

Rexdale-Casino Woodbine Community Benefits Agreement: 2023 Progress Update

Date: March 22, 2024

To: Executive Committee

From: Executive Director, Social Development, Finance and Administration

Wards: All

SUMMARY

The Rexdale-Casino Woodbine Community Benefits Agreement was adopted by City Council in 2018 as a condition of expanded gaming at the Woodbine Racetrack site. The 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. 2023 marked the fifth year since the establishment of the Rexdale-Casino Woodbine Community Benefits Agreement. This report provides a progress update on the status of the Rexdale-Casino Woodbine Community Benefits Agreement, the City's share of gaming revenues for 2023, and the opening of the expanded site. This report also includes key findings from a five-year review of the Agreement.

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. Highlights of One Toronto Gaming's progress as of December 31, 2023, include:

- **Child Care Centre:** One Toronto Gaming provided the required \$5 million contribution to the City of Toronto in 2018. A feasibility study to identify the location of the future child care centre was completed in April 2023. The child care centre will be connected to a Toronto Community Housing Corporation building unit located near the casino.
- **International Marketing Plan:** One Toronto Gaming submitted an International Marketing Plan to the City of Toronto in May 2023.
- **Local and Social Hiring (Operations):** Of the 2,768 new hires since 2018, 44 percent (1,211 individuals) self-identified as a social hire and nine percent (239 individuals) were local hires. The target for local hires has not yet been met. Categories for self-identification are not mutually exclusive. Actions to meet this target are further detailed in this report.

- **Local and Social Hiring (Construction):** Of the 2,740 people employed on the construction site since 2018, 28 percent (777 individuals) self-identified as a social hire and two percent (60 individuals) self-identified as a local hire. The target for local hires has not yet been met. Actions to meet this target are further detailed in this report.
- **Full-Time Employment:** Of the 1,734 active employees, 63 percent (1,096 individuals) are employed on a full-time basis and 37 percent (638 individuals) are employed on a part-time basis.
- **Supply Chain Diversity:** In 2023, One Toronto Gaming spent \$87.7 million across 14 local suppliers, representing 32 percent of their total procurement spend. One Toronto Gaming spent \$4.6 million across 10 diverse suppliers, representing two percent of their total procurement spend.
- **Community Access to Space:** Great Canadian Casino Resort Toronto's entertainment venue opened on December 31, 2023. One Toronto Gaming submitted a draft of the Community Access to Space Policy and Procedure to the City in January 2024 and the City is currently reviewing the draft policy and procedure.
- **Responsible Gambling:** All Responsible Gambling measures are being met.

As part of the redevelopment, Great Canadian Entertainment opened Great Canadian Casino Resort Toronto (formerly known as Casino Woodbine) and a partially opened hotel in the summer of 2023. The entertainment venue was opened in December 2023. Great Canadian Casino Resort Toronto has reported that while the majority of the casino's mass hiring efforts took place in 2023, there are remaining opportunities to continue connecting the local Rexdale community to employment at the casino. 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 seeks to maximize the positive social and economic impacts of expanded gaming at the Great Canadian Casino Resort Toronto, through requirements for local and social hiring, supply chain diversity, the development of a new child care centre to benefit Great Canadian Casino Resort Toronto employees and local residents, and mitigation of the negative impacts of expanded gaming on the local community.

DECISION HISTORY

EX3.10 Rexdale-Casino Woodbine Community Benefits Agreement: 2022 Progress Update

On March 21, 2023, Executive Committee received for information the 2022 progress update for the Rexdale-Casino Woodbine Community Benefits Agreement.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.EX3.10>

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

<https://secure.toronto.ca/council/agenda-item.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.

<https://secure.toronto.ca/council/agenda-item.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.

<https://secure.toronto.ca/council/agenda-item.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.

<https://secure.toronto.ca/council/agenda-item.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.

<https://secure.toronto.ca/council/agenda-item.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.

<https://secure.toronto.ca/council/agenda-item.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.

<https://secure.toronto.ca/council/agenda-item.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.

<https://secure.toronto.ca/council/agenda-item.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

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.

Gaming, as the Service Provider for the Ontario Lottery and Gaming Corporation, is leading the expansion of gaming at Great Canadian Casino Resort Toronto.⁴

The Rexdale-Casino Woodbine Community Benefits Agreement is the City's only standalone⁵ community benefits agreement, and one of several community benefits initiatives included in the Community Benefits Framework⁶ adopted by City Council in 2019.

