



**GREAT  
CANADIAN**  
CASINO | RESORT  
**TORONTO**



# **REXDALE COMMUNITY BENEFITS AGREEMENT**

**2023 ANNUAL REPORT**

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# LETTER FROM ROBERT KATSAVELOLOS

Looking back at this year, I am nothing short of amazed with the great work that has been produced through the Rexdale Community Benefits Agreement. The commitment from the City of Toronto, local community partners and our team at Great Canadian Casino Resort Toronto has been unwavering. I would like to extend my gratitude to everyone who has contributed to the Rexdale Community Benefits Agreement over the last 5 years. You have helped bring it to life. This agreement is a testament to what is possible when stakeholders, communities and businesses come together to prioritize the needs of residents.



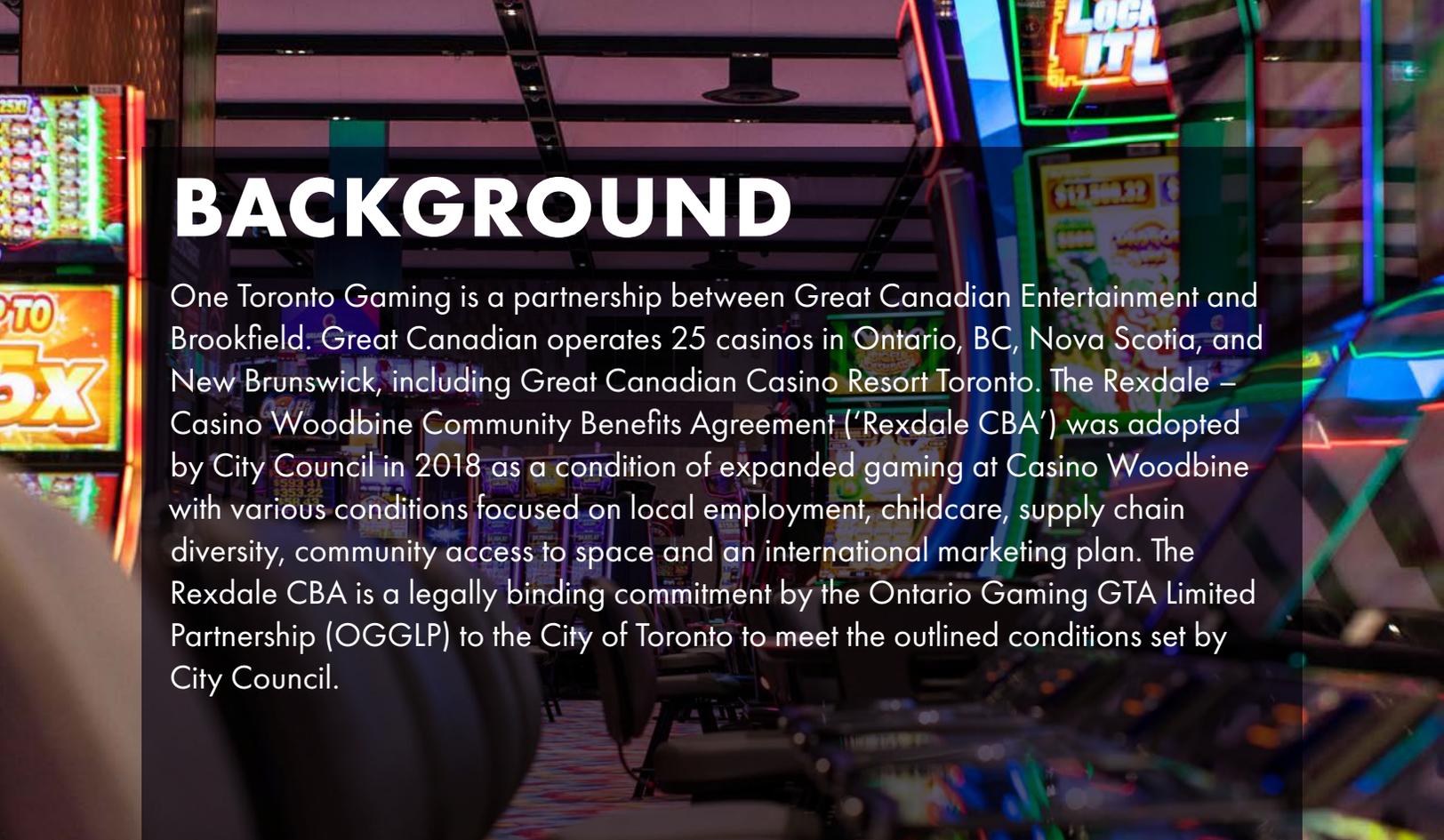
2023 was a big year for Great Canadian Casino Resort Toronto, full of major achievements for our team. The journey of opening the casino resort came with some unexpected hurdles, most notably the COVID-19 pandemic, briefly hindering the progress of the Rexdale Community Benefits Agreement between 2020 and 2022. Nevertheless, our goal has always remained the same, to collaborate with community partners and to support and add value to the socio-economic wellbeing of the Rexdale community. Great Canadian Casino Resort Toronto has provided access to jobs and community space, while continuing our commitment to responsible gaming and diversifying supplier spend for local and equity-deserving groups in the Local Area. Since the start of this redevelopment, I am pleased to say that our team has welcomed over 2,760 team members for our operations with over 50% belonging to an equity-deserving group or the local area. We've also been fortunate to welcome 2,740 construction workers for the redevelopment project with over 20% of the hires being youths between the ages of 19 to 29.

