

Rexdale-Casino Woodbine Community Benefits Agreement: 2022 Progress Update

Date: March 7, 2023

To: Executive Committee

From: Executive Director, Social Development, Finance and Administration

Wards: All

SUMMARY

In 2018, City Council adopted the Rexdale-Casino Woodbine Community Benefits Agreement 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.

The terms of the Agreement require One Toronto Gaming to provide annual progress reports to the City and for staff to provide annual update reports to City Council. This report provides a status update on the implementation of the Rexdale-Casino Woodbine Community Benefits Agreement. It also provides an update on the timeline for the opening of the expanded site and the City's share of gaming revenues for 2022.

The report indicates that the majority of the targets and requirements of the Rexdale-Casino Woodbine Community Benefits Agreement are being met or are on track to being met. As of December 31, 2022, One Toronto Gaming's progress to date includes:

- **Child Care Centre:** One Toronto Gaming provided the required \$5 million contribution. A potential location for the child care centre has been identified and is currently undergoing a feasibility study. The 2023-2032 Approved Capital Budget for Children's Services includes funding of \$5.0 million for the construction of the child care centre.
- **International Marketing Plan:** One Toronto Gaming is on track to meet the March 31, 2023 deadline for submission of the International Marketing Plan.
- **Local and Social Hiring (Operations):** Of the 1,982 new hires since 2018, 48 percent (956 individuals) self-identified as a social hire and 10 percent (206 individuals) were local hires. The target for local hires has not yet been met; One Toronto Gaming has committed to prioritizing local hiring in 2023 and expects to see an increase given community interest in non-gaming positions that will be available in 2023.
- **Local and Social Hiring (Construction):** Of the 2,381 people employed on the construction site since 2018, 28 percent (657 individuals) self-identified as a social hire and two percent (56 individuals) self-identified as a local hire.

- Full-Time Employment (Operations): Of the 1,291 active employees, 66 percent (855 individuals) are employed on a full-time basis (minimum 35 hours per week) and 34 percent (436 individuals) are employed on a part-time basis.
- Supply Chain Diversity: In 2022, One Toronto Gaming spent \$9.9 million across 27 local suppliers, representing 11 percent of their total annual non-construction spend. One Toronto Gaming did not report any procurement through diverse suppliers in 2022.
- Community Access to Space: One Toronto Gaming is on track to meet the requirement to develop Community Access to Space Policy and Procedures prior to the opening of the Entertainment Venue in 2023.
- Responsible Gambling: All Responsible Gambling measures are being met.

Despite the challenges and uncertainty caused by the COVID-19 pandemic in 2020 and 2021, One Toronto Gaming was able to regain progress towards the majority of the targets and requirements of the Rexdale-Casino Woodbine Community Benefits Agreement in 2022. With the completion and opening of the first phase of redevelopment expected by One Toronto Gaming in the first half of 2023, it is anticipated that progress will continue to be made, particularly on the local hiring target for operations. One Toronto Gaming, the City, and the Community Steering Committee remain committed to working together to advance the Rexdale-Casino Woodbine Community Benefits Agreement to maximize positive outcomes for local and equity-deserving residents.

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, 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 mitigation of the negative impacts of expanded gaming on the local community.

DECISION HISTORY

EX31.15 Rexdale-Casino Woodbine Community Benefits Agreement: 2021 Progress Update

On March 30, 2022, Executive Committee received for information the 2021 progress update report for the Rexdale-Casino Woodbine Community Benefits Agreement.

<https://secure.toronto.ca/council/agenda-item.do?item=2022.EX31.15>

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.

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

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 Gaming¹, a partnership between Great Canadian Entertainment^{2,3} and Brookfield Business Partners L.P. One Toronto Gaming, as the Service Partner for the Ontario Lottery and Gaming Corporation, is leading the expansion of gaming at Casino Woodbine.