The Rexdale-Casino Woodbine Community Benefits Agreement requires One Toronto Gaming to achieve a range of social and economic outcomes including:

- Local and social hiring for operations and construction employment
- Supply chain diversity
- Responsible gambling measures
- Community access to the event venue
- \$5 million contribution to the City of Toronto to create a child care centre that will benefit Great Canadian Casino Resort Toronto employees and local residents.

The Rexdale-Casino Woodbine Community Benefits Agreement is included as Attachment 1.

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:

- Community Steering Committee⁷, convened by the City of Toronto;
- Casino Woodbine Responsible Gambling Oversight Committee⁸ ⁹, convened by the Ontario Lottery and Gaming Corporation; and
- Employment and Labour Market Advisory Working Group¹⁰, convened by One Toronto Gaming.

In addition, Toronto Employment and Social Services Division convenes the Employment and Labour Market Partners Working Group. While not part of the Agreement's formal accountability structure, this table plays a pivotal role in supporting the Employment and Labour Market Advisory Working Group with planning and

4 In 2023, Casino Woodbine rebranded as Great Canadian Casino Resort Toronto.

5 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 the Casino. All other City community benefits initiatives use clauses and requirements secured in City contracts when the City buys, builds or leases, for example.

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

7 The Terms of Reference for the Community Steering Committee is available at:

<https://www.toronto.ca/legdocs/mmis/2022/ex/bgrd/backgroundfile-222919.pdf>

8 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>

9 City Council approval of expanded gaming also required the Ontario Lottery and Gaming corporation to implement a Responsible Gambling Oversight Committee for Casino Woodbine.

10 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>.

implementing workforce development activities to maximize local and social hiring opportunities.

The governance structure of each committee remains active. Each oversight committee met four times in 2023. Representation from community agencies, local resident representatives and employment service providers is included in the accountability structure of the Rexdale-Casino Woodbine Community Benefits Agreement.

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 2023 annual report to the City on January 31, 2024, included as Attachment 2. Despite challenges presented due to the COVID-19 pandemic impacting the progress of achieving targets between 2020-2022, One Toronto Gaming has demonstrated a willingness to collaborate, and test innovative approaches to community benefits implementation with the City and community partners.

Table 1 below summarizes One Toronto Gaming's progress in meeting the targets and requirements of the Agreement. The City's webpage¹¹ for the Rexdale-Casino Woodbine Community Benefits Agreement will be updated in the first quarter of 2024 with the new information.

Table 1: Summary of Targets and Achievements (2018 to December 31, 2023)

Requirement	Summary	Achievements to Date
Child Care Centre	Contribute \$5 million to create a child care centre that will benefit Casino employees and local residents.	<ul style="list-style-type: none"> • One Toronto Gaming provided the \$5 million contribution in 2018. • Children's Services completed a feasibility study for the construction of the child care centre in April 2023. • Children's Services has selected a location for the child care centre located nearby the casino. • The project is included in the 2024-2033 Approved Capital Budget and Plan for Children's Services.

11 <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
International Marketing Plan for the Woodbine Entertainment Complex ¹²	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 submission deadline of the International Marketing Plan to March 31, 2023. • In May 2023, One Toronto Gaming submitted an International Marketing Plan to the City of Toronto.
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. • In 2023, City staff and One Toronto Gaming co-developed a new Employment and Labour Market Plan (2024-2026). The plan will be finalized in March 2024.

12 Woodbine Entertainment Complex is defined as the integrated entertainment complex including The Great Canadian Casino Resort Toronto constructed and operated by OGGLP (One Toronto Gaming) on the Woodbine Gaming Lands.

Requirement	Summary	Achievements to Date
Local ¹³ and Social ¹⁴ 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 Group¹⁵</p> <p>40 percent of total employees have full-time employment¹⁶ in the first two years of Expanded Gaming¹⁷</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 has been a total of 2,768 new hires as a result of expanded gaming. • Of the 2,768 new hires since 2018, 44 percent (1,211 individuals) self-identified as a social hire and nine percent (239 individuals) were local hires. • Of the 1,211 individuals who self-identified as a social hire, 19 percent (325 individuals) self-identified as youth. Categories for self-identification are not mutually exclusive. • Of the 1,734 active employees as of December 31, 2023, 63 percent (1,096 individuals) were employed on a full-time basis and 37 percent (638 individuals) were employed on a part-time basis.
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 2,740 people have worked on the redevelopment project since 2018. • Of the 2,740 people employed on the construction site since 2018, 28 percent (777 individuals) self-identified as a social hire and two percent (60 individuals) self-identified as a local hire. • Of the 777 individuals who self-identified as a social hire, 72 percent (562 individuals) self-identified as youth. Categories for self-identification are not mutually exclusive.

13 Local Hiring means the hiring of people who live in the Woodbine Local Area, defined in Attachment 3.

14 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.

15 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.

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

17 Expanded Gaming means the operation of live table games at Casino Woodbine. This started in 2018.

Requirement	Summary	Achievements to Date
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 Local¹⁸ or Diverse¹⁹ Suppliers (specialized gaming procurement exempt)</p>	<ul style="list-style-type: none"> • One Toronto Gaming developed a Supply Chain Diversity Policy and Procedures in 2019. • In 2023, One Toronto Gaming spent \$87.7 million across 14 local suppliers. This represents 32 percent of their total annual non-construction procurement. • In 2023, One Toronto Gaming spent \$4.6 million across 10 diverse suppliers. This represents two percent of their total annual procurement.
Labour Peace	<p>Respect the role of organized labour, comply with contractual and statutory labour obligations</p>	<ul style="list-style-type: none"> • On May 5, 2023, One Toronto Gaming informed staff about a lockout notice issued to approximately 1000 Great Canadian Casino Resort Toronto employees. • One Toronto Gaming was in a lockout situation as of May 8, 2023. • On May 27, 2023, Great Canadian Casino Resort informed staff about the end of the labour disruption, full operations resumed on May 29, 2023.
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"> • Great Canadian Casino Resort Toronto opened its entertainment venue on December 31st, 2023. • One Toronto Gaming submitted a draft Community Access to Space Policy and Procedure to the City for review in January 2024, and is committed to implementing the policy in 2024.

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

19 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
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 the Great Canadian Casino Resort Toronto.
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 2023 Annual Report was submitted to the City on January 31, 2024. 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 provides 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 Great Canadian Casino Resort Toronto 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 2018.²⁰

Children's Services has confirmed that the future child care centre will be connected to a Toronto Community Housing Corporation building unit nearby the Casino and is accessible by public transit. In April 2023, Children's Services concluded a feasibility study with the Toronto Community Housing Corporation. The child care centre will be a three-level space over 10,000 square feet, including 2,265 square feet playground space located on two levels (three separate playgrounds for each age group).

A not-for-profit operator of the child care centre has yet to be determined. Children's Services will lead an expression of interest process to select an operator for the child care centre.

International Marketing Plan

One Toronto Gaming is required to develop and implement an International Marketing Plan to achieve the following strategic objectives²¹:

- To position the Woodbine Entertainment Complex²² 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 May 2023, One Toronto Gaming submitted the International Marketing Plan to the City. The plan submitted by One Toronto Gaming outlines Great Canadian Casino Resort Toronto's strategic objectives including marketing campaigns and partnerships, One Toronto Gaming will track the progress of the plan and continue to pursue partnerships that support the development of the Great Canadian Casino Resort Toronto brand on a local, national and international level.

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, of which 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.

20 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.

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

22 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.

Since 2018, there has been a total of 2,768 employees hired as a result of expanded gaming, of which:

- 44 percent (1,211 individuals) self-identified as a social hire^{23,24}; and
- nine percent (239 individuals) were local hires²⁵.

There are currently 1,734 active employees, of which:

- 63 percent (1,096 individuals) are employed on a full-time basis; and
- 36 percent (638 individuals) are employed on a part-time basis.

One Toronto Gaming is currently exceeding the target for social hiring and has successfully satisfied this target since 2018. However, One Toronto Gaming has not yet met the local hiring target of 20 percent. One Toronto Gaming continues to work closely with staff, and community partners to improve local hiring outcomes.

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 2,740 individuals have worked on the redevelopment project since construction began in 2018 ²⁶, of which:

- 28 percent (777 individuals) self-identified as a social hire; and
- Two percent (60 individuals) self-identified as a local hire.

In 2023, Toronto Employment and Social Services Division held six resident-focused information sessions on the construction skilled trades. These sessions were held in partnership with labour unions and union training centres. Employment and Social Services also held two community construction program information sessions. These sessions provided information on current construction projects, industry expectations, and pathways into unionized construction jobs. While not specific to opportunities at the Great Canadian Casino Resort Toronto 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.

In 2023, the City's Social Development, Finance and Administration Division developed community benefits implementation tools and processes to monitor, track and validate hiring targets. These tools are intended to assist in the tracking of hours and hiring

23 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 of more equity-seeking group. One Toronto Gaming now collects these forms electronically (with an option for a hard copy if needed).

24 Of the 1,211 individuals who self-identified as a social hire, 19 percent (325 individuals) self-identified as youth

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

26 The majority of the construction project has been completed, Great Canadian Entertainment Casino Resort Toronto will continue to collaborate with the City to assess where these tools could be used for the remainder of this project.

targets and are needed to support the successful implementation of the City's current and future community benefits initiatives. One Toronto Gaming was introduced to these new approaches and tools and are open to further exploration in 2024.

Supply Chain Diversity

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.

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 2023)

	2018	2019	2020	2021	2022	2023
Social procurement (Diverse Suppliers ²⁷)	\$1.65 million (19 diverse suppliers)	\$1.33 million (8 diverse suppliers)	\$645,000 (3 diverse suppliers)	N/A	N/A	\$4.6 million (10 diverse suppliers)
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)	\$87.7 million (14 local suppliers)

One Toronto Gaming has reported a total spend of \$322.6 million in 2023, with a total of \$87.7 million spent through local suppliers, representing 32 percent of total procurement. In 2023, One Toronto Gaming reported spending \$4.6 million on diverse suppliers, representing two percent of their total procurement spend.

One Toronto Gaming did not report any procurement through Diverse Suppliers in 2021 or 2022. In 2022, One Toronto Gaming identified challenges with identifying diverse suppliers. In the 2023 annual report, One Toronto Gaming reported having joined two not-for-profit supplier councils, 1) Women Business Enterprises and 2) Canadian Aboriginal and Minority Supplier Council in June 2023. In December 2023, Great Canadian Entertainment hosted a supplier roundtable to develop connections with diverse suppliers in the food, beverage, facility management and entertainment sectors. One Toronto Gaming highlighted that these efforts have provided them with resources, tools and access to smaller, diversely owned businesses. One Toronto Gaming has indicated that they will continue to diversify their operations to assist in meeting Agreement targets.

²⁷ To date, One Toronto Gaming has focused on Diverse Suppliers located in the Greater Toronto Area.

Community Access to Space

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. In addition, One Toronto Gaming is also required to develop and implement Community Access to Space Policy and Procedures. The entertainment venue opened officially on December 31st, 2023.

One Toronto Gaming submitted a draft Community Access to Space Policy and Procedures to staff for review in January 2024 and at the time of this report, the review was ongoing. Staff provided One Toronto Gaming with direction and feedback on earlier drafts of the policy. The draft policy includes details about terms and conditions, and event booking procedures. Events organized in this space through the policy are intended to have positive impacts for the surrounding Woodbine Local Area and must engage with equity-deserving groups.

In 2024, Great Canadian Casino Resort Toronto will continue to seek community input on the policy, including outreach with North Etobicoke-based community organizations and the Community Steering Committee. One Toronto Gaming has committed to implementing the policy and to providing community organizations with the use of the entertainment space in 2024.

Responsible Gambling Measures

One Toronto Gaming is required to maintain all existing Responsible Gambling measures in place at Great Canadian Casino Resort Toronto 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 the casino. The Great Canadian Casino Resort Toronto Gaming Site Responsible Gambling Plan was submitted and approved by the Ontario Lottery and Gaming Corporation. In 2023, the casino launched a refreshed PlaySmart Centre with Ontario Lottery and Gaming Corporation and the Responsible Gambling Council and provided education and training to employees to encourage responsible gambling awareness.

Great Canadian Casino Resort Toronto 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 hours²⁸. Required staff participate in Advanced PlaySmart training developed by the Ontario Lottery and Gaming Corporation and the Centre for Addiction and Mental Health, with quarterly training refreshers provided by the Ontario Lottery and Gaming Corporation.

²⁸ The Ontario Lottery and Gaming Corporation has confirmed that the on-site PlaySmart Centre is open from 11:00am to 2:00am daily.

Negative Impacts of Expanded Gaming

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

The Great Canadian Casino Resort Toronto Responsible Gambling Oversight Committee met four times in 2023. Through the Responsible Gambling Oversight Committee, the Ontario Lottery and Gaming Corporation has committed to providing quarterly Responsible Gambling metrics for Great Canadian Casino Resort Toronto and a final evaluation report after the first five years of data collection (2019-2023), with recommendations to improve Responsible Gambling efforts at Great Canadian Casino Resort Toronto 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 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.

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 2018²⁹.

Table 4: City of Toronto Share of Gaming Revenues (2018-2023)

	2018	2019	2020	2021	2022	2023
City of Toronto Share of Gaming Revenues - Casino Woodbine	\$19.2 million	\$26.7 million	\$3.1 million ³⁰	\$12.7 million ³¹	\$24.7 million	\$26.4 million

29 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/>

30 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.

31 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.

5-Year Review of the Rexdale-Casino Woodbine Community Benefits Agreement

The Rexdale-Casino Woodbine Community Benefits Agreement requires the City of Toronto to conduct a review of the Agreement every five years commencing in May 2018.

In 2023, City staff conducted an in-depth review of each Agreement clause for current relevance, implementation status, outcomes achieved to date, and where applicable, made recommendations for future improvements. Multiple data sources, including annual reports, meeting minutes, Agreement clause assessments, consultations with key City divisional partners, and external strategic partners, were reviewed to ensure the five-year review was robust and comprehensive.

The review found that One Toronto Gaming has completed, or has taken steps towards completing most of the targets set in the Agreement. The review found that One Toronto Gaming has demonstrated a transparent approach to accountability and oversight of the Agreement. It also notes that all responsible gambling measures are being met at the Great Canadian Casino Resort Toronto. One Toronto Gaming has demonstrated extensive efforts towards meeting the employment related targets in the Agreement. In collaboration with Toronto Employment and Social Services, One Toronto Gaming participated in monthly hiring events, conducted community outreach through local resident tables to promote casino hiring opportunities, and participated in quarterly casino hiring information sessions. One Toronto Gaming also made strong efforts to administer equity-focused forms for data tracking purposes. Despite these efforts, the local employment hiring target is not currently being achieved.

The review states 16 recommendations that highlight key areas for improvement as local hiring for operations employment, construction employment, and reporting on local and social procurement (Attachment 4). One Toronto Gaming will begin implementing recommendations starting in 2024. A detailed update on the progress of implementing recommendations will be provided in the Rexdale-Casino Woodbine Community Benefits Agreement 2024 Progress Report.

- **Local hiring for operations employment:** In the first five years of the Agreement, One Toronto Gaming faced a number of challenges in meeting the 20 percent local hiring target, including the definition of the “Woodbine local area” as well as COVID-19 pandemic impacts. In 2023, the City and One Toronto Gaming made efforts to improve local hiring outcomes by enhancing components of Employment and Labour Market Plan. In 2024, efforts will continue with the addition of reviewing the “Woodbine local area” definition.
- **Construction employment:** In the first five years of the Agreement, One Toronto Gaming experienced challenges reporting on construction employment related targets, mostly due to the lack of available data tracking and reporting tools. In 2024, the City and One Toronto Gaming will continue to work together to test newly developed Community Benefits implementation tools and resources, as well as continue to identify upcoming construction opportunities. The potential development of a second hotel within the next five years provides One Toronto Gaming with an opportunity to meet Agreement construction targets.

- Local and social procurement: In the first five years of the Agreement, One Toronto Gaming's reporting on local and social procurement targets has not been consistent year over year. One Toronto Gaming is committed to improving internal procurement systems to be able to consistently report on local and social procurement targets outlined in the Agreement and will continue to work closely with the City in 2024.

Conclusion

The Rexdale-Casino Woodbine Community Benefits Agreement is a strong example of how large-scale infrastructure projects can be leveraged to deliver local and inclusive economic opportunities to local residents. The success of the Rexdale-Casino Woodbine Community Benefits Agreement requires a high level of collaboration and active involvement between One Toronto Gaming, local residents, employment service providers, City Divisions, and community organizations. The City and the Rexdale-Casino Woodbine Community Steering Committee will continue to monitor and track One Toronto Gaming's progress towards achieving positive outcomes for local and equity-deserving residents.

Upcoming milestones in 2024 include the implementation of recommendations from the five-year review of the Agreement, continued collaboration among all partners to identify resources and tools to support supply chain diversity, identifying innovative strategies to meet local employment hiring targets, and the implementation of the Community Access to Space Policy and Procedures. With the expanded gaming site and event venue now opened, the City will be better positioned to assess impacts of the Agreement on the local community.

CONTACT

April Lim, april.lim@toronto.ca, 416-392-8918
Manager, Community Benefits, Social Development, Finance and Administration

Zenia Wadhvani, zenia.wadhvani@toronto.ca, 416-392-8614
Director, Social Policy, Analysis and Research, Social Development, Finance and Administration

SIGNATURE

Denise Andrea Campbell
Executive Director, Social Development, Finance and Administration

ATTACHMENTS

Attachment 1: Rexdale-Casino Woodbine Community Benefits Agreement
Attachment 2: One Toronto Gaming 2023 Annual Report
Attachment 3: Woodbine Local Area Map
Attachment 4: Rexdale-Casino Woodbine Community Benefits Agreement - 5 Year Review Recommendations