Our team at Great Canadian Casino Resort Toronto is proud of the progress of the Rexdale Community Benefits Agreement and we're grateful to be the City of Toronto's first official Community Benefits Agreement. I'm excited to see the continued positive impact of this agreement in 2024 and beyond.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Katsavelos', written in a cursive style.

Robert Katsavelos  
General Manager, Great Canadian Casino Resort Toronto



# BACKGROUND

One Toronto Gaming is a partnership between Great Canadian Entertainment and Brookfield. Great Canadian operates 25 casinos in Ontario, BC, Nova Scotia, and New Brunswick, including Great Canadian Casino Resort Toronto. The Rexdale – Casino Woodbine Community Benefits Agreement ('Rexdale CBA') was adopted by City Council in 2018 as a condition of expanded gaming at Casino Woodbine with various conditions focused on local employment, childcare, supply chain diversity, community access to space and an international marketing plan. The Rexdale CBA is a legally binding commitment by the Ontario Gaming GTA Limited Partnership (OGGLP) to the City of Toronto to meet the outlined conditions set by City Council.

## ACCOUNTABILITY, MONITORING & PUBLIC REPORTING

Throughout the lifespan of the agreement, One Toronto Gaming has worked with both external and internal stakeholders to develop and execute strategies to achieve the goals of the Rexdale CBA, overseen by a set of three primary governance tables:

- The Community Steering Committee (CSC), convened by the City of Toronto
- The GC Toronto 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 Great Canadian Casino Resort Toronto

While not formally recognized as a table, the Employment and Labour Market Partners Working Group (ELMPWG) is a fourth table that plays a pivotal role in supporting the ELMA table with the implementation of the Employment and

Labour Market Plan (through a collaboration of workforce development activities). The ELMPWG is comprised of several key community partners that provide employment services and assist in the advancement of hiring activities for community members interested in casino employment opportunities. The ELMPWG is convened by the City of Toronto's Employment and Social Services division (TESS) and brings together relevant community partners from the Woodbine Local Area to leverage existing employment services for local and equity-deserving groups.

As stated in the Rexdale CBA (Clause 15), OGGLP will report annually on the progress of the Rexdale CBA outlined commitments in addition to reporting quarterly to monitor the progress on operation and construction employment at Great Canadian Casino Resort Toronto.

# YEAR IN REVIEW

## GREAT CANADIAN CASINO RESORT TORONTO OPENING



2023 was a year of many milestones, most notably Great Canadian Entertainment's opening of the much-anticipated Great Canadian Casino Resort Toronto (formerly known as Casino Woodbine). On June 20<sup>th</sup>, 2023, Great Canadian Entertainment celebrated the opening of its brand-new 328,000 square foot gaming floor, making the casino the largest in Canada and one of the largest in North America. The gaming space includes 4,800 slot machines, 145 live table games, VIP rooms, and sports betting kiosks. The inauguration ceremony was attended by Stephen Crawford, MPP, Oakville and Secretary to the Minister of Finance, David Pridmore, Chief Gaming Officer, OLG, and, Vincent Crisanti, City of Toronto Councillor, Etobicoke North. Award winning Canadian artist, Lindsay Ell hosted the event and placed the first bet on the new gaming floor winning \$100,000 for a local charity. Key community stakeholders of the casino redevelopment project were also present for the ceremony and were invited to tour the new gaming floor prior to the inaugural celebration.

On August 1<sup>st</sup>, 2023, the 400-room hotel at Great Canadian Casino Resort Toronto was partially opened for business with views overlooking the Woodbine Racetrack with accessible rooms and suites available for guests. The hotel resort will also include a state-of-the-art fitness centre, a heated indoor pool,

hot tub, and a steam room which is expected to be completed in 2024.

New Year's Eve marked the first official show at Great Canadian Casino Resort Toronto's entertainment venue with a musical performance from Canadian Music Hall of Fame artist, Tom Cochrane. The event was a success and the first of many to be had in the 5,000-person venue scheduled to host world-class events including live music, comedy, and sports events through an exclusive booking partnership with Live Nation.



## COMMUNITY ENGAGEMENT

Supporting communities through our corporate giving program, PROUD, is a priority across all Great Canadian Entertainment destinations. In 2022, Great Canadian Entertainment invested over \$680,000 in communities across the country, and we're excited to see our reach in our next Community Impact Report for 2023. Great Canadian Casino Resort Toronto has collaborated on several initiatives with community partners to support their impactful programs that provide services and resources to those who need them. Great Canadian Casino Resort Toronto fosters a strong relationship with our PROUD Signature Charity

Partner, Haven on the Queensway ('Haven'), a non-profit organization dedicated to serving the Etobicoke community and beyond with food, clothing, and other support services. We recently participated in Haven's Adopt-A-Family Program during the holiday season, to help provide dinner and toys to families and their children. Supporting communities will always be a pillar of our business and Great Canadian Casino Resort Toronto remains committed to providing support through volunteering and other engaging initiatives to meet the needs of the community.

### EXCERPT FROM HAVEN'S THANK YOU LETTER:

**"...As we navigate through these unprecedented circumstances, Great Canadian Casino Resort Toronto stands as an invaluable pillar of support for our work. The success of the Adopt-a-Family Program has inspired us to make it a cherished tradition in our community, and we eagerly anticipate its growth in the coming years. Your integral role in this new initiative serves as a testament to the power of local communities coming together to make a positive impact.**

**We are thrilled to have Great Canadian Casino Resort Toronto as a vital part of this program. Your support not only upholds the high standards of our services but also contributes to sharing an inspirational story of the power of community."**

*Susan Carbone  
Events and Project Director*



## CULTURE AT GREAT CANADIAN CASINO RESORT TORONTO

As our team quickly grew this year to meet the needs of our operations, Great Canadian Casino Resort Toronto welcomed hundreds of new employees who joined our team. At Great Canadian Casino Resort Toronto, we are grateful to have such a diverse, driven, and exceptional team providing the best service and standards for our guests. As our operation expanded, we've created additional opportunities for team members to have their ideas heard in order for us to implement meaningful changes to benefit all Great Canadian

team members. Throughout the year, team member town halls were scheduled for all our staff to provide updates, present awards, and host a 'Q&A' session with senior members of leadership. Annually, Team Member Surveys are completed across all sites to gather anonymous feedback from staff; the feedback is analyzed to see how to best support the Great Canadian team. We believe that transparency with team members is key to sustaining a responsible business practice and maintaining a healthy work culture.



# ESG AT GREAT CANADIAN CASINO RESORT TORONTO

As we deliver on our corporate strategy, “Go for Great,” we believe that our success is inextricably linked to how we manage our environmental, social, and governance (‘ESG’) risks and opportunities. That is what sustainability means to us and we are grateful for the communities that host our operations, and our guests. Great Canadian Entertainment is currently developing its 3-year ESG strategy, expected to

be complete in 2024. The vision of our program will be to provide outstanding experiences for our guests, rewarding opportunities for our team members, and meaningful value for our stakeholders. The ESG framework will reflect topics we believe are important to our business and stakeholders. The pillars of Great Canadian Entertainment’s ESG framework are Planet, People & Community and Responsible Business.



# Highlights of some of the sustainable initiatives at Great Canadian Casino Resort Toronto:

## ARCHITECTURAL

The Great Canadian Casino Resort Toronto redevelopment project was built following Toronto Green Standards (Tier 1 Compliant)

Bike-friendly amenities with bike storage and bike lanes surrounding the site

Use of large overhangs/canopies over much of the glazed walls, to promote daylight while reducing solar heat gain (atrium)

Low-emissivity glazing (reduces solar heat gain)

Eco-friendly interior finishes



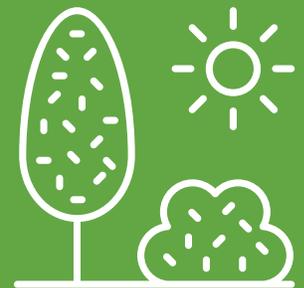
## LANDSCAPE

250,000sf green roof (60% roof coverage) – second largest Green Roof in Canada.

Heat island effect reduction: High-albedo concrete and pavers, and significant shade cover provided, largely from tree and vegetative cover

2.1 m+ wide sidewalks to accommodate pedestrian flow; safe, accessible pathways which connect with off-site pedestrian/bicycle networks

Clean-water collector storm design (runoff captured from green roof and landscape areas), stormwater tank filtration for parking area runoff

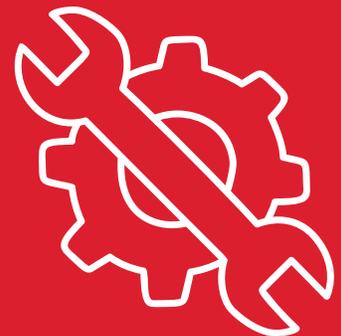


## MECHANICAL

Tier 1 TGS compliant (includes numerous energy related requirements)

100% Outside air Economizer systems on all gaming floor and restaurant air handling units to allow for free cooling when outdoor air conditions permit for spaces requiring year-round cooling.

Energy recovery wheels on all gaming floor, lobby, and energy recovery wheels within air handlers which supply the gaming floors, lobby, and theatre

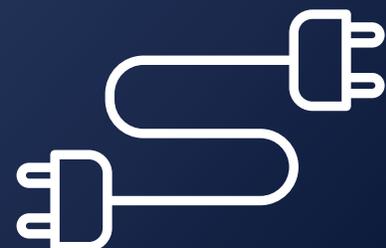


## ELECTRICAL

Single fixture dimming/energy efficiency allows specific fixtures to be brightened without having to increase light levels across an entire circuit

Vacancy sensors in hotel rooms/occupancy sensors in all stair exits and office areas

EV chargers



# REXDALE CBA, YEAR 5

2023 marked the 5<sup>th</sup> year of the Rexdale CBA, signifying a time to celebrate and reflect on the impactful work that has come from this agreement. Over the last 5 years, Great Canadian Casino Resort Toronto has been unwavering in its dedication to the success and advancement of the Rexdale CBA. Even with unforeseen challenges like the COVID-19 pandemic, we've made tremendous strides in meeting outlined targets to leverage opportunities for the Woodbine Local Area.

With the anticipated grand opening of Great Canadian Casino Resort Toronto this year some priorities that were identified at the start of the year included:

- Identifying resources and tools to support supply chain diversity
- Creating and identifying new pathways for social and local employment
- Developing an International Marketing Plan
- Developing a Community Access to Space Policy

To accomplish these priorities, we collaborated with community partners and the City of Toronto to create innovative and community-centred strategies to ensure success in 2023. Strategies included building relationships with new partners, engaging in community consultations, hosting community hiring events and reexamining definitions to expand our scope of work. Great Canadian Casino Resort Toronto also assisted in the assessment and piloting of the City of Toronto's PAT (professional, administrative and technical) Labour Forecast tool to better forecast opportunities to community partners.

This year we were honoured to receive an invitation to present at the GTHA Community Benefits Network Summit (TCBN Summit) to speak on the successes and lessons of the Rexdale CBA. The summit provided us with a unique opportunity to highlight the journey of the Rexdale CBA and how we are imagining the future based on our shared learning with key stakeholders. Being a part of the TCBN Summit where different perspectives, recommendations and other journeys were shared was an invaluable experience; Great Canadian Casino Resort is thankful for the opportunity and we look forward to participating in more forums like this to better equip our work with the Rexdale CBA.



# REXDALE COMMUNITY BENEFITS AGREEMENT PROGRESS: YEAR 5

## EMPLOYMENT

Growing our team at Great Canadian Casino Resort Toronto was a top priority for us as we prepared to open the new casino in June 2023. Not only were we expanding our gaming floor, with the need for more gaming-related hiring, but departments were also created to service our brand-new restaurants, theatre, and hotel. The development of our food & beverage, entertainment and hotel operations was huge a success because of the leadership team at Great Canadian Casino Resort Toronto who dedicated their time and energy to build these operations from the ground up.

Great Canadian Casino Resort Toronto also worked closely with community partners to connect the local community to employment opportunities at the casino. Great Canadian Casino Resort Toronto forecasted approximately 650 full-time and part-time positions for 2023 in anticipation of the casino resort grand opening. These positions included gaming and non-gaming positions, facility operations, food and beverage, hotel operations and entertainment related positions.

## POSITIONS FORECASTED TO COMMUNITY PARTNERS:

<b>Food and Beverage</b>		
Host/Hostess Bartender	Fine Dining Server Server	Cooks (1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> Cooks)
<b>Hotel Operations</b>		
Front Desk Agent	Bell Person Housekeeping	Room Attendant
<b>Facility Operations</b>		
Housekeeping	Shipper/Receiver	
<b>Entertainment</b>		
Usher	Usher Supervisor Box Office Agent	Box Office Supervisor
<b>Gaming</b>		
Table Game Dealer		

Creating pathways to employment included a variety of activities - positions were forecasted to community partners throughout the year and resulted in 5 information sessions (2 virtually and 3 in-person at the Albion Public Library), 4 main hiring events organized by Great Canadian Casino Resort Toronto (2 on-site at the casino and 2 off-site). We also participated in the City of Toronto's Workforce Development Day on October 18, 2023, organized by Toronto Employment and Social Services division. This event was a career and community support event held at the Rexdale Community HUB to engage and connect Woodbine

Local Area residents with resources and job opportunities. Great Canadian Casino Resort Toronto presented current employment opportunities and hosted an information booth for interested job seekers to personally connect with the casino's recruitment team.

Great Canadian Casino Resort Toronto received approximately 117 candidate referrals in 2023 from community partners. Candidate referrals are typically sourced through two pathways:

### i. Direct Candidate Referrals

Sourced directly from community partners who submit candidates to be considered for employment opportunities that were forecasted to the ELMPWG. Candidates submitted for hiring events are also counted as a direct referral.

In 2023, a total of 84 direct candidate referrals were submitted by community partners to Great Canadian Casino Resort Toronto.

**Figure 1: Direct Referrals 2023**

Community Partner	Direct Referrals 2023	Direct Referrals Overall Project 2018 - 2023
Access Employment	1	<b>390</b> * 306 recorded in 2022, breakdown by community partner n/a
Career Foundation	5	
Centre for Education and Training	0	
CNE	3	
Costi	1	
Humber College	1	
JobStart	0	
JVS	0	
Skills for Change	0	
Toronto Employment and Social Services	71	
Toronto Community Benefits Network	2	
YMCA	0	
VPI Employment Services	0	
<b>Total</b>	<b>84</b>	

### ii. Indirect Candidate Referrals

These candidate referrals are sourced through Personal Disclosure forms completed by the candidates during onboarding at Great Canadian Casino Resort Toronto where they can disclose which community partner referred them to the employment opportunity.

In 2023, a total of 33 indirect candidate referrals were submitted from community partners who were identified through personal disclosure forms during on-boarding at Great Canadian Casino Resort Toronto. Indirect candidate referrals submitted in 2022 by community partners but breakdown by community partner is not available prior to 2023).

**Figure 2: Indirect Referrals 2023**

Community Partner	Indirect Referrals 2023	Indirect Referrals Overall Project 2018 -2023
Access Employment	2	<p style="text-align: center;"><b>235</b></p> <p>* 202 recorded in 2022, breakdown by community partner n/a</p>
Career Foundation	1	
Centre for Education and Training	1	
CNE	8	
Costi	1	
Humber College	0	
JobStart	0	
JVS	0	
Skills for Change	0	
Toronto Employment and Social Services	12	
Toronto Community Benefits Network	0	
YMCA	3	
VPI Employment Services	5	
<b>Total</b>	<b>33</b>	

**TOTAL EMPLOYEES HIRED**

Since the start of expanded gaming in 2018, Great Canadian Casino Resort has hired approximately 2,768 employees for its operations. In 2023, 786 employees were hired to support the opening of the casino resort, surpassing the

initially projected employment forecast at the start of the year. As of December 2023, the casino had 1,734 currently active employees (not including suspensions and leaves), 1,096 full-time employees and 638 part-time employees.

**Figure 3: Number of Employees Hired**

	New Hires	Employees Hired	Number of Active Employees
2018 Year End	685	685	N/A
2019 Year End	705	1,390	N/A
2020 Year End	285	1,675	N/A
2021 Year End	5	1,680	N/A
2022 Year End	302	1,982	1,291
January 2023	61	2,043	1,331
February 2023	46	2,089	1,354
March 2023	28	2,117	1,375
April 2023	86	2,203	1,544
May 2023	103	2,306	1,559
June 2023	94	2,400	1,559
July 2023	116	2,516	1,663
August 2023	79	2,595	1,693
September 2023	46	2,641	1,697
October 2023	80	2,721	1,725
November 2023	45	2,766	1,730
December 2023	2	2,768	1,734

# SOCIAL HIRING

Great Canadian Casino Resort Toronto has a total of 1,211 social hires, 44% of total employees hired through this expanded gaming project and in 2023, (in contrast to 956 social hires in 2022). 255 new hires identified themselves as a social hire (155 are part-time employees and 100 are full-

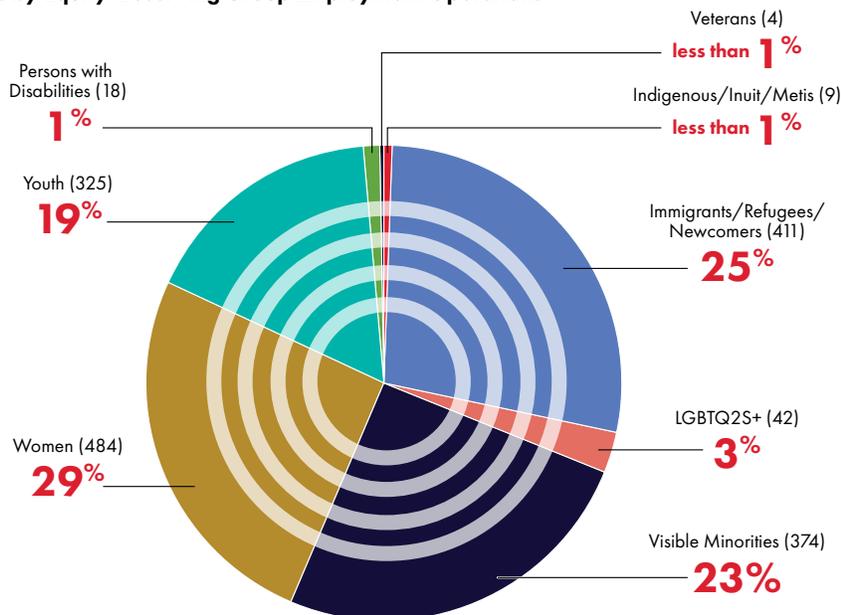
time employees). A social hire is defined by the Rexdale CBA an individual who identifies as belonging to one or more of the following equity-deserving categories: Visible Minorities, Indigenous, Persons with Disabilities, Women, LGBTQ2S+, Youth and Veterans and Immigrants/Newcomers/Refugees).

Figure 4: Social Hires

	Social Hires	Employees Hired	Social Hire Percentage
2018 Year End	555	685	81%
2019 Year End	653	1,390	47%
2020 Year End	816	1,675	49%
2021 Year End	816	1,680	49%
2022 Year End	956	1,982	48%
January 2023	976	2,043	48%
February 2023	982	2,089	47%
March 2023	1,003	2,117	47%
April 2023	1,018	2,203	46%
May 2023	1,027	2,306	45%
June 2023	1,048	2,400	44%
July 2023	1,100	2,516	44%
August 2023	1,112	2,595	43%
September 2023	1,131	2,641	43%
October 2023	1,189	2,721	44%
November 2023	1,209	2,766	44%
December 2023	1,211	2,768	44%

Since expanded gaming, 1,667 equity-deserving categories have been selected by social hires with the top 3 categories being Women, Immigrants/Newcomers/Refugees and Visible Minorities.

Figure 5: Social Hires by Equity-Deserving Group Employment Operations



## LOCAL HIRING

Great Canadian Casino Resort Toronto has a total of 239 local hires, 9% of total employees hired through the expanded gaming project (in contrast to 206 local hires in 2022). In 2023, the casino hired 33 local employees;

the Rexdale CBA identifies a local hire as an individual who resides in the Woodbine Local Area (the 7 km radius surrounding the casino resort) under the 4 following postal codes: M9W, M9V, M9R, and M9P.

**Figure 6: Local Hires**

	Local Hires	Employees Hired	Local Hire Percentage
2018 Year End	67	685	10%
2019 Year End	151	1,390	11%
2020 Year End	182	1,675	11%
2021 Year End	182	1,680	11%
2022 Year End	206	1,982	10%
January 2023	209	2,043	10%
February 2023	210	2,089	10%
March 2023	213	2,117	10%
April 2023	218	2,203	10%
May 2023	219	2,306	10%
June 2023	220	2,400	9%
July 2023	223	2,516	9%
August 2023	226	2,595	9%
September 2023	228	2,641	9%
October 2023	236	2,721	9%
November 2023	239	2,766	9%
December 2023	239	2,768	9%

Information from new hires is collected through Personal Disclosure forms during onboarding where they can voluntarily disclose if they belong to an equity-deserving group or reside in the Woodbine Local Area. Great Canadian Casino Resort Toronto is proud of the growing diversity of our team and is committed to advancing local and social hiring. The Rexdale CBA target for local and social hiring is 40% (with at least half of this hiring being through local hiring). Although successfully satisfying the social hiring target since 2018, the local hiring has been the casino's

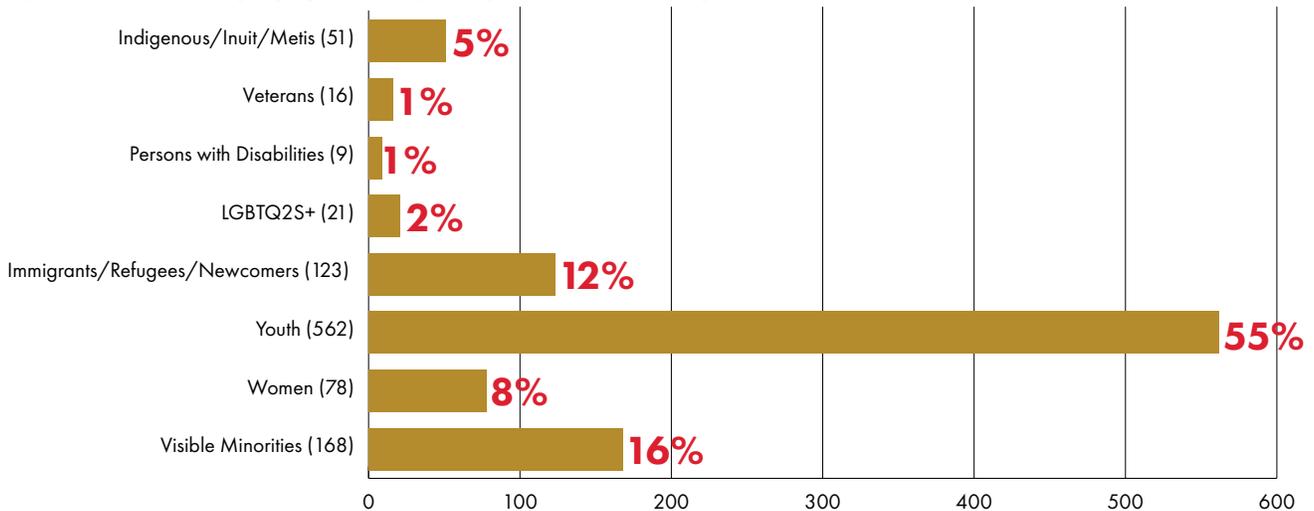
biggest challenge. Despite our joint efforts with the City of Toronto and community partners, the local hiring outcome has not increased to meet the outlined requirements. Ongoing dialogue with the City of Toronto to expand the Rexdale CBA definition on what is considered "local" moving forward is promising. The City of Toronto's consideration to potentially include Neighbourhood Improvement Areas, outside of the defined Woodbine Local Area, could also be an effective way to improve local hiring outcomes that Great Canadian Casino Resort Toronto would support.

# CONSTRUCTION EMPLOYMENT

The construction employment target in the Rexdale CBA is that 10% of overall construction hours (apprentices or journeypersons) are generated through local or social hiring with an emphasis on youth employment. At the onset of the casino redevelopment project, there were no tools in place for Great Canadian Casino Resort Toronto to track the hours of construction workers on the project. In 2023, the City of Toronto developed construction employment tracking tools to assist in the tracking of hours and other potential targets. With 95% of the project completed, construction hiring will naturally decline but Great Canadian Entertainment Casino Resort Toronto is willing to collaborate with the City of Toronto to assess where construction employment tools could be used for the remainder of this project.

In 2023, 359 new construction hires were hired to work on the expansion project bringing the overall construction hire total for this project to 2,740. Like the Personal Disclosure forms used for employment operations, new construction hires are provided a survey during their onboarding to voluntarily disclose if they belong to an equity-deserving group or reside in the Woodbine Local Area. To date, 777, 28% construction hires have identified as belonging to an equity-deserving group with 1,015 equity-deserving categories selected with the top 3 being Youth, Visible Minorities, and Immigrants/Newcomers/Refugees. As for local hiring outcomes, 60, 2% construction hires have been identified as residing in the Woodbine Local Area.

**Figure 7: Social Hires by Equity-deserving Group Construction Employment**



# FUTURE OF REXDALE CBA EMPLOYMENT

While majority of the “mass hiring” that took place this year has slowed, there remain opportunities to connect the local community to employment at Great Canadian Casino Resort Toronto. We are actively working with the City of Toronto to develop an Employment and Labour Market Plan (ELMP) for 2024-2026. The ELMP is a collaborative work plan to coordinate and deliver employment activities to meet Rexdale CBA targets. Great Canadian Casino Resort Toronto estimates 2,275 active full-time and part-time employees over the course of 3 years, recognizing that any employment projections will be influenced by certain factors including market changes, potential labour interruptions, operational delays, etc. Upon maturation of the casino resort (estimated to be sometime after 2026) we anticipate 2,500 active full-time and part-time employees for its operations.

# SUPPLY CHAIN DIVERSITY

To help meet internal targets as well as targets outlined in the Rexdale CBA, Great Canadian Entertainment secured membership with 2 non-profit supplier councils in June 2023, Women Business Enterprises Canada (WBE) and Canadian Aboriginal and Minority Supplier Council. Joining these supplier councils has equipped our team with resources, tools, and access to valuable connections. Access to local, smaller, and minority-owned businesses will continue to diversify our operations and assist in meeting our outlined targets. Great Canadian Entertainment was pleased to attend WBE's National Conference on November 8<sup>th</sup>, 2023, with a focus on women leading innovation and growth in business. On December 12<sup>th</sup>, 2023, Great Canadian Entertainment hosted a Supplier Roundtable where members of our procurement team were able to present to and meet one-on-one with diverse suppliers. The event was a success with over 30 connections made with suppliers in the food and beverage, facility management and entertainment categories.

One supply chain diversity target in the Rexdale CBA is for 10% of One Toronto Gaming's annual procurement to be sourced through local or diverse suppliers (excluding construction related and specialized gaming procurement). One Toronto Gaming's baseline procurement spend in 2023 was \$322.6 million. With the parameters set by the Rexdale CBA, One Toronto Gaming's diverse supplier spend was \$4.6 million, 2% of total procurement spend, and local supplier spend was \$87.7 million, 32% of total procurement spend. Vendor categories for local and diverse procurement in 2023 included facilities management, food and beverage, and administrative products and services.

Although exceeding this Rexdale CBA procurement target by over 20%, One Toronto Gaming remains committed to identifying more local procurement opportunities in 2024 through its supplier council memberships as well as a new internal tool that Great Canadian Entertainment is employing to expand the breadth of suppliers used by the company. One Toronto Gaming is also in the process of developing a new "source to contract" platform to track local and diverse bids. Additionally, we are hopeful that any changes made by the City of Toronto to expand the definition of "local" under the Rexdale CBA will have a strong impact on local supplier spend outcomes.



Photo by No Revisions on Unsplash

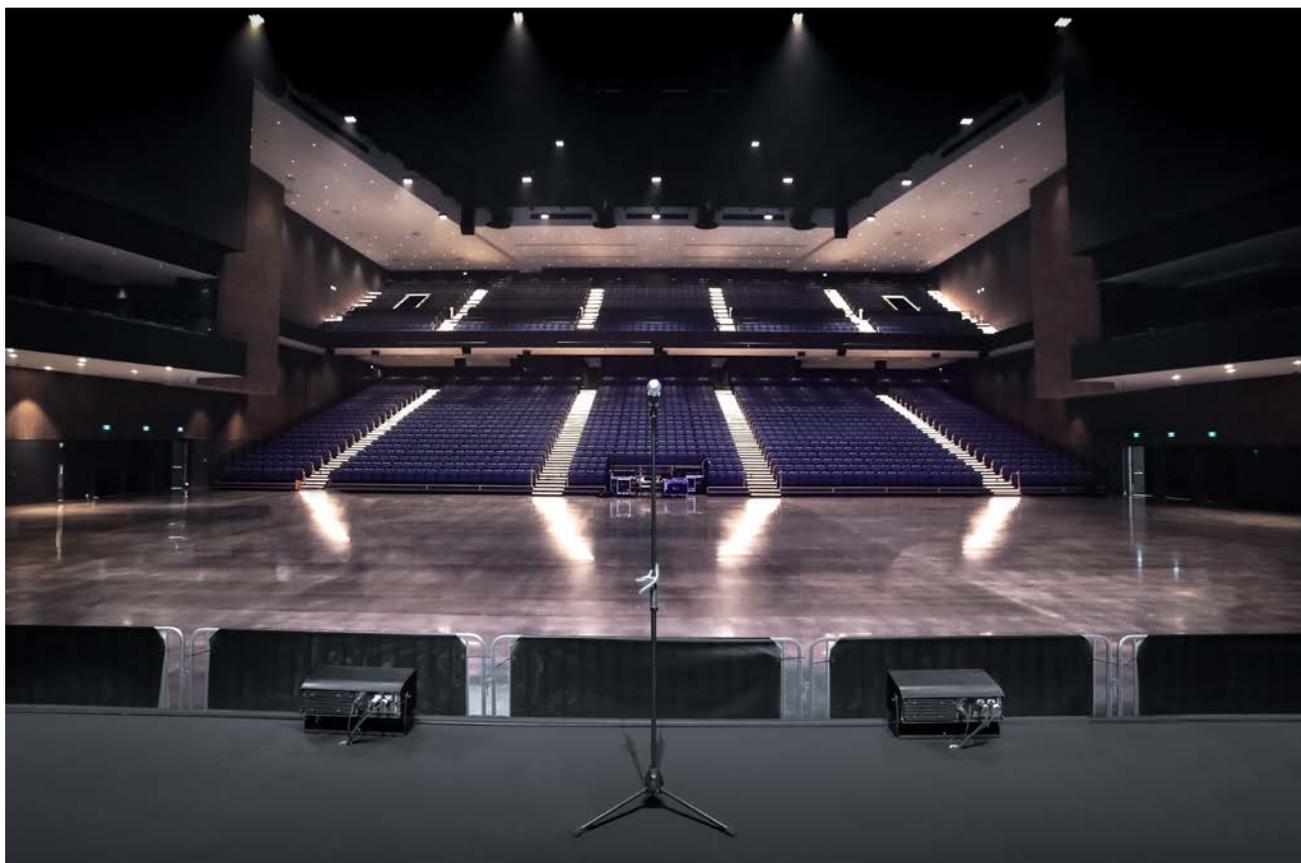
# INTERNATIONAL MARKETING PLAN

Great Canadian Casino Resort Toronto's International Marketing Plan was submitted to the City of Toronto in May 2023. The plan outlines Great Canadian Casino Resort Toronto's strategic objectives including upcoming marketing campaigns and partnerships and how our company plans to measure the success of these objectives. Great Canadian

Casino Resort Toronto will track the progress of the outlined objectives and continue to pursue partnerships that support the development of the Great Canadian Casino Resort Toronto brand on a local, national and international level.



# COMMUNITY ACCESS TO SPACE



The Community Access to Space Policy and Procedure ('policy') draft was submitted to the City of Toronto on January 19, 2024, for review. Developed to provide local community organizations access to Great Canadian Casino Resort's entertainment venue for 12 large-scale events per calendar year (or one large-scale event per month). The Rexdale CBA outlines that the policy should provide qualifying organizations:

- Clear, consistent policies and procedures that address the guidelines for access of the entertainment space.
- A plan for community engagement to identify community space needs; and
- Methods to minimize or eliminate incidental costs associated with large-scale event planning.

The policy highlights particulars such as eligibility requirements, terms and conditions, event booking procedures, insurance and liability, code of conduct, rental fees and deposits. Any event organized through the community policy must be for the advancement of the surrounding Woodbine Local Area and engage those who belong to equity-deserving groups. Our commitment to provide organizations with the use of the entertainment space is one that we are excited to implement starting in 2024. Following the City of Toronto's review of the submitted policy, Great Canadian Casino Resort Toronto will present the policy in a second round of community consultations with the North Etobicoke Cluster, a group of agencies that serve the North Etobicoke region.

# CHILD CARE CENTRE



Photo by Josh Withers on Unsplash

In 2018, Great Canadian Casino Resort Toronto provided \$5 million for the development of a childcare centre for residents and employees of the Great Canadian Casino Resort Toronto. The location of the childcare centre will be connected to a Toronto Community Housing Corporation (TCHC) and a cooperative building unit located across from the casino. A non-for-profit operator has yet to be determined - the City of Toronto's Children Services division has initiated an Expression of Interest process to select an operator for the childcare facility.

There have been ongoing discussions at the Rexdale CBA tables about a dedicated number of spaces to be determined for children of Great Canadian Casino Resort Toronto employees (or other considerations to prioritize access to the childcare facility for casino employees). Great Canadian Casino Resort Toronto continues to push for these considerations in support of our employees and their families.

# RESPONSIBLE GAMBLING

At Great Canadian Casino Resort Toronto, we believe that Responsible Gaming ('RG') is a vital part of our business sustainability, and we are committed to promoting player health and positive play through ongoing harm prevention and mitigation. Our RG program is continuously evolving, and we constantly strive to improve and enhance our responsible programming and service delivery.

In 2023, our site's RG program achieved many milestones and accomplishments. These included successfully reaccrediting with RG Check, with a score of 79.6%, the international gold standard for best practice in RG. We also launched a refreshed PlaySmart Centre with OLG and RGC, which included the introduction of a coffee service to encourage guests to take a break. In 2023, Great Canadian Casino Resort Toronto's PlaySmart Centre recorded 27,397 visits from patrons and team members. Additionally, we hosted numerous team member engagement initiatives,

including educating team members at company town halls, hosting competitions to encourage RG awareness, and a refreshed RG corner in high-traffic employee areas, among others.

Throughout the year, we also hosted four quarterly meetings that were dedicated to discussing RG issues and shared site-specific RG newsletters. We also launched a corporate quarterly RG newsletter. Our RG champion attended the Play-Smart Forum to advance their knowledge of best practices and received recognition for their outstanding efforts.

In 2024, Great Canadian Casino Resort Toronto will continue to expand our efforts to support the overall health of our players, as we implement our "Player Health, Player's First" strategy, which focuses on the wellbeing of our guests. We remain committed to keeping responsible gaming at the forefront of all that we do.



**Attendees at the launch of the Play-Smart Centre at Great Canadian Casino Resort Toronto on August 10, 2023, including representatives from the Ontario Lottery Gaming Corporation, Responsible Gambling Council and Great Canadian Entertainment.**



**Robert Katsavelos (Great Canadian Casino Resort Toronto General Manager) alongside Mark Tsipilevich (Play-Smart Representative), Chuck Keeling (EVP, Stakeholder Engagement, Community and Social Responsibility) and Michael Kim (Regional Vice President) at the Play-Smart Centre Launch.**



**Great Canadian Casino Resort Toronto RG Champion, Mario Vieira stands with other RG Champions, who drive RG at our properties, at the Play-Smart Forum hosted in October 2023.**

# 2024: THE YEAR AHEAD

Great Canadian Casino Resort Toronto is optimistic about the future of the Rexdale CBA in 2024. With new employment and labour plans in place as well as our International Marketing Plan and Community Access to Space Policy established, Great Canadian Casino Resort Toronto believes that targets will continue to be met to benefit the local community. As we continue this impactful work in collaboration with the City of Toronto and community partners, we are receptive to the adoption and implementation of new processes and collaboration with new stakeholders to move the work of the Rexdale CBA forward effectively.

## THANK YOU

### CITY OF TORONTO

Community Benefits Unit,  
Social Development,  
Finance & Administration Division

Toronto Employment  
and Social Services

Children's Services Division  
City Planning Division

### COMMUNITY PARTNERS AND STAKEHOLDERS

Community Residents  
Access Employment  
Career Foundation  
Centre for Education and Training  
CNE  
Costi Immigrant Services

Humber College  
JobStart  
Skills for Change  
Toronto Community  
Benefits Network  
YMCA

VPI Employment Services  
United Way Greater Toronto  
Ontario Lottery Gaming  
Woodbine Entertainment Group





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