The Rexdale-Casino Woodbine Community Benefits Agreement requires One Toronto Gaming to achieve a range of social and economic outcomes including: i) local and social hiring for operations and construction 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 Rexdale-Casino Woodbine Community Benefits Agreement is 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-alone⁴ community benefits agreement, and one of several community benefits initiatives included in the Community Benefits Framework⁵ adopted by City Council in 2019. Through the Community Benefits Framework, the City is working with a range of stakeholders to develop a Community Benefits Toolkit that will strengthen the back-end

1 One Toronto Gaming is formerly known as Ontario Gaming GTA Limited Partnership (OGGLP).

2 In 2022, Great Canadian Gaming Corporation rebranded as Great Canadian Entertainment.

3 In 2021, Great Canadian Entertainment was acquired by an affiliate of funds managed by Apollo Global Management Inc.

4 The Rexdale-Casino Woodbine Community Benefits Agreement is the only separate community benefits agreement signed by the City, leveraged through a unique opportunity related to the expansion of gaming at Casino Woodbine. All other City community benefits initiatives use clauses and requirements secured in City contracts when the City buys, builds or leases, for example.

5 More information is available at <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/community-benefits-framework/>

infrastructure needed to support the successful implementation of the City's current and future community benefits initiatives. Lessons learned from the Rexdale-Casino Woodbine Community Benefits Agreement are being leveraged to inform the development of this back-end infrastructure.

Impacts of the COVID-19 Pandemic and 2023 Expansion Opening Timelines

On March 30, 2022, Executive Committee received for information the 2021 progress update report for the Rexdale-Casino Woodbine Community Benefits Agreement. A key theme of this report was the impact of the COVID-19 pandemic on One Toronto Gaming's progress in meeting the targets and requirements of the Agreement. From the onset of the COVID-19 pandemic in March 2020 to the end of 2021, Casino Woodbine was closed approximately 75 percent of the time. Casino Woodbine faced another short-term government-mandated closure in 2022 due to the onset of the Omicron variant; Casino Woodbine closed January 5, 2022 and was re-opened with a 50 percent capacity limit on January 31, 2022. Capacity limits on casinos were lifted by the provincial government on February 17, 2022.

One Toronto Gaming's 2021 and 2022 progress reports highlighted the impacts of the COVID-19 pandemic on the construction timeline for the redevelopment of the site, including multiple government-mandated restrictions on non-essential construction projects in 2020 and 2021 and additional challenges with labour availability and supply chain logistics. One Toronto Gaming is now estimating the redeveloped site to be opened in the first half of 2023. The redevelopment includes the new casino, hotel, entertainment venue, and food and beverage facilities. One Toronto Gaming continues to keep all partners updated on the opening timelines.

Accountability and Oversight Structure

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 Committee⁶, convened by the City of Toronto;
- the Casino Woodbine Responsible Gambling Oversight Committee⁷, convened by the Ontario Lottery and Gaming Corporation; and
- the Employment and Labour Market Advisory Working Group⁸, convened by One Toronto Gaming.

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 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.

6 The Terms of Reference for the Community Steering Committee is available at: <https://www.toronto.ca/legdocs/mmis/2022/ex/bgrd/backgroundfile-222919.pdf>

7 The Terms of Reference for the Responsible Gambling Oversight Committee is available at: <https://www.toronto.ca/legdocs/mmis/2022/ex/bgrd/backgroundfile-222920.pdf>.

8 The Terms of Reference for the Employment and Labour Market Advisory Working Group is available at: <https://www.toronto.ca/legdocs/mmis/2022/ex/bgrd/backgroundfile-222921.pdf>.

The governance structure remains in place and active. The Community Steering Committee and the Employment and Labour Market Advisory Working Group met quarterly in 2022. The Casino Woodbine Responsible Gambling Oversight Committee met twice in 2022. Community representation is included in the accountability structure, through community agencies and local resident representatives.

Summary of Targets and Achievements

The Rexdale-Casino Woodbine Community Benefits Agreement requires One Toronto Gaming to submit an annual progress report to the City. One Toronto Gaming submitted its 2022 annual report to the City on January 31, 2023, included as Attachment 2.

Table 1 below summarizes One Toronto Gaming's progress in meeting the targets and requirements of the Agreement. The City's webpage⁹ for the Rexdale-Casino Woodbine Community Benefits Agreement will be updated in the first quarter of 2023 with the new information.

Table 1: Summary of Targets and Achievements (2018 to December 31, 2022)

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 is actively pursuing 920 Queen's Plate Drive as a potential location, with a feasibility study currently underway. The project is included in the 2023-2032 Approved Capital Budget and Plan for Children's Services.
International Marketing Plan for the Woodbine Entertainment Complex ¹⁰	Develop and implement an International Marketing Plan by January 1, 2022	<ul style="list-style-type: none"> One Toronto Gaming delivered a preliminary plan in 2018. In 2022, an Amending Agreement was signed to extend the deadline to March 31, 2023. One Toronto Gaming is on track to deliver the International Marketing Plan by the deadline.

⁹ <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/community-benefits-framework/community-benefits-agreements/>

¹⁰ Woodbine Entertainment Complex is defined as the integrated entertainment complex including Casino Woodbine to be constructed and operated by OGGLP (One Toronto Gaming) on the Woodbine Gaming Lands.

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. • The Employment and Labour Market Advisory Working Group was established in 2018 to oversee implementation and reporting of outcomes.
Local ¹¹ and Social ¹² Hiring (Operations)	<p>40 percent of new hiring through Local or Social Hiring, with minimum of 20 percent Local Hiring</p> <p>Prioritize youth hiring, particularly youth who identify as a member of an Equity-Seeking Group¹³</p> <p>40 percent of total employees have full-time employment¹⁴ in the first two years of Expanded Gaming¹⁵</p> <p>50 percent of total employees have full-time employment after two years of Expanded Gaming</p>	<ul style="list-style-type: none"> • There have been a total of 1,982 new hires as a result of expanded gaming. • Of the 1,982 new hires since 2018, 48 percent (956 individuals) self-identified as a social hire and 10 percent (206 individuals) were local hires. • Of the 956 individuals who self-identified as a social hire, 26 percent (246 individuals) self-identified as youth. Categories for self-identification are not mutually exclusive. • Of the 1,291 active employees as of December 31, 2022, 66 percent (855 individuals) were employed on a full-time basis and 34 percent (436 individuals) were employed on a part-time basis.

11 Local Hiring means the hiring of people who live in the Woodbine Local Area, defined in Attachment 3.
12 Social Hiring means the hiring of people who self-identify with an Equity-seeking Group or people who face unique barriers to employment, including Ontario Works clients.
13 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.
14 Full-time employment is defined as a minimum of 35 hours per week.
15 Expanded Gaming means the operation of live table games at Casino Woodbine. This started in 2018.

Requirement	Summary	Achievements to Date
Local and Social Hiring (Construction)	<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 an Equity-Seeking Group</p>	<ul style="list-style-type: none"> • A total of 2,381 people have worked on the redevelopment project since 2018. • Of the 2,381 people employed on the construction site since 2018, 28 percent (657 individuals) self-identified as a social hire and two percent (56 individuals) self-identified as a local hire. • Of the 657 individuals who self-identified as a social hire, 69 percent (454 individuals) self-identified as youth. Categories for self-identification are not mutually exclusive.
Supply Chain Diversity	<p>Develop Supply Chain Diversity Policy and Procedures for non-construction procurement</p> <p>Starting in 2019, at least 10 percent of annual non-construction procurement will be through Local¹⁶ or Diverse¹⁷ Suppliers (specialized gaming procurement exempt)</p>	<ul style="list-style-type: none"> • One Toronto Gaming developed Supply Chain Diversity Policy and Procedures in 2019. • In 2022, One Toronto Gaming spent \$9.9 million across 27 local suppliers. This represents 11 percent of their total annual non-construction procurement. • One Toronto Gaming did not report any procurement through diverse suppliers in 2022.
Labour Peace	Respect the role of organized labour, comply with contractual and statutory labour obligations	<ul style="list-style-type: none"> • The City or Community Steering Committee has not received any reports related to One Toronto Gaming failing to comply with contractual or statutory labour obligations.

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

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

Requirement	Summary	Achievements to Date
Community Access to Space	<p>Develop Community Access to Space Policy and Procedures</p> <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>	<ul style="list-style-type: none"> • One Toronto Gaming is committed to developing Community Access to Space Policy and Procedures in 2023. • One Toronto Gaming is planning to consult local community agencies in 2023 to inform the Community Access to Space Policy and Procedures.
Responsible Gambling Measures	Maintain all Responsible Gambling Measures at Casino Woodbine	<ul style="list-style-type: none"> • Ontario Lottery and Gaming Corporation has confirmed that all Responsible Gambling measures are being met at Casino Woodbine.
Negative Impacts of Expanded Gaming	Work with stakeholders to 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's 2022 Annual Report was submitted to the City on January 31, 2023. • One Toronto Gaming provided required quarterly reports through the Employment and Labour Market Advisory Working Group.
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 active: Community Steering Committee (convened by City of Toronto); 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 Achievements

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

Child Care Centre

One Toronto Gaming is required to contribute \$5 million towards the creation of a new child care centre to benefit Casino Woodbine employees and local residents. One Toronto Gaming provided a Letter of Credit for the \$5 million contribution to the City's Children's Services Division in 2018¹⁸.

Following a lengthy search for an appropriate location in the Woodbine Local Area¹⁹ that meets zoning and legislative requirements for child care space, Children's Services has identified and is actively pursuing a potential location at 920 Queen's Plate Drive. The identified building is a one-story stand-alone Toronto Community Housing Corporation community space located between two community housing towers, one owned by managed by Toronto Community Housing Corporation, the other owned and managed by Ascot Cooperative Homes Inc. This location is close to Casino Woodbine and is easily accessible by public transit.

Toronto Community Housing Corporation, in collaboration with Children's Services, is conducting a feasibility study to assess whether the existing building can structurally support an additional two stories to accommodate the child care centre. If the feasibility study indicates the development can proceed, the City will then seek Ministry of Education approval in principle, in the advancement of this development.

Once a location is secured and development is underway, staff will initiate a process to select a not-for-profit operator. Children's Services, with the support of One Toronto Gaming, initiated a community engagement process in 2019 to survey local residents and Casino Woodbine employees regarding current and future child care needs. This engagement was paused in 2020 due to the onset of the COVID-19 pandemic and has not yet restarted. Children's Services will explore opportunities to conduct additional community engagement moving forward, recognizing that child care needs in the community may have changed.

International Marketing Plan

One Toronto Gaming is required to develop and implement an International Marketing Plan to achieve the following strategic objectives²⁰:

18 Section 4.2 of the Rexdale-Casino Woodbine Community Benefits Agreement requires One Toronto Gaming to provide the City an irrevocable letter of credit in the amount of \$5 million as security for the obligation.

19 The Woodbine Local Area is defined in Attachment 3.

20 The required strategic objectives are outlined in Section 5.2 of the Agreement.

- To position the Woodbine Entertainment Complex²¹ among the top three urban casino/entertainment resorts in North America;
- To position the Woodbine Entertainment Complex as a powerful complementary addition to the vibrant hospitality industry in Toronto, augmenting Toronto's overall appeal to visitors from outside Ontario; and
- To drive incremental visitation, extend average stays and increase visitor spending in Toronto, accelerating job and revenue growth across Toronto's tourism sector.

In March 2022, an Amending Agreement was signed by the City and One Toronto Gaming to extend the deadline for the International Marketing Plan from January 1, 2022 to March 31, 2023. One Toronto Gaming requested the extension due to the impacts of the COVID-19 pandemic on international tourism and the construction timeline for the redevelopment project.

One Toronto Gaming is on track to deliver the International Marketing Plan by March 31, 2023 and included a preview of highlights in their 2022 annual report, including references to a potential partnership with a major entertainment production company to program and activate the Entertainment Venue, cross-marketing agreements to promote the Entertainment Venue, paid advertising campaigns across Canada to build interest in the new site, and active promotion to Great Canadian Entertainment's player database. Staff will review the International Marketing Plan against the required strategic objectives when it is submitted by One Toronto Gaming.

Local and Social Hiring (Operations)

One Toronto Gaming is required to ensure that a minimum of 40 percent of new hires are through local or social hiring by 2022, with at least 20 percent through local hiring. Youth hiring, in particular for youth who also identify as a member of an equity-deserving group, should be prioritized. At least 40 percent of total employees are required to be employed full-time in the first two years of expanded gaming, increasing to 50 percent after the first two years of expanded gaming.

Since 2018, there has been a total of 1,982 employees hired as a result of expanded gaming, of which:

- 48 percent (956 individuals) self-identified as a social hire^{22,23}; and
- 10 percent (206 individuals) were local hires²⁴.

There are currently 1,291 active employees at Casino Woodbine, of which:

- 66 percent (855 individuals) are employed on a full-time basis; and
- 34 percent (436 individuals) are employed on a part-time basis.

21 The Woodbine Entertainment Complex means the integrated entertainment complex including Casino Woodbine to be constructed and operated One Toronto Gaming on the Woodbine Gaming Lands.

22 Social hires are determined through a voluntary Personal Disclosure Form given to all new hires during the onboarding process. Individuals can identify as members of one or more equity-seeking group. One Toronto Gaming now collects these forms electronically (with an option for a hard copy if needed).

23 Of the 956 individuals who self-identified as a social hire, 26 percent (246 individuals) identified as youth. Categories for self-identification are not mutually exclusive.

24 Local hires are identified through postal code data provided as part of the payroll process.

While One Toronto Gaming is currently exceeding the target for social hiring, the local hiring target of 20 percent has not yet been met. One Toronto Gaming has committed to prioritizing local hiring in 2023 and has indicated they expect to demonstrate an increase in both local and social hiring with the opening of the expanded site and an increase in non-gaming positions. While the priority in 2022 was hiring for gaming positions, in 2023 One Toronto Gaming will be hiring for food and beverage and hotel operations positions and expects there to be significant interest in these positions from local residents²⁵. One Toronto Gaming has indicated they will undertake specific strategies to prioritize local hiring, including local marketing campaigns, the use of social media to promote job opportunities, and potentially hosting in-person community information sessions, hiring events, and community tours at Casino Woodbine.

One Toronto Gaming works closely with City and community partners to plan workforce development activities through the Employment and Labour Market Advisory Working Group they convene, and the Employment and Labour Market Partners Working Group convened by the City's Employment and Social Services Division. Accomplishments to date are in part due to targeted employment recruitment and outreach efforts through these platforms, and this continued collaboration will be critical in 2023. Collaborative planning is underway to coordinate information sessions and hiring events for local and equity-deserving residents in 2023, with a priority focus on the upcoming food and beverage and hotel operations positions.

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 member of an equity-deserving group.

A total of 2,381 people have worked on the redevelopment project since construction began in 2018, of which:

- 28 percent (657 individuals) self-identified as a social hire^{26,27}; and
- Two percent (56 individuals) self-identified as a local hire²⁸.

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

25 Interest from local residents in the food and beverage and hotel operations positions has been identified by members of the Employment and Labour Market Advisory and the Employment and Labour Market Partners Working Group. Attendees of information sessions and hiring events have also expressed interest in these positions.

26 Social hires for construction are identified through a voluntary Personal Disclosure form provided to all workers on site. Individuals can identify as members of more than one equity-seeking group.

27 Of the 657 individuals who self-identified as a social hire, 69 percent (454 individuals) identified as youth. Categories for self-identification are not mutually exclusive.

28 Local hires for construction are identified through a voluntary Personal Disclosure form provided to all workers on site.

In 2020 and 2021, the City engaged a select number of subcontractors and associated labour unions to identify potential ways to maximize employment opportunities for local residents and equity-deserving communities on the construction site. One Toronto Gaming supported this process, including by providing a labour forecast to help identify subcontractors. While there were limited hiring outcomes achieved due to challenges in quantifying specific opportunities, including limitations of place-based labour forecasting, these sessions enhanced subcontractors' and labour unions' awareness of the Rexdale-Casino Woodbine Community Benefits Agreement.

In 2022, the City's Employment and Social Services Division held five information sessions for residents focused on the construction skilled trades. Held in partnership with labour unions, these sessions provided information on current construction projects, industry expectations, and pathways into unionized construction jobs. While not specific to opportunities at the Casino Woodbine redevelopment site, the information sessions were promoted to residents in the Woodbine Local Area and equity-deserving groups through the Employment and Labour Market Partners Working Group.

Challenges related to construction hiring pathways and tracking construction hours are not unique to the Rexdale-Casino Woodbine Community Benefits Agreement and are being faced across many community benefits initiatives. Lessons learned from these engagement efforts have been shared with the City's Community Benefits Unit to inform the development of tools and processes to identify, monitor, and validate local and equity-deserving individuals on City projects with community benefit targets and clauses. This work includes discussions with skilled trade unions and contractors.

Supply Chain Diversity (Local and Social Procurement)

Starting in 2019, One Toronto Gaming is required to ensure a minimum of 10 percent of annual non-construction procurement be through Local or Diverse Suppliers. The procurement of specialized items used in the gaming industry is exempt.

One Toronto Gaming's 2022 annual report acknowledges limited progress on this target between 2019 and 2021, in part due to the impacts of the COVID-19 pandemic and associated delays in construction timelines. One Toronto Gaming has emphasized in previous annual reports that they will have more opportunity to advance this requirement once construction is complete, given most procurement to date has been for specialized gaming items or construction services. Table 3 below provides an overview of One Toronto Gaming's local and social procurement spend since 2018.

Table 3: Local and Social Procurement Totals (2018 to 2022)

	2018	2019	2020	2021	2022
Social procurement (Diverse Suppliers ²⁹)	\$1.65 million (19 diverse suppliers)	\$1.33 million (8 diverse suppliers)	\$645,000 (3 diverse suppliers)	N/A	N/A
Local procurement (Local Suppliers)	\$105 million (24 local suppliers)	\$125 million (30 local suppliers)	\$116 million (26 local suppliers)	\$67 million (17 local suppliers)	\$9.9 million (27 local suppliers)

One Toronto Gaming has reported a total spend of \$92.7 million in 2022 (excluding construction and specialized gaming), with a total of \$9.9 million spent through local suppliers, representing 11 percent of total annual non-construction spend. In the 2021 update report, staff indicated it was not possible to fully track One Toronto Gaming's progress towards this target as data was not reported as a percentage of total annual non-construction spend. While the percentage was included in One Toronto Gaming's 2022 Annual Report, this percentage has not been provided for previous years.

One Toronto Gaming did not report any procurement through Diverse Suppliers in 2021 or 2022. The City continues to encourage One Toronto Gaming to review its Supply Chain Diversity Policy and Procedures developed in 2019 to address any challenges with identifying diverse suppliers. One Toronto Gaming's 2022 annual report references the use of a Supplier iO Portal developed by Apollo Global Management to identify and engage diverse suppliers. One Toronto Gaming suggests this will support them to identify additional local and diverse suppliers moving forward and has indicated they will consider re-instating their membership with Supplier Councils³⁰ if needed.

One challenge that One Toronto Gaming continues to raise is that Woodbine Entertainment Group, the landowner of 555 Rexdale Boulevard and leaseholder for the gaming facility, is One Toronto Gaming's largest local supplier and operates a large part of procurement for the site facilities as outlined in their site tenant agreement.

Community Access to Space

Once operational, One Toronto Gaming is required to make the Entertainment Venue 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. Prior to the opening of the Entertainment Venue, One Toronto Gaming is required to develop and implement Community Access to Space Policy and Procedures.

29 To date, One Toronto Gaming has focused on Diverse Suppliers located in the Greater Toronto Area.
 30 Supplier Councils are non-profit organizations that certify businesses and enterprises as diverse suppliers by assessing them using established, consistent criteria.

One Toronto Gaming is committed to developing Community Access to Space Policy and Procedures prior to the opening of the Entertainment Venue and is planning to leverage the North Etobicoke Cluster of the Community Coordination Plan to consult local community agencies on the development of the policy.

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. Casino Woodbine's Gaming Site Responsible Gambling Plan was submitted and approved by the Ontario Lottery and Gaming Corporation. Casino Woodbine continues to execute the PlaySmart Champion program, including Responsible Gambling communications and quarterly PlaySmart Responsible Gambling meetings. The on-site PlaySmart Centre is currently operational with full staffing hours³¹. Required staff participated in advanced Responsible Gambling training led by the Centre for Addiction and Mental Health and Responsible Gambling Council, with quarterly training refreshers provided by the Ontario Lottery and Gaming Corporation.

Negative Impacts of Expanded Gaming

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 Committee met twice in 2022. The quarterly meeting schedule was impacted by several factors, including staffing changes at the Ontario Lottery and Gaming Corporation.

Through the Responsible Gambling Oversight Committee, the Ontario Lottery and Gaming Corporation has committed to providing quarterly Responsible Gambling metrics for Casino Woodbine and a final evaluation report after the first five years of data collection (2019-2023), with recommendations to improve Responsible Gambling efforts at Casino Woodbine and in the local community.

The Ontario Lottery and Gaming Corporation continues to keep the Responsible Gambling Oversight Committee updated on the progress of this data collection and evaluation framework. Given extended closures of Casino Woodbine in 2020 and 2021 due to the COVID-19 pandemic, the Ontario Lottery and Gaming Corporation has indicated they will extend the data analysis timeframe to the end of 2024 to ensure five full years of data and may consider extending this timeline further into 2025.

³¹ The Ontario Lottery and Gaming Corporation has confirmed that the on-site PlaySmart Centre is open from 11:00am to 2:00am daily.

City of Toronto's Share of Gaming Revenues

Since the introduction of the casino at the Woodbine Racetrack in 2000, the City has received a share of gaming revenues from the Ontario Lottery and Gaming Corporation through a Municipal Contribution Agreement. 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 share of gaming revenues received since the Rexdale-Casino Woodbine Community Benefits Agreement came into effect in 2018³².

Table 4: City of Toronto Share of Gaming Revenues (2018-2022)

	2018	2019	2020	2021	2022
City of Toronto Share of Gaming Revenues - Casino Woodbine	\$19.2 million	\$26.7 million	\$3.1 million ³³	\$12.6 million ³⁴	\$24.7 million

Conclusion

The Rexdale-Casino Woodbine Community Benefits Agreement is often highlighted as a case study of how large-scale infrastructure projects can be leveraged to create local and inclusive economic opportunities. The Rexdale-Casino Woodbine Community Benefits Agreement demonstrates high levels of collaboration across a range of community benefits stakeholders including residents, community agencies, employment service providers, employers, and City Divisions. The learnings from the Agreement have helped to advance knowledge and understanding of community benefits in Toronto, and beyond.

Despite the challenges and uncertainty caused by the COVID-19 pandemic in 2020 and 2021, One Toronto Gaming has remained a committed partner and was able to regain progress towards the majority of the targets and requirements in 2022. One Toronto Gaming will continue to advance its commitments to the Rexdale-Casino Woodbine Community Benefits Agreement in 2023 and expects additional opportunities to meet the local hiring target for operations employment with the opening of the redeveloped site and local interest in non-gaming positions. The City and the Rexdale-Casino Woodbine Community Steering Committee will continue to monitor One Toronto Gaming's progress to ensure positive outcomes are maximized for local and equity-deserving residents. Upcoming milestones in 2023 include the submission of the International Marketing Plan and Community Access to Space Policy and Procedures.

³² Information on share of gaming revenues prior to 2018 can be found at: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/city-managers-office/intergovernmental-affairs/city-of-toronto-olg-municipality-contribution-agreement/>

³³ Revenue for January 1-March 31, 2020 only. No revenue payments for remainder of 2020 were received as a result of government-mandated closures of Casino Woodbine to reduce the spread of COVID-19.

³⁴ Revenue for July 1-December 31, 2021 only. No revenue payments in Q1 or Q2 2021 (January-June) as a result of government-mandated closures of Casino Woodbine to reduce the spread of COVID-19.

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ATTACHMENTS

Attachment 1: Rexdale-Casino Woodbine Community Benefits Agreement
Attachment 2: One Toronto Gaming 2022 Annual Report
Attachment 3: Woodbine Local Area Map