benefits Agreement will be met - and contribute to recovery efforts. The upcoming completion of the first phase of redevelopment offers new opportunities for One Toronto Gaming to continue its

progress towards meeting the targets and conditions of the Agreement, with additional employment and procurement opportunities anticipated.

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ATTACHMENTS

Attachment 1: Rexdale-Casino Woodbine Community Benefits Agreement
Attachment 2: Timeline of the Impacts of the COVID-19 Pandemic on Casino Woodbine
Attachment 3: One Toronto Gaming 2021 Annual Report
Attachment 4: Woodbine Local Area (Reference Map)
Attachment 5: Rexdale-Casino Woodbine Community Benefits Agreement Community Steering Committee Terms of Reference
Attachment 6: Casino Woodbine Responsible Gambling Oversight Committee Terms of Reference
Attachment 7: Employment and Labour Market Advisory Working Group Terms of Reference