

November 5, 2020

Casino Woodbine

COMMUNITY BENEFITS AGREEMENT

Annual Report: 2020

Table of contents

Summary.....	4
Year Two: Progress and Disruption	5
Local and Social Hiring.....	5
Full-Time Jobs	13
Scholarships and Career Advancement.....	13
Local and Social Procurement	15
International Marketing	17
Community Access to Space	18
Child Care.....	19
Responsible Gambling.....	20
Accountability, Monitoring & Public Reporting.....	20
Appendix A: Employment and Labour Market Advisory Working Group	22

Summary

One Toronto Gaming (OTG) is a partnership between Great Canadian Gaming Corporation (Great Canadian) and Brookfield. The company operates several gaming facilities in the Greater Toronto Area, including Casino Woodbine.

The redevelopment and operation of Casino Woodbine is the subject of a Community Benefits Agreement (CBA) between OTG and the City of Toronto (City), signed in 2018. The CBA articulates a set of goals that OTG will strive toward as it moves forward with the redevelopment of the Woodbine site.

Since 2018, OTG has worked with the City and other stakeholders to develop and implement a series of strategies and tactics designed to achieve the goals of the CBA, overseen by a set of governance organizations focused respectively on community engagement, employment, and responsible gaming.

OTG last reported to the City in fall 2019, describing a strong first year of commitment and progress toward the goals set out in the CBA. In the half year following that reporting cycle, OTG continued its significant progress.

In March of 2020, a government-mandated suspension of operations, as part of the provincial government's efforts to help prevent the spread of COVID-19, led to a complete shutdown of operations at Casino Woodbine, with 1,798 team members quickly reduced at one point to just 13.

As part of the Province of Ontario's Stage 3 framework for the reopening of its economy, Casino Woodbine reopened September 28, 2020, with significant operating restrictions. However, it was shut down again on October 9, 2020, as mandated by the provincial government as part of its continued efforts to contain the spread of COVID-19. It is unclear when and how operations will be allowed to reopen again, and as such we cannot predict when and to what extent re-hiring will occur.

Despite unparalleled challenges and tremendous uncertainty, one thing is certain: One Toronto Gaming remains committed to renewing its efforts on the Community Benefits Agreement as and when it is able to resume operations.

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

Year Two: Progress and Disruption

Since taking control of Casino Woodbine in January 2018, OTG continues to revitalize and enhance the facility. Prior to the sudden and wrenching disruption brought on by COVID-19 and associated response measures, significant progress was being made against all measures set out in the Community Benefits Agreement, and the CBA targets were a key component of planning and execution across Casino Woodbine.

Unfortunately, COVID-19 led to a closure on March 16, 2020 of all of OTG's properties due to a government-mandated suspension of operations. The result was a near-total cessation of operations, an unprecedented commercial impact across the entire gaming sector, and a significant reduction in the number of team members working at Casino Woodbine. Casino Woodbine reopened with significant operating restrictions on September 28, 2020, but was shut down again on October 9, as mandated by the provincial government as part of its continued efforts to contain the spread of COVID-19.

It is unclear when and how OTG will be able to resume operations at the direction of government. However, the company remains committed to the Community Benefits Agreement as and when it is able to resume operations.

Despite the challenging circumstances brought on by COVID-19, significant progress was made in the first half of the 2020 reporting year, and is outlined in the following sections, along with a sober assessment of the impacts of COVID.

Local and Social Hiring

CBA Targets

The CBA puts strong emphasis on the promotion of employment equity at Casino Woodbine, setting out several key targets in relation to local and social hiring to be achieved by 2022, when the new, expanded facility is targeted to open. These include:

- **Target 1:** A minimum of 40% of the post-expansion Woodbine Gaming Lands operational employees must be local or social hires, of which at least half of the 40% (20% of total hires) must be local (meaning they reside within a 7 kilometre radius of Woodbine – see map on page 8);
- **Target 2:** At least 10% of overall construction hours must be worked by apprentices or journeypersons hired through local or social hiring – with an emphasis on youth employment; and

- Target 3: OTG should identify appropriate job opportunities for people with criminal records.

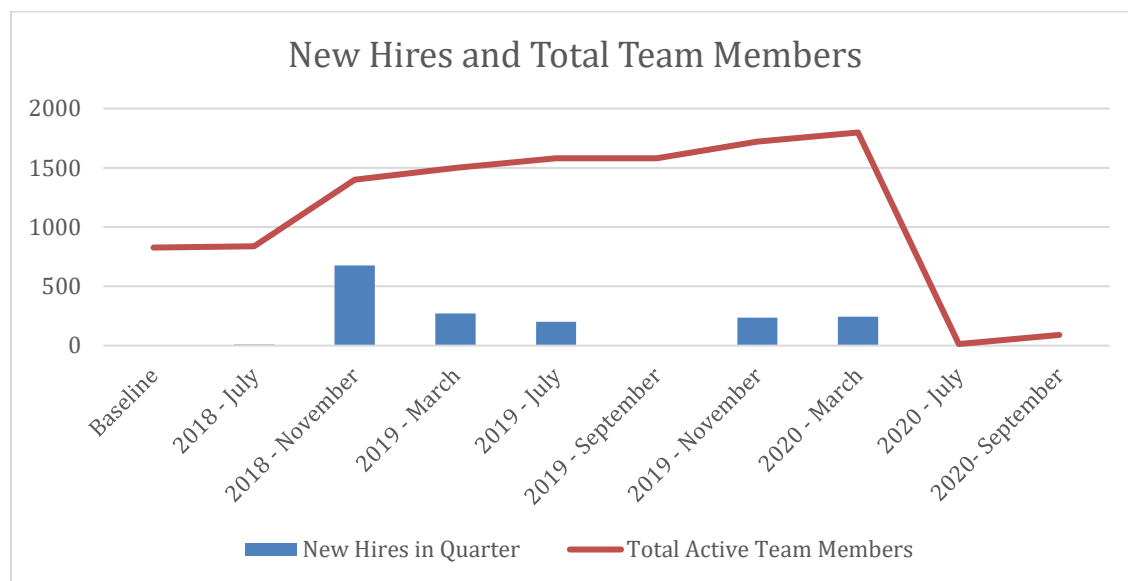
OTG made considerable progress toward these goals, beginning quickly with hiring for table gaming in the existing grandstand facility, and was making good progress toward many of the CBA’s targets when the COVID disruption occurred. Progress to date is outlined in this report, showing both where things were before COVID-19 and where they currently stand.

Employment Growth, Collapse, and Gradual Relaunch

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

Since then, employment grew rapidly until it was completely disrupted by COVID-19 and a government-mandated suspension of operations (see Figure 1). As of the March 2020 quarterly report, OTG had hired 1,653 new team members on top of the baseline of 827. An additional 40 team members were hired by the time operations were suspended on March 16, 2020, for a total of 1693. After accounting for turnover, the number of active team members peaked at 1,817 immediately prior to the suspension of operations.

However, after a government-mandated suspension of operations, on-site employment at Casino Woodbine declined to as low as 13 active team members in the summer of 2020, before beginning a slow rebuild in 2020. As October 1st, there were 90 active team members at Casino Woodbine.



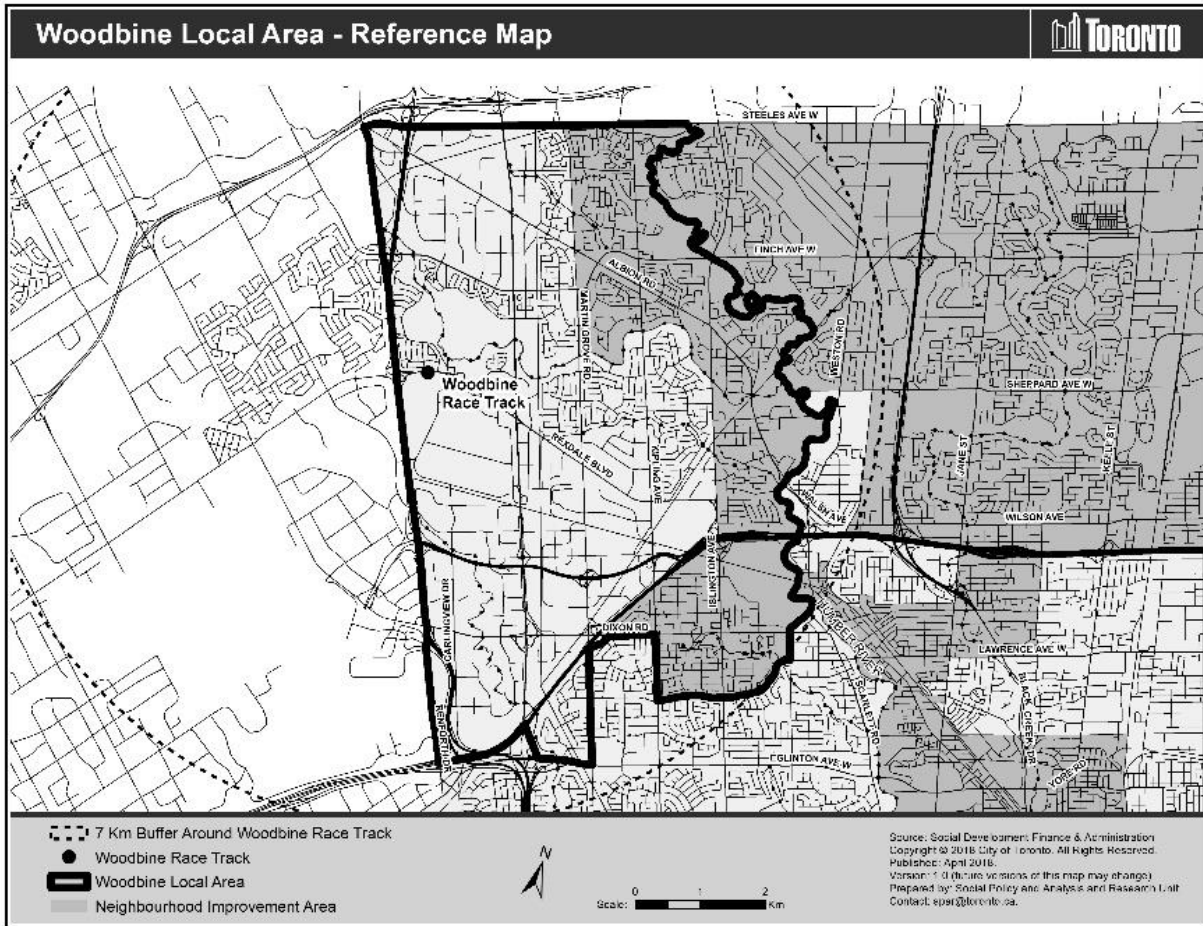
Outreach Activities

To ensure that the increased employment opportunities met the CBA targets, OTG has continued to take significant steps to make new employment opportunities accessible to residents of the Rexdale community and to equity-seeking groups. Prior to the onset of COVID containment measures, this work included:

- Designing job requirements that emphasized aptitude and attitude ahead of experience and educational attainment, with the aim of lowering barriers to entry;
- Collaborating with government, non-profit partners, and employment agencies to design and implement accessible hiring events, which has led to more than 10% of new team members being referred by community partners;
- Communicating details about those events to employment partners to ensure they could help prepare an appropriate candidate pool in advance;
- Attending many meetings and events with community members, businesses and stakeholders;
- Delivering *Preparing for Success at Casino Woodbine* information sessions;
- Supporting pre-employment workshops;
- Delivering monthly Casino Woodbine hiring events, resulting in 257 individuals receiving conditional offers of employment to date.

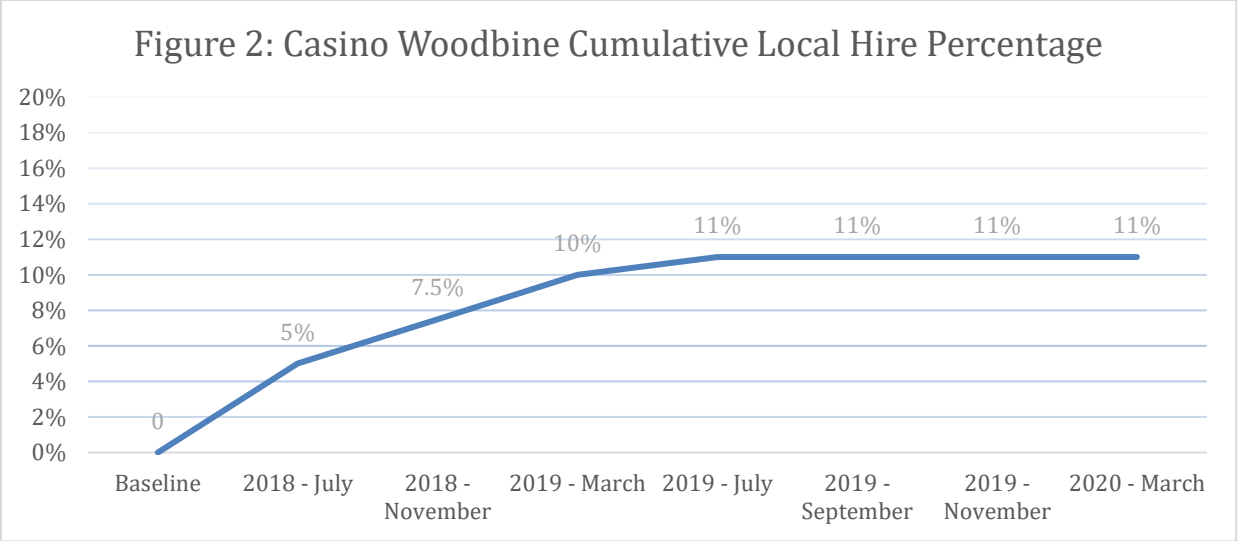
Local Operational Employment

OTG remains committed to local hiring. Building on a strong first year, progress continues in recruiting candidates from within the hyper-local Woodbine Local Area defined in the CBA.



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

OTG has recruited 176 new team members to date from within the 7-kilometre zone. The proportion of new hires from within that hyper-local area continues to hold steady at more than 11% of total hires (see Figure 2).



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

Reporting Date	Cumulative Local Hires
2018 - July	7
2018 - November	60
2019 - March	92
2019 - July	134
2019 - September	134
2019 - November	151
2020 - March	176

In addition to the hyper-local hiring that is specifically targeted in the Community Benefits Agreement, local employment defined more broadly had continued to grow prior to the COVID 19 disruption.

Based on an updated analysis of the entire Casino Woodbine headcount prior to the shutdown in March 2020, 17% of team members live in Etobicoke (up from 16%), 12% live in North York, 9% live in Scarborough, 6% live in Toronto, 3% live in York, and 1% live in East York. Neighbouring municipalities also benefit from employment at Casino Woodbine, given the location of the facility near the Toronto border. Updated numbers show that 10%

of team members live in Brampton and 12% reside in Mississauga. A further 3% of team members live in each of Markham and Richmond Hill.

OTG remains committed to increasing both local and hyper-local employment as the redevelopment of the site moves forward and operations eventually return to a new normal, subject to government direction and mandated operating restrictions.

Last year's report noted that certain demographic and cultural considerations have impacted recruitment. For example, employment partners and neighbourhood representatives reported that some members of the Somali Muslim community in the Rexdale area were hesitant to apply for employment in roles related directly to gambling for religious or cultural reasons – a factor limiting their participation in the initial tranche of new jobs that focused on live table games¹. As the Casino Woodbine buildout moves closer to completion and as operations resume subject to government direction, new opportunities will become available, since many of the jobs associated with those new facilities will be in non-gaming areas such as food services, hospitality and hotel operations. OTG expects this shift to enable greater participation by all residents of the local community.

Social Operational Employment

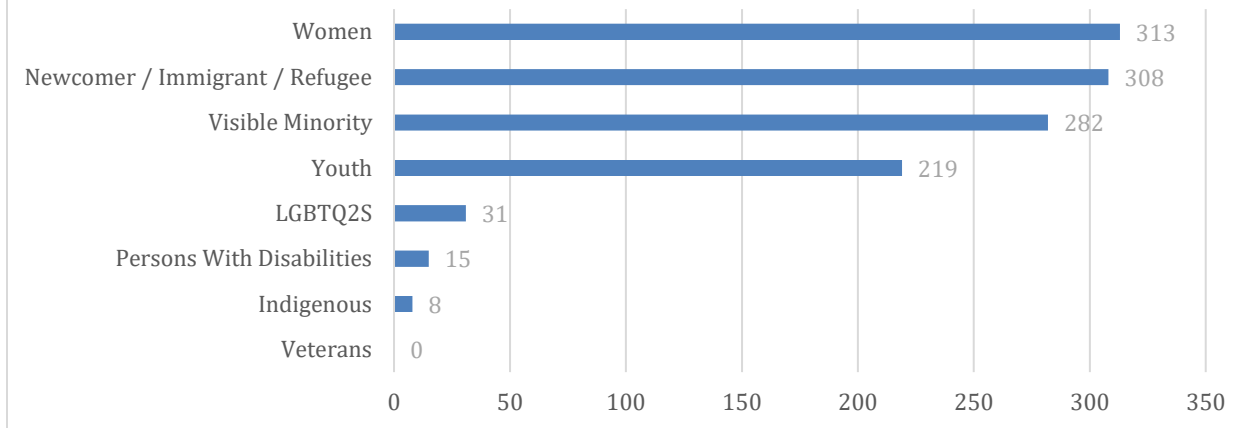
All new team members joining Casino Woodbine are asked to complete a Personal Disclosure Form during regularly scheduled new team member orientation events. This process provides a consistent, private, and supportive opportunity for team members to voluntarily self-identify as a member of an equity-seeking group.

OTG continues to maintain an excellent track record on social hiring as a result of expanded gaming. Virtually all of the 1,653 new team members were presented with the opportunity to self-identify as a social hire through a Personal Disclosure Form as part of the onboarding process. Approximately half (816 team members, or 49%) chose to self-identify as a social hire. Most of the balance completed Personal Disclosure Forms but did not identify as a social hire. A small number (60 team members, or 4%), explicitly chose not to self-disclose.

This performance on social hiring significantly exceeds the 20% targeted in the CBA (half of the overall 40% target for local and social employment). See Figure 3 for a breakdown of the percentage of new hires who identified as part of each equity-seeking group.

¹ Importantly, many of the current frontline non-gaming jobs currently available at the Woodbine site are not under OTG's control or reporting.

Figure 3: Social Hiring Self-Disclosures



As defined in the CBA, social hiring also includes groups or people who face unique barriers to employment, including Ontario Works clients.

Moving into 2020, OTG was keen on building off the success created by the implementation of initiatives within its 2019 Employment Labour Market Plan. In 2019, customized social recruitment events resulted in more than 200 conditional offers of employment, with a success rate of more than 70% for applicants through this social hiring effort.

In March 2020, OTG (in collaboration with our ELMP partners) introduced a dual stream recruitment model that would further allow individuals who are local residents and connected with employment serving organizations to have front-of-the-line access to professional, administrative, technical (PAT) jobs before the general public. Unfortunately, the government mandated COVID shutdown placed this initiative on hold and made it difficult to assess the potential impact.

Local and Social Construction Employment

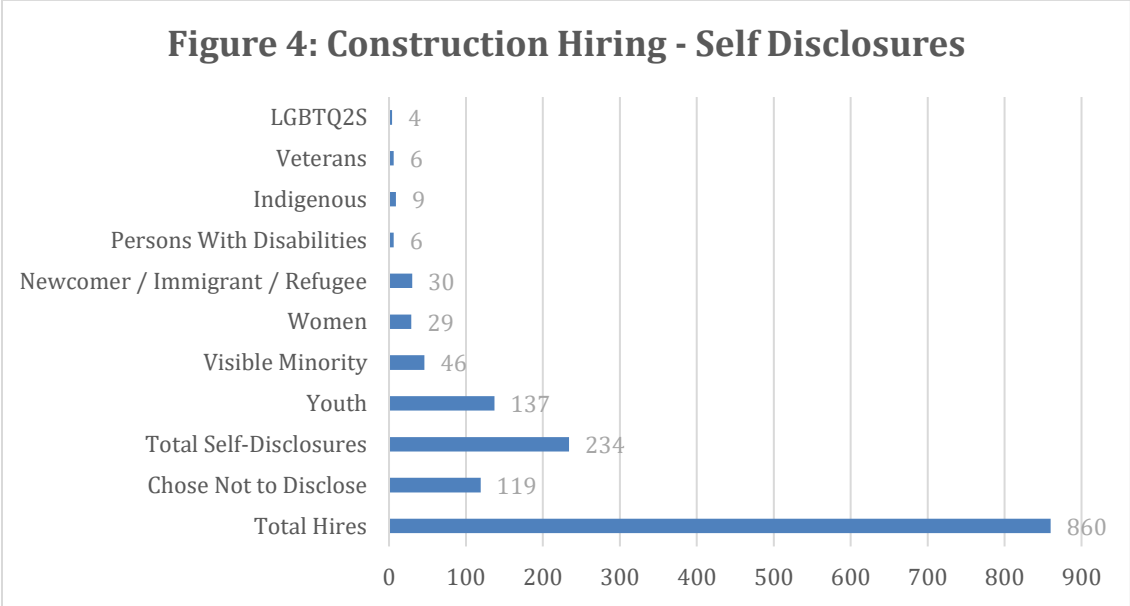
The CBA target for construction employment is to have at least 10% of overall construction work go to apprentices or journeypersons hired through local or social hiring – with an emphasis on youth employment.

Although construction on the Casino Woodbine project had to cease on April 4, 2020 when all non-essential construction was suspended in the Province due to COVID-19, construction recommenced on May 19, 2020. Thus far, a total of 860 people have worked on the site since the beginning of construction.

At this point, this is the area of the CBA toward which progress can best be made, and OTG has continued its work to align construction employment with the CBA’s priorities. As an

example, OTG, with support from the City, will be moving forward in early 2021 with a meeting of existing sub-contractors on site to inform and educate them regarding the goals and objectives of the CBA, and the important role they can play in supporting the CBA. Additionally, OTG will continue to engage ELMA through 2021 to similarly emphasize those goals and objectives.

Virtually all constructions workers were provided with Personal Disclosure Forms. Although voluntary self-disclosure rates were lower among construction workers than operational team members, 27% of total construction workers (234 people) chose to disclose that they were a member of an equity seeking group (see Figure 4). This significantly exceeds the 10% target. It is also probable that some who chose not to disclose are also members of equity seeking groups – a total of 119 people chose not to disclose.



With youth having been identified as a key priority, it is notable that 16% of total construction hires self-disclosed as youth, with 59% of those who self-disclosed indicating they were youth.

Given the nature of construction employment, hyperlocal construction hiring remains a challenge. Just 13 construction hires (1.5% of total hires) self-identified as residing within the 7km Woodbine Local Area, although there may be more who did not choose to disclose.

Although it is already almost tripling the target set out in the CBA, OTG remains focused on continuing to create opportunities for local and social construction hiring.

Full-Time Jobs

CBA Targets

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

Progress to Date

The gaming industry is widely recognized as a source of part-time jobs that are well suited to youth, parents and students who do not require or desire full-time work. Part-time employment at Casino Woodbine provides important employment opportunities for the community, the importance of which should not be underestimated.

OTG continues to exceed full time work targets. As of March 2020, just over 56% of the 1,798 Casino Woodbine team members were working full time and 44% were working part time. As projected in the 2019 annual report, this ratio has shifted slightly toward part time employment as new front-line hospitality jobs have come onstream, providing team members with the opportunity to choose employment options that fit their lifestyle, needs, and educational aspirations.

A new initiative outlined in the 2019 report has proven successful: the inclusion of a fixed line pool and a restricted pool within the overall pool of part-time team members has helped certain part time team members to have greater stability and flexibility while still fulfilling the HR needs of the operation. A *fixed-line pool* with a static schedule allows some part time team members to have greater stability and work/life balance. By becoming part of the *restricted pool*, team members such as students are only scheduled on days they are available, thus allowing them to work part time without impacting their education.

Scholarships and Career Advancement

CBA Targets

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

Progress to Date

OTG firmly believes that high-quality training and opportunities for incentivizing and upskilling are vital to the success not only of its team members, but of the organization as a

whole. Regrettably, the suspension of operations at Casino Woodbine for most of 2020 materially impacted OTG's ability to offer the suite of professional development programs that are led by Great Canadian.

Prior to the suspension of operations, OTG offered several programs for professional development, which were being expanded and ramped up at Casino Woodbine:

- **Leadership Development Program (LDP)** - The LDP program focuses on developing new and emerging leaders and enhancing and reinforcing the skills of our current leadership team. Several Casino Woodbine team members have participated in the seven LDP courses offered by Great Canadian thus far.
- **Leadership and Executive Advancement Program (LEAP)** - LEAP is an inclusive program designed to grow future leaders who embody the company's values. The program offers training to enhance and build management and leadership skills and provides tools and resources to support team members. LEAP helps develop Great Canadian's next generation of leaders who will lead new business opportunities, project work, and operations. Since the inception of the Leap program in 2018, and up to the end of 2019, three Casino Woodbine team members have gone through the program. The program has not been offered in 2020 due to the suspension of Great Canadian's operations Canada-wide.
- **Great Experiences and Memories program (GEM)** - The GEM program encourages and incentivizes team members to provide "Great Experiences and Memories" for guests at Great Canadian's properties, including Casino Woodbine. The 2020 GEM awards for Casino Woodbine were held March 11, 2020 – just five days prior to the suspension of operations – which featured a red carpet dinner ceremony culminating in the awarding of the "Diamond" winner, which included a gold lapel pin, five paid days off, preferred parking for the year, and a \$3,000 award. Honorable Mentions were also awarded to team members during the course of the evening.
- **Tuition Reimbursement** – OTG will continue to reimburse team members for tuition at post-secondary institutions up to \$1500 per year for courses that are relevant to their current position and/or development.
- **PROUD Scholarship program** – OTG team members are eligible to apply to Great Canadian's PROUD Scholarship program, which provides financial assistance to team members and their eligible dependents in an effort to recognize their community involvement while supporting their post-secondary education. Each scholarship awarded provides \$1000 to the successful recipient.

OTG remains committed to these programs and intends to re-introduce them in 2021 upon the resumption of more normalized operations at Casino Woodbine.

In September, OTG was very pleased to introduce CONNECT, which is a versatile learning management system that provides team members a variety of training options. The program delivers self-paced online learning and manages instructor-led training sessions, creating a seamless blend of the live and online classrooms, informative videos, and other training tools. In addition, CONNECT includes assessment and evaluation tools to support team member feedback and confirmation of learning, tracks expiration of recurrent training and renews a team member's assignment.

CONNECT provides real time access to team member training data to Learning Specialists, Human Resources Specialists, Line Managers, and team members so that there is collective accountability for training.

CONNECT Learning tracks all training for team members, including any upcoming or recurring training, training history, and records of various regulatory certifications as related to training.

Local and Social Procurement

CBA Target

The CBA includes targets for supply chain diversification: Starting in 2019, OTG is to ensure that a minimum of 10% of annual non-construction procurement (excluding specialized items used in the gaming industry, such as gaming devices and technology) will be through local or diverse suppliers. "Local" in this instance is defined on the same narrow basis as the CBA's hiring targets – that is, falling within a 7-kilometre radius of the Casino Woodbine site.

Progress to Date

Much of Casino Woodbine's procurement at this stage consists of either specialized gaming items or construction services. As has always been understood during the negotiation and implementation of the CBA, the primary opportunity to achieve this target will arise as construction nears completion and the new facility opens.

Still, OTG has continued to make significant progress against this goal, having implemented its Supply Chain Diversity Policy and Procedures in 2019 and brought on a team member dedicated to procurement in Ontario.

Establishing tracking methodologies remains a key challenge, especially given the wide variety of data formats and approaches taken by buyers, suppliers and supply chain diversification organizations.

In its 2019 report, OTG laid out a rigorous analysis of its procurement in 2018, establishing methodologies and setting a baseline against which to measure the effectiveness of its efforts under the CBA. Since then, significant progress was made prior to the COVID disruption, with local and social procurement increasing materially.

- The 2018 baseline was \$105 million in local spending spread across 24 suppliers who fall within the CBA's 7-kilometre radius – the Woodbine Local Area. In 2019, this increased to \$125 million, spread across 30 vendors. As a result of the COVID shutdown, spending through October 2020 contracted to \$116M spread across 26 vendors. As in previous years, the majority of this spending flowed through Woodbine Entertainment Group, which is itself a significant local procurer and employer.

OTG notes that the CBA definition of “local suppliers” remains a challenge. Currently, only hyper-local suppliers within the 7-kilometre Woodbine Local Area are considered local for the purposes of tracking and reporting, which does not reflect the reality of typical local and regional supply chains. While we remain committed to local procurement, we remain convinced that adopting a broader definition of local spending would be appropriate for practical purposes.

Although not mandated by the CBA, OTG also analyzes local spending more broadly.

- As it relates to overall spending by Great Canadian within the entire City of Toronto, a 2018 baseline was established of \$212 million. In 2019, this increased to \$318 million across 215 suppliers. The total spent in 2020 through October was \$192M across 237 suppliers.
- OTG also experimented with an additional measurement for the first time: spending in a 7-kilometer radius including parts of Brampton and Mississauga. In 2019, total spending was \$192M across 182 suppliers, and in 2020 the total through October was \$161M across 156 suppliers. “

In keeping with the supply chain diversity target in the CBA, OTG continued to refine its approach to tracking and measuring social spending.

- A detailed 2018 baseline analysis found \$1.65 million in spending with Toronto-area suppliers who are members of supply chain councils, with 19 such vendors registered in the GCGC procurement system. This required extensive work to manually screen hundreds of supply chain council members. COVID-19 challenges

have made it difficult to undertake a similarly robust analysis of this complex data set in time for the 2020 report. However, at least \$1.33 million in social procurement across 8 vendors was identified in 2019, and \$645,000 in 2020 across 3 identified suppliers.

The 2019 and 2020 supply change diversity numbers do not necessarily indicate a decline in social spending. It has proven difficult to track this complex target as it is challenging to assemble useable data in a consistent format.

OTG remains optimistic that the City's overall Community Benefits Framework will include structures through which companies who are party to CBAs can more easily access integrated information on local and social businesses. The difficulty of accessing such data on a timely basis in a useable format continues to be a significant bottleneck, meaning that measurement is as great or greater a challenge than execution.

OTG is also in the process of implementing several new tactics to streamline and enhance reporting. Going forward, there will be an opportunity to identify Diverse Vendors as part of the Contract Approval Form, and a method for tagging both existing and new Diverse Vendors for streamlined reporting has been developed.

International Marketing

CBA Target

With an eye to raising Toronto's profile outside Ontario and drawing tourism dollars to local communities, the CBA requires that OTG develop an International Marketing Plan for the redeveloped Casino Woodbine site.

Progress to Date

OTG delivered a preliminary International Marketing Plan to the City in 2018. As per the CBA, OTG plans to develop and implement a more detailed and refined plan by January 1, 2022.

The aim of the plan will be to position the Casino Woodbine complex as a powerful, complementary addition to the vibrant hospitality industry in Toronto, enabling Casino Woodbine to augment the City's overall appeal to visitors from outside Ontario. Strategic goals will include driving incremental visitation, extending average stays and increasing visitor spending in Toronto, and accelerating job and revenue growth across Toronto's tourism sector.

Although the plan will be primarily geared toward marketing the redeveloped Casino Woodbine upon completion, steps have been taken in 2020 to develop the foundational aspects of the plan itself and begin implementation prior to the opening of the new facility.

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

Additionally, Great Canadian has begun work on its Enterprise Loyalty Program project, which will combine specific components of the customer management system infrastructure. The result will be the creation of a unified card-based loyalty program across all Great Canadian's Ontario properties, integrating transactional data across multiple systems.

A new omni-channel marketing platform will be implemented upon completion of the loyalty program consolidation. This platform will enhance current and future marketing functionality by adding several new communication channels to the marketing toolkit, significantly increasing speed to market, brand awareness, and incremental visitation.

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

OTG has also secured marketing partnerships with organizations such as the iconic Atlantis property in The Bahamas, a first for a Canadian-based gaming company, as well as Pearson Airport and Metrolinx' UP Express system.

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

Community Access to Space

CBA Target

To ensure the revitalized Casino Woodbine complex benefits local organizations, the CBA requires that OTG make space available to the local community at little or no cost for at least one large-scale event per month or 12 large-scale events per calendar year.

Progress to Date

OTG remains committed to delivering on this commitment, as stated in the 2019 Annual Report. Once construction is complete and the new facilities are operational, OTG will provide space at the complex's planned Entertainment Venue in line with the CBA's target.

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

In addition, while the site's training facilities will be used mainly to train and upskill team members during the ramp up of the facility, OTG plans to make them available as well for events and activities hosted in collaboration with partner organizations and community groups – including community meetings and skills training.

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

Childcare

CBA Target

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

Children's Services will conduct an Expression of Interest process to select an operator once a location has been secured. OTG will participate in the process to select an operator. The licensed childcare centre will be available to community residents and Woodbine Casino team members. City of Toronto Children's Services staff are exploring the possibility for extended childcare hours, depending on demand and the ability of the operator to provide service.

Progress to Date

OTG contributed an irrevocable \$5 million Letter of Credit in 2018 and remains committed to this goal. While City Staff will provide a more detailed update, OTG understands that considerable effort has been undertaken to find a suitable location that meets legislative

requirements, with zoning proving to be a challenge in light of the stringent regulations around childcare operations.

Responsible Gambling

CBA Target

In line with its focus on social responsibility, the CBA requires that OTG maintain all existing Responsible Gambling (RG) measures as required by its Crown partner the Ontario Lottery and Gaming Corporation (OLG) and by the Alcohol and Gaming Commission of Ontario (AGCO), the regulator for all forms of gaming in the Province.

Progress to Date

The ongoing closure of Casino Woodbine for most of 2020 has significantly curtailed the extent of the operation's RG practices. However, all Responsible Gaming requirements are being met, as has been confirmed by OLG and the AGCO. OTG continues to appreciate that player health and RG are key to the sustainability of the gaming industry and to the vitality and prosperity of host communities, and that principle will remain fundamental upon the reopening of Casino Woodbine.

Since taking over Casino Woodbine in 2018, OTG has ensured its operating protocol in support of RG adheres to, and is aligned with, all regulatory requirements. Up to the closure of Casino Woodbine, OTG had continued to work closely with OLG, AGCO and the Casino Woodbine Responsible Gambling Oversight Committee to ensure the site maintains the highest standards of RG in every aspect of operations. This will be no different once Casino Woodbine reopens, and ultimately achieves a more normalized state of operations.

Accountability, Monitoring & Public Reporting

CBA Target

To help enable OTG's efforts to meet the City of Toronto's targets, the CBA sets out a governance and reporting structure built around three oversight bodies (noted previously):

- The Community Steering Committee (convened by the City of Toronto);
- The Casino Woodbine Responsible Gambling Oversight Committee (convened by OLG); and
- The Employment & Labour Market Advisory Working Group (ELMA – convened by OTG);

Under this system, OTG provides quarterly and annual progress reports to the public on all CBA commitments, as well as helping to enable annual City Staff reports to Toronto City Council and additional City Staff reports when necessary.

Progress to Date

The government-mandated suspension of operations at Casino Woodbine had a material impact on every facet of the Casino Woodbine operation.

As a result, there have been several complications in terms of achieving the depth and breadth of reporting outlined in the CBA. With a massive reduction in team members at Casino Woodbine and a virtual stop to new hiring, 2020 has been very different from any other year in terms of reporting. A similar dynamic is applicable to Casino Woodbine's responsible gambling activities. While all Responsible Gaming requirements are being met, activity on this front is currently minimal as no gaming is occurring.

Another unfortunate consequence of the mandated suspension of operations was the loss of OTG's Community Employment Specialist, resulting in a significant disruption in institutional knowledge and continuity. Although it is OTG's intent to re-fill this position in the future, the departure further exacerbated a challenging situation operationally and led to sub-optimal reporting at certain points in the year. OTG believes reporting will be more robust moving forward, particularly for CBA targets associated with construction employment.

Despite the far-reaching and dramatic impact COVID-19 has had on Casino Woodbine, OTG has remained engaged with these oversight bodies over the past year, and is committed to reconvening them. With the eventual reopening of Casino Woodbine, and the ongoing construction of the new complex, OTG believes there will be more significant opportunities moving into 2021 to re-engage, and report upon, activities and initiatives that support the goals and objectives of the CBA. A meeting schedule for 2021 will be defined as and when the path forward becomes clearer. OTG looks forward to outlining key activities as soon as it is realistic possible to plan and deliver such efforts in light of the limited time and resources available at this time.

Appendix A: Employment and Labour Market Advisory Working Group

Excerpt from Terms of Reference

Purpose

The role of the Working Group is to oversee the implementation and reporting of outcomes of the Employment and Labour Market Plan, including skills training and apprenticeship opportunities that provide improvements to the lives of Toronto residents.

Membership

While membership will evolve over time, the Working Group will initially be comprised of:

- One Toronto Gaming senior leadership (OTG to chair);
- Casino Woodbine local leadership;
- Ontario Lottery and Gaming Corporation (OLG);
- City of Toronto;
- Pillar community partners such as: YMCA; Humber College; and other community-based employment and workforce training organizations serving the Etobicoke/Rexdale area.

Roles and Responsibilities

The Committee is accountable for:

- Fostering collaboration to advance strategies that work towards meeting the objectives of the Employment and Labour Market Plan for the Woodbine Local Area, including the planning, coordination and/or development of skills training, employment and apprenticeship opportunities, customized recruitment approaches and associated partnerships.
- Removing obstacles for the collection and sharing of data, where appropriate, related to employment and labour market development.

The membership of the Committee will commit to:

- Sharing communications and complete, accurate and meaningful information, where appropriate, amongst Committee members;
- Notifying members of the Committee, as soon as is practical, if any matter arises which may be deemed to affect the mandate of the committee;
- Gathering and sharing information and opportunities based on community engagement;
- Discussing how best to share candidate pool data appropriately and effectively across service providers and client bases.

Current Participants

Organization	Representative(s)
Casino Woodbine	Debbie Hynes, Director, Human Resources
City of Toronto – Economic Development & Culture	Matthew Premru, Economic Development Officer, Business Retention & Expansion
City of Toronto – Employment & Social Services	Judy Kane, Director Mecada Mitchell-Djabatey, Supervisor Employer Services - West District Najma Iqbal, Manager, Community & Labour Market Paressa Katsios, Supervisor Employer Services, Casino Woodbine Gaming Expansion Project
City of Toronto – Social Development, Finance & Administration	Craig Milson, Supervisor, Youth Development Unit Fenicia Lewis-Dowlin, Policy Development Officer John Smith, Manager, Community Development Unit Sherry Philips, Community Development Officer HUB

Organization	Representative(s)
	Stefany Hanson, Manager, Youth Development Unit Arrathiyah Thirukkumