

Casino Woodbine

COMMUNITY BENEFITS AGREEMENT

Annual Report: 2021

Table of contents

Summary 3

Year Three: Adversity and Progress 4

 Local and Social Hiring..... 5

 Full-Time Jobs..... 13

 Scholarships and Career Advancement..... 3

 Local and Social Procurement..... 5

 International Marketing 16

 Community Access to Space..... 18

 Child Care 18

 Responsible Gambling..... 19

 Accountability, Monitoring & Public Reporting 20

Appendix A: Employment and Labour Market Advisory Working.....21

Summary

One Toronto Gaming (OTG) is a partnership between Great Canadian Gaming Corporation (Great Canadian) and Brookfield. Great Canadian operates 25 casinos in Ontario, BC, Nova Scotia and New Brunswick, including Casino Woodbine.

In order to ensure the redevelopment and operation of Casino Woodbine is a force for positive change in the Greater Toronto Area (GTA) – particularly for the site’s team members, and surrounding residents - OTG entered into a Community Benefits Agreement (CBA) with the City of Toronto (City) in 2018.

Throughout the lifespan of the agreement, OTG has worked with a plethora of external and internal stakeholders to develop and implement strategies and tactics designed to achieve the goals of the CBA, overseen by a set of three primary governance organizations:

- 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).

While not formally included in the governance structure, a fourth table called the Employment and Labour Market Partners Working Group (ELMPWG) plays a pivotal role in supporting the ELMA in the implementation of the Employment and Labour Market Plan, through the planning and implementation of workforce development activities. The group is convened by the City of Toronto's Employment and Social Services Division (TESS) and brings together key community partners from the Rexdale community to leverage existing employment services that prepare local residents and equity-deserving groups for employment opportunities.

Within the inaugural CBA Annual Report, OTG illustrated the rapid strides achieved in the first year of operation as well as the ability to meet or exceed some of the agreement’s targets ahead of schedule.

OTG’s most recent report, submitted in the Fall of 2020, demonstrated our ability to persevere through the crippling impacts brought on by COVID-19 and associated response measures.

COVID-19 led to a suspension of operations at all 25 Great Canadian properties across the country on March 16, 2020 - including Casino Woodbine – to support the efforts to contain COVID-19. Casino Woodbine reopened with significant operating restrictions on September 28, 2020, but was shut down again on October 9, as mandated by the provincial government as part of its continued efforts to contain the pandemic. In addition to casino operations, Construction activity was suspended three times in adherence with the provincial government’s restrictions on non-essential construction projects.

On November 10, 2020, Great Canadian announced that it had entered into an agreement to be acquired by an affiliate of funds managed by affiliates of Apollo Global Management, Inc (Apollo). The acquisition closed on September 22, 2021. As experienced investors in the gaming industry, Apollo is well placed to continue to successfully support management in operating the business of Great Canadian.

Approximately 10 months after the October 9, 2020, closure, the Ontario government moved the province into Step 3 of the COVID-19 reopening plan and as a result, Casino Woodbine reopened on July 16, 2021, with a series of health and safety restrictions, which included a 50% capacity limit. On October 25, 2021, the government briefly lifted capacity limits on casinos within the province until it was forced to reintroduce capacity limits on December 19th due to the unprecedented spread of the Omicron variant.

The extended closure had an unprecedented effect on Great Canadian’s team members, stakeholders and guests, and unravelled much of the progress One Toronto Gaming achieved in relation to its CBA goals and commitments. Nevertheless, Casino Woodbine remains committed to identifying opportunities to enhance hiring pathways that prioritize local residents, Indigenous, Black, and equity-deserving communities, while ensuring the redevelopment and operation of Casino Woodbine contributes to social progress in the GTA.

The following document summarizes OTG’s performance against each of the targets set out in the CBA over the course of the last year.

Year Three: Adversity and Progress

Since OTG took control of the Woodbine site in January 2018, it has made rapid strides toward its revitalization. The unprecedented disruption and subsequent suspension of operations caused by COVID-19 and associated response measures, has significantly halted the progress made against many of the targets set out in the CBA.

To support the containment of COVID-19, Great Canadian suspended operations at all 25 of its operations across the country on March 16, 2020. Casino Woodbine reopened with significant operating restrictions on September 28, 2020, but was shut down again on October 9, 2020, as mandated by the provincial government as part of its continued efforts to contain the spread of the pandemic. During this time, approximately 96% of Casino Woodbine's team members were furloughed.

After a closure approximating 17 months, Casino Woodbine was allowed to reopen on July 16, 2021, with certain restrictions including limiting capacity to 50%. All three levels of the facility were reopened along with approximately 1700 slot machines and 65 Table Games available. With the reopening, 816 Casino Woodbine team members returned to work.

On October 25, 2021 the government briefly lifted capacity limits on casinos within the province until it was forced to reintroduce capacity limits on December 19th due to the unprecedented spread of the Omicron variant.

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 to be achieved by 2022, when the new, expanded facility is targeted to open. 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 8);
- **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.

Prior to the operational disruption caused by COVID-19 and associated response measures, OTG made considerable progress toward these goals, beginning quickly with substantial hiring for table games in the renovated grandstand facility. Progress to date is outlined in this report, showing both where things were before COVID-19 and where they currently stand.

Employment Growth, Collapse, and Gradual Relaunch

Casino Woodbine employed 827 individuals when OTG assumed control of its operations in 2018.

Casino Woodbine reached its employment peak in March 2020, operating with 1817 active team members. After the government-mandated suspension of operations, on-site employment at Casino Woodbine declined drastically before beginning a rebuild in 2021 with the reopening of the facility. On September 28, 2020, during the facility's brief reopening, there were 90 active team members at Casino Woodbine. During the subsequent extended 10-month closure, the Casino Woodbine team declined to as low as 16 active team members.

On July 16, 2021, the Ontario government moved the province into Step 3 of the COVID-19 reopening plan and as a result Casino Woodbine reopened with 50% capacity with 816 team members returning to work. As of December 31, 2021, Casino Woodbine employment has grown steadily to 937 team members returning to work, most of whom were inactive with the company for over 17 months. Of the 937 active team members, 577 were hired as a result of expanded gaming (i.e. post 2018). Furthermore, Of the 577 active team members that were hired as a result of expanded gaming, 8% of those team members are considered to be local (within 7km radius).

A key component to reopening was the development of a comprehensive and robust health and safety plan to ensure team members and guests had confidence they would be safe returning to Casino Woodbine. Part of that plan included the addition of facility team members to support and adhere to the new health and safety protocols.



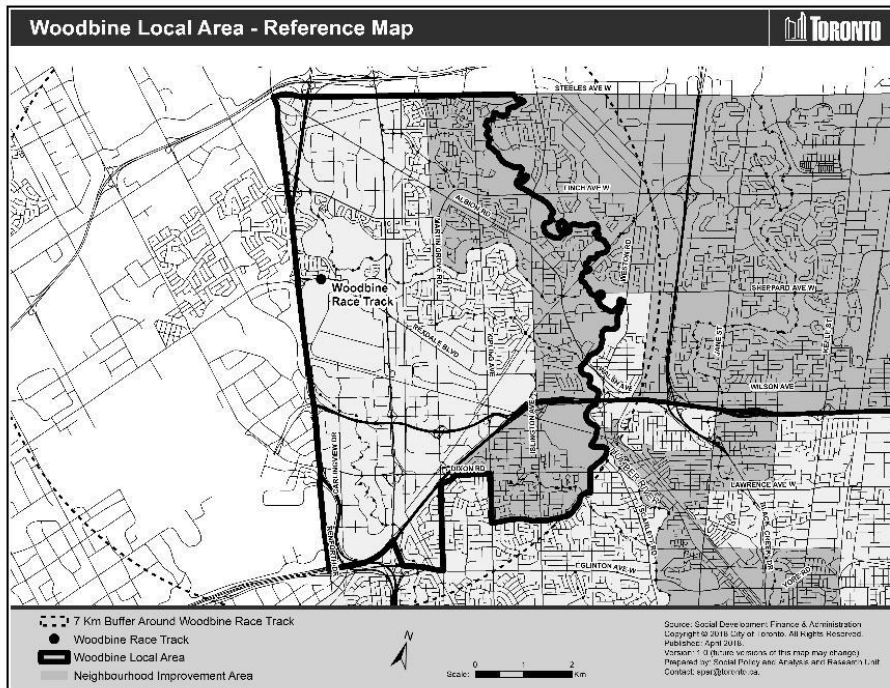
Outreach Activities

Despite unprecedented disruption and the subsequent suspension of operations caused by COVID-19 and associated response measures, OTG has continued to identify new employment and development opportunities accessible to residents of the Rexdale community and to equity-deserving groups. Our outreach activities include:

- Sharing work-back schedules with workforce development organizations to enable them to pre-screen candidate pools.
- Collaborating with government, non-profit partners, and employment agencies to identify prospective applicants and provide them with tools and resources that will enable them to be applicant ready.
- Attending meetings and virtual events with community members, businesses and stakeholders;
- Supporting and endorsing the City of Toronto's Union Engagement Strategy. This strategy seeks to identify ways to maximize opportunities for local residents to gain construction employment on the Casino Woodbine project.

Local Operational Employment

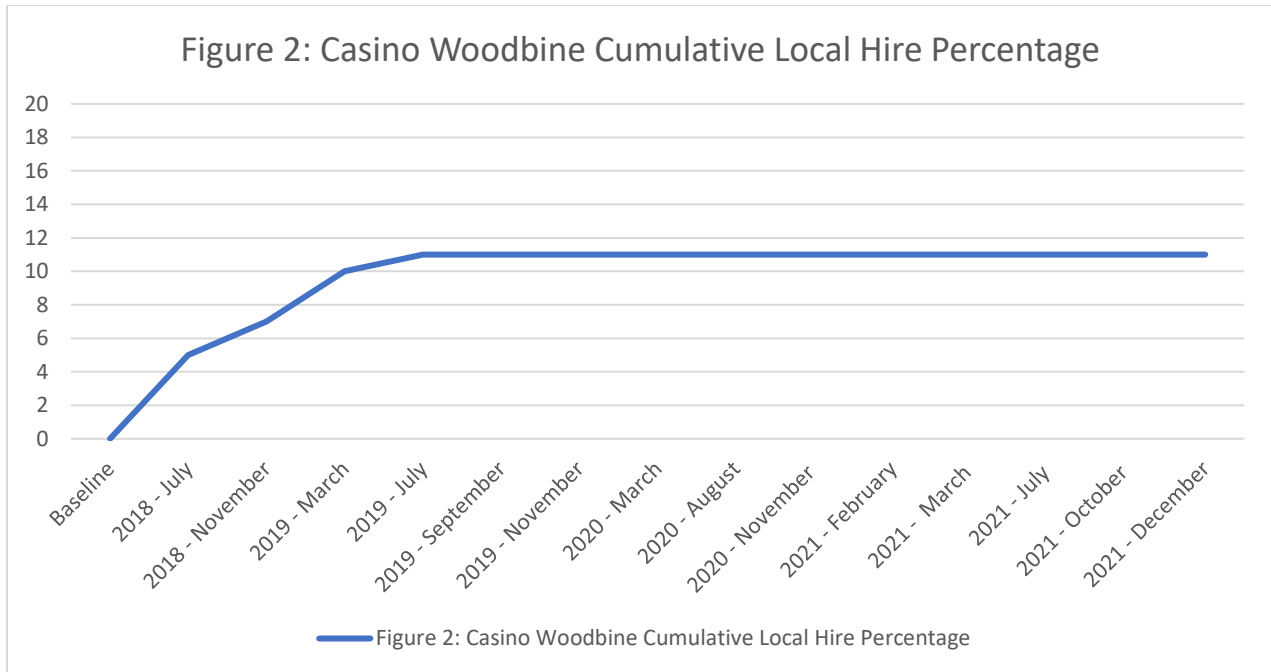
OTG has remained committed to maintaining its efforts to support the local operational employment targets within the CBA. OTG continues to collaborate with community stakeholder groups to identify prospective applicants for operational employment opportunities.



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

As of December 31, 2021 Casino Woodbine has 577 active team members who were hired as a result of expanded gaming (i.e. post 2018), 48 of which reside with the CBA's defined hyperlocal 7km radius . We are also actively working with community stakeholders to identify local prospective applicants.

Since OTG took control of Casino Woodbine in January 2018, 186 new team members to date have been recruited from within the 7-kilometre zone. The proportion of new hires from within the Woodbine local area continues to hold steady at 11% of total hires pre-COVID to present day.



A detailed timeline of local hiring is shown in the following table:

Cumulative Local Hires	
2018 - July	7
2018 - November	60
2019 - March	92
2019 - July	134
2019 - September	134
2019 - November	151
2020 - March	182
2020 - August	182
2020 - November	182
2021 - February	182
2021 - March	182
2021 - July	182
2021 - October	182
2021 - December	186

OTG remains committed to increasing both local and hyper-local employment as the redevelopment of the site continues. Immediately after the announcement of Casino Woodbine’s reopening, the Employment and Labour Market Partner Working Group (ELMPWG) reconvened and began assessing the feasibility of implementing pre-employment and role-specific skills training. Additionally, the ELMPWG has identified and referred prospective applicants for Casino Woodbine operational and PAT positions.

As the first phase of Casino Woodbine redevelopment moves closer to completion, new opportunities will become available, since many of the jobs associated with those new facilities will be in non-gaming areas such as food services, hospitality and hotel operations. Some of these new roles are non-gaming positions and will not require registration with the Alcohol and Gaming Commission of Ontario, which lowers the barrier to entry, providing an elevated opportunity for applicants with the right attitude and aptitude. Additionally, OTG believes the employment opportunities that will be available within this upcoming tranche of hiring is less likely to conflict with the religious commitments or cultural values of local residents.

Social Operational Employment

The CBA target for social hiring states that a minimum of 40% of new hiring of Woodbine Gaming Lands Employees (to be tracked through headcount) will have been and will continue to be hired through Local Hiring or Social Hiring, of which at least half shall have been and shall continue to be through Local Hiring.

OTG's performance on social hiring significantly exceeds the 20% targeted in the CBA (half of the overall 40% target for local and social employment). Of the 1689 new team members hired as a result of the expansion, 816 team members, or 48% chose to self-identify as a social hire. A small number (60 team members, or 3%), explicitly chose the option not to self-disclose on the Personal Disclosure Form.



OTG continues to appreciate the importance of ensuring individuals who identify as members of an underrepresented group, local residents and individuals connected with employment serving organizations have front-of-the-line access to PAT jobs. OTG's

Employment Labour Market Plan (ELMP) has been instrumental in achieving this objective. The ELMP ad hoc Working Group (ELMPWG) which is convened by the City of Toronto's Employment and Social Services Division (TESS) and brings together key community partners from the Rexdale community to leverage existing employment services that prepare local residents and equity-deserving groups for Casino Woodbine employment opportunities.

In 2019, the ELMP's customized social recruitment events resulted in more than 200 conditional offers of employment, with a success rate of more than 70% for applicants through this social hiring effort. In March 2020, OTG (in collaboration with our ELMP partners) introduced a dual stream recruitment model. Unfortunately, the government mandated COVID shutdown placed this initiative on hold, making it difficult to assess its impact. As we shift into 2022, OTG will continue to leverage the expertise of the ELMP and discover ways to innovate, streamline, and implement the various recruitment strategies within the 2022 Employment Labour Market Workplan.

Local and Social Construction Employment

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

The onset of COVID-19 had serious impacts on every aspect of the Casino Woodbine redevelopment, including the progress achieved in meeting the commitments and targets articulated in the CBA. Construction activity was suspended three times in adherence with the provincial government's restrictions on non-essential construction projects, and challenges with labour availability and supply chain logistics are also impacting timelines. Once complete, the complex will feature the addition of an expanded casino, hotel, parkade, and entertainment venue. Despite the challenges faced, OTG continues to meet aspects of the CBA targets for construction employment.

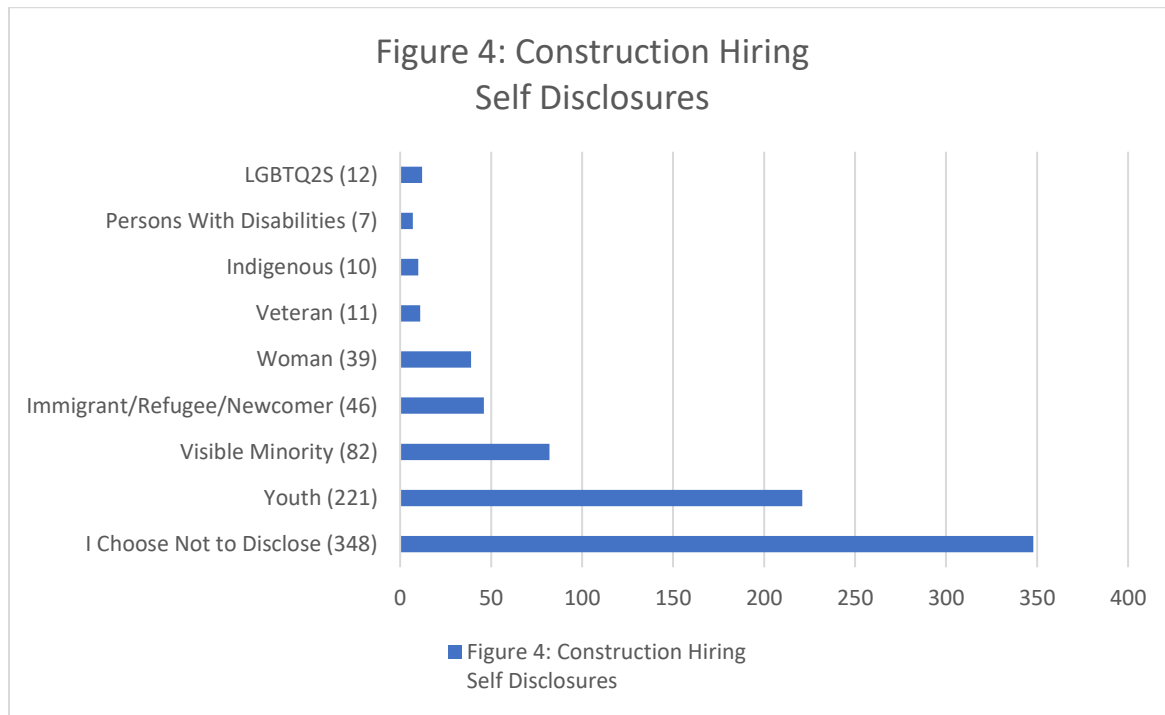
From the inception of the CBA agreement, virtually all construction workers have been presented with a Personal Disclosure Form. Of the 1426 individuals that performed work on the redevelopment project, 221 individuals identified as youth, 82 individuals identified as a visible minority, 46 individuals identified as an immigrant or newcomer, 39 individuals identified as a woman, 11 individuals identified as a veteran, 10 individuals identified as Indigenous, 7 individuals identified as persons with disabilities, 12 individuals identified as LGBTQ2S. Lastly, 380 (27%) individuals chose to disclose that they were a member of at least one an equity deserving group.

OTG continues to track local and social workers as a proportion of the total headcount arriving on site rather than by hours. By all appearances this KPI is equally as effective for measuring progress against the CBA's construction employment targets. As OTG and the City of Toronto continue to monitor the progress of construction targets related to the CBA, best efforts will be made to consider all city led initiatives and findings that support the

implementation of a tracking system or mechanism to make targets related to hours worked actionable.

Despite exceeding the 10% target thus far, OTG continues to assess the feasibility of enhancing the self-disclosure process. For instance, through collaboration with our ELMP and oversight committee partners, amendments were made to the Personal Disclosure Form, resulting in a considerable increase of youth self-disclosures. This collaborative approach has proven beneficial to mitigating the number of workers who elect not to disclose.

Conversely, hyperlocal construction hiring remains a challenge. Only 19 construction hires (1.3% of total hires) self-identified as residing within the 7km Woodbine Local Area, although there may be more who chose not to disclose.



OTG will continue to make every effort to engage with the City of Toronto, sub-contracted companies performing work on the Casino Woodbine redevelopment site, and affiliated unions to develop and implement strategies to ensure opportunities for site development jobs are available to hyperlocal, social, and equity-seeking communities. In the Fall of 2021, OTG formally endorsed the City of Toronto’s Engagement Strategy which brings together representatives from sub-contractors performing work at Casino Woodbine to identify pathways for local residents, Black, Indigenous and equity-deserving communities to obtain employment in construction through the Casino Woodbine expansion.

Full-Time Jobs

CBA Targets

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

Progress to Date

Despite the significant impact experienced as a result of COVID-19, OTG remains focused on team member engagement, ongoing training, thoughtful recognition programs and internal promotions to ensure that both existing and new team members have the opportunity to benefit over the long term from Casino Woodbine’s transformation.

Prior to the government-mandated shutdown in March 2020, just over 56% of the 1,817 Casino Woodbine team members were working full time and 44% were working part time.

On July 16, 2021, the Ontario government moved the province into Step 3 of the COVID-19 reopening plan and as a result Casino Woodbine reopened with several restrictions, including being limited to 50% capacity. Consequently, Casino Woodbine welcomed over 816 team members back to work, 651 (80%) of which were full time positions. As per the site’s collective bargaining agreements, seniority as well as operational requirements were among the primary factors involved in determining which unionized team members returned to work. Additionally, some unionized team members had the option to work within a different operational role if their previous position was unavailable. As of December 31, 2021, Casino Woodbine employment has grown steadily to 937 total team members, 703 (75%) of which were full time positions.

Despite the significant impact COVID-19 has had on maximizing employment opportunities at Casino Woodbine, OTG remains committed to providing permanent, full-time, career-track work, while still maintaining flexible part-time options.

Scholarships and Career Advancement

CBA Targets

The CBA emphasizes the provision of training, leadership and incentive programs, and the availability of scholarships to ensure that Casino Woodbine team members are afforded opportunities for professional development and career advancement.

Progress to Date

Prior to the government-mandated suspension of operations, OTG – through its parent company, Great Canadian - offered several programs for professional development of Casino Woodbine team members:

Leveraging Effective Leadership (LEVEL) – The LEVEL program enhances and leverages leaders’ experiences and expertise to maximize learning, leadership and growth trajectories. Several Casino Woodbine team members have participated in the series of LEVEL modules offered by Great Canadian thus far.

• **Leadership Development Program (LDP)** - The LDP program focuses on developing new and emerging leaders and enhancing and reinforcing the skills of our current leadership team. Several Casino Woodbine team members have participated in the seven LDP courses offered by Great Canadian thus far.

• **Leadership and Executive Advancement Program (LEAP)** - LEAP is an inclusive program designed to grow future leaders who embody the company’s values. The program offers training to enhance and build management and leadership skills and provides tools and resources to support team members. LEAP helps develop Great Canadian’s next generation of leaders who will lead new business opportunities, project work, and operations. Since the inception of the Leap program in 2018, and up to the end of 2019, three Casino Woodbine team members have gone through the program. The program has not been offered in 2020 or 2021 due to the suspension of Great Canadian’s operations Canada-wide.

• **Great Experiences and Memories program (GEM)** - The GEM program encourages and incentivizes team members to provide “Great Experiences and Memories” for guests at Great Canadian’s properties, including Casino Woodbine. The program has not been offered in 2021 due to the suspension of Great Canadian’s operations Canada-wide.

• **Tuition Reimbursement** – OTG will continue to reimburse team members for tuition at post-secondary institutions up to \$1500 per year for courses that are relevant to their current position and/or development.

• **PROUD Scholarship program** – OTG team members are eligible to apply to Great Canadian’s PROUD Scholarship program, which provides financial assistance to team members and their eligible dependents in an effort to recognize their community involvement while supporting their post-secondary education. Each scholarship awarded provides \$1000 to the successful recipient. The program has not been offered in 2020 or 2021 due to the suspension of Great Canadian’s operations Canada-wide.

OTG remains committed to all programs and intends to re-introduce them in 2022 upon the resumption of more normalized operations at Casino Woodbine.

In September 2020, OTG was very pleased to introduce CONNECT, which is a versatile learning management system that provides team members a variety of training options. OTG has been able to utilize CONNECT to introduce and implement its Site-Specific COVID-

19 Prevention and Control Plan in order to prevent and control exposure to COVID-19 through the company's health and safety program and additional policies, procedures, and guidance information. Furthermore, CONNECT offers team members a more controlled, robust and interactive relationship with Casino Woodbine operations.

Local and Social Procurement

CBA Target

The CBA includes targets for supply chain diversification: Starting in 2019, OTG was 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) would 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

The onset of COVID-19 has impacted every aspect of the Casino Woodbine redevelopment, including the progress achieved in meeting the commitments related to procurement. OTG's new estimated completion date for phase one of the facility's expansion is Q4 2022. The delay is a result of the implementation of the provincial government's restrictions on non-essential construction projects. To date, most of the procurement for the project has consisted of either specialized gaming items or construction services.

As construction nears completion, OTG will have an opportunity to achieve its procurement targets outlined in the CBA by identifying local and diverse suppliers in Great Canadian's Gaming Corporations (GCGC) purchasing platform vendor address book, which will provide robust local and diverse supplier procurement and supply chain capabilities along with opportunities to source from these vendors in their specific products and services categories. One caveat to note is that Woodbine Entertainment Group (WEG) as GCGC's largest Local supplier, operates F&B, valet parking and a large part of facilities procurement on behalf of GCGC as the Landlord under the Woodbine site tenant agreement. There are also GCGC shared services functional departments such as Marketing, HR, Finance, Legal and IT where strategic sourcing and subsequent contract agreements are national or regional in scope.

Establishing tracking methodologies continues to be a key challenge, especially given the wide variety of data formats and approaches taken by buyers, suppliers and supply chain diversification organizations. Despite the aforementioned challenges and low staffing levels exacerbated by the government's COVID-19 response measures, there will be more defined human resources available as it relates to strategic sourcing, procurement and diverse supply chain activities for the Woodbine site going forward. Lastly, OTG will have better data analytics and reporting tools available to the business by the end of 2022 as part of its IT Roadmap initiatives.

The 2018 baseline was \$105 million in local spending spread across 24 suppliers who fall within the CBA's 7-kilometre radius – the Woodbine Local Area. In 2019, this increased to \$125 million, spread across 30 vendors. As a result of the COVID shutdown, spending through 2020 and 2021 has declined to \$116M across 26 vendors, and \$67M across 17 vendors, respectively.

As it pertains to overall spending by Great Canadian within the entire City of Toronto, a 2018 baseline was established of \$212 million. In 2019, this increased to \$318 million across 215 suppliers. As anticipated, spending through 2020 and 2021 has declined to \$192M across 237 suppliers, and \$153M across 251 vendors, respectively.

OTG remains committed to local procurement while recognizing the CBA definition of “local suppliers” only acknowledges suppliers within the 7-kilometre Woodbine Local Area. This definition does not reflect the reality of typical local and regional supply chains. Adopting a broader definition of local spending would be more appropriate given the complexities and nuances of this project. OTG remains hopeful that the City's investment in Community Benefits Framework initiatives will result in readily available data information on local and social businesses.

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. As per the CBA, OTG plans to develop and implement a more detailed and refined plan in 2022. However, it is important to note that any plan will be significantly influenced by the lack of clarity available in relation to the ongoing impact from COVID-19 on international tourism and travel. Until a more normalized operating environment is achieved for the Canadian tourism, entertainment and hospitality sectors, the value of any plan is seriously hampered, and thus limited.

The aim of the final plan – notwithstanding the important caveat noted above - will be to position the Casino Woodbine complex as a powerful, complementary addition to the hospitality marketplace in Toronto, enabling Casino Woodbine to augment the City's overall appeal to visitors from outside Ontario. Strategic 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.

Although the plan will be primarily geared toward marketing the redeveloped Casino Woodbine upon completion, steps were taken, as noted in the 2020 version of the CBA Annual Report, to develop the foundational aspects of the plan itself and begin implementation prior to the opening of the new facility.

Specifically, updates were undertaken to OTG's customer management system to capture additional data associated with out-of-province and international visitors. These updates were a critical step to ensure OTG's systems are prepared to support the final iteration of the plan.

Additionally, Great Canadian has continued work on its Enterprise Loyalty Program project, which will combine specific components of the customer management system infrastructure. The result will be the creation of a unified card-based loyalty program across all Great Canadian's Ontario properties, integrating transactional data across multiple systems that will ultimately provide more informative data insights that will be relevant for Casino Woodbine's international visitor segment.

A new omni-channel marketing platform, called Experiture, has been implemented at all four of OTG's properties and will extend to the other eight Great Canadian properties in Ontario upon completion of the company's Enterprise Loyalty Program. The platform enhances current and future marketing functionality by adding several new communication channels to the marketing toolkit, significantly increasing speed to market, brand awareness, and incremental visitation. Experiture allows marketers to respond to lifecycle events using sophisticated automation tools, deploying coordinated messages by Email, SMS, Mobile App, Player Portal, and Direct Mail.

Hotel, restaurant, and retail "point of sale" system relational data will eventually be associated with the data captured in the customer management system and leveraged by the omni-channel marketing platform. This will provide a holistic view of data across all property amenities, optimizing the effectiveness of targeted campaigns and determining the most effective incentive to drive visitation and extend average stay.

OTG will continue its relationship with Atlantis, Paradise Island in The Bahamas, maintaining its position as the first Canadian-based gaming company with this type of tier-based loyalty program benefit. OTG player club members can enjoy up to four complimentary nights or a special casino discount at this Caribbean getaway. Future enhancements to this partnership may include Atlantis cross-promoting Casino Woodbine to their members and coordinated visits from top-tier members.

More partnership agreements with complementary organizations that expand the marketing reach and scope of Casino Woodbine are envisioned in the future, as part of the development and implementation of a robust International Marketing Plan.

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 delivering on this commitment, as stated in the 2020 Annual Report. Once construction is complete and the new facilities are operational, OTG will provide space at the complex's entertainment venue in line with the CBA's target. The estimated completion date is Q2 2023.

To ensure local stakeholders in the non-profit, charitable, and community fields are aware of this unique opportunity, OTG will canvass organizations and groups like the Community Steering Community to proactively leverage their respective networks and gather information regarding community demand.

In addition, while the site's training facilities will be used mainly to train and upskill team members during the ramp up of the facility, 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.

To ensure the appropriate management of demand and availability for the opportunities to access the space proposed at the new complex, a "Community Access to Space Policy and Procedures" (or "CASPP") will be developed, as outlined in the CBA. It is envisioned the CASPP will be developed in 2022 to provide clarity for the aforementioned groups of the opportunity associated with this provision of the CBA.

Childcare

CBA Target

As outlined in the CBA, OTG has contributed \$5 million toward the City's development of a local childcare centre. Toronto Children's Services staff remain engaged with securing a location suitable for a licensed childcare centre within the Woodbine Casino Neighborhood.

Toronto 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 childcare centre will be available to community residents and Casino Woodbine team members. Toronto Children's Services staff are exploring the possibility for

extended childcare hours, depending on demand and the ability of the operator to provide service.

Progress to Date

Children's Services continues to work towards identifying suitable space that meets the legislative requirement for childcare spaces under the Child Care and Early Years Act, 2014. As part of the Rexdale – Casino Woodbine Community Benefits Agreement, the childcare centre must serve both employees of Casino Woodbine and the local community. The search is therefore limited to the Woodbine Local Area, of which most of this area is designated as Employment lands. This limits the ability to find suitable space within the Woodbine Local Area, mostly to the north and north-east of Casino Woodbine. Children's Services is exploring options to partner with property owners within this focused geographical area and currently following up on suitable leads.

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 OLG and the Alcohol and Gaming Commission of Ontario (AGCO), the regulator for all forms of gaming in the province.

Progress to Date

The ongoing closure of Casino Woodbine for the first half of 2021 negated the need for active and ongoing involvement in Casino Woodbine's RG practices. However, with the reopening of Casino Woodbine on July 16, 2021, OTG has renewed its commitment to adhering to all of its RG requirements, as mandated by OLG and the AGCO. OTG continues to emphasize that player health and RG are key to the sustainability of the gaming industry and to the vitality and prosperity of host communities, and that principle will remain fundamental going forward as we normalize operations post-pandemic.

OTG continues to work closely with OLG, AGCO and the Casino Woodbine Responsible Gambling Oversight Committee to ensure the site maintained the highest standards of RG in every aspect of operations. Among other regulatory procedures, OTG ensures that Casino Woodbine team members are trained in recognizing and responding to red flag behaviours. Casino Woodbine also has a PlaySmart Centre that is open 7 days a week and staffed 7 days a week from 11:00am – 2:00am (hours may differ during covid restrictions). PlaySmart Centre staff assist guests and employees and offer a wide range of support including how games work, odds of winning, providing instant support when

gambling may seem overwhelming and assisting in self-exclusions. For continuing support, the PlaySmart Centre staff are strong advocates for local as well as community supports and when the staff are not present local treatment provider information is available on the kiosks at the PlaySmart Centre. The site also ensures that RG messaging and resources are available across the site in the form of digital messaging, RG brochures, RG posters and clings, and clocks that are visible from the gaming floor to enable players to show passage of time.

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

The government-mandated suspension of operations at Casino Woodbine continued to have a material impact on every facet of the Casino Woodbine operation through most of 2021.

Despite this, OTG was able to provide the requisite reporting throughout the year, recognizing that there was a dearth of data points to report upon due to the government-mandated suspension of operations. Notably, however, was the reinstatement of the Community Engagement Specialist role, in conjunction with the reopening of Casino Woodbine, as the primary liaison to the City of Toronto and community stakeholder groups. Moreover, the position was filled with the previous individual who originally held the role, which is an important factor related to the history and institutional knowledge associated with the position, as well as previous relationships forged.

Despite the far-reaching and dramatic impact COVID-19 has had on Casino Woodbine, OTG has remained engaged with the requisite oversight bodies over the past year and believes

engagement will be further enhanced as operations normalize at Casino Woodbine, as well as with the reinstatement of the Community Engagement Specialist. Moving forward into 2022, OTG is hopeful and optimistic that the impact of COVID-19 will continue to be minimized, and thus, lead to more community-based opportunities and results to report upon.

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.
- The membership of the Committee will commit to: One Toronto Gaming – Casino Woodbine: CBA Annual Report 2020 - 2023
- 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 Organization	Representative(s)
Casino Woodbine	Debbie Hynes, Director, Human Resources Reinaldo James, Community Engagement Specialist
City of Toronto – Economic Development & Culture	Matthew Premru, Economic Development Officer, Business Retention & Expansion
City of Toronto – Employment & Social Services	Anna Cain, Director Mecada Mitchell-Djabatey, Supervisor Employer Services Christine Carrasco, Manager Workforce Development Colleen Digman, Management Consultant
City of Toronto – Social Development, Finance & Administration	Craig Milson, Supervisor, Youth Development Unit Alison Stanley Policy Development Officer John Smith, Manager, Community Development Unit Sherry Philips, Community Development Officer HUB Stefany Hanson, Manager, Youth Development Unit Arrathiyah Thirukkumaran, Community Development Officer

Humber College	Elana Lewis, Manager, Community Employment Services Nivedita Lane, OCT, M.Ed, B.Ed, Manager, Community & Partnership Development
One Toronto Gaming	Chuck Keeling Executive Vice President, Stakeholder Relations
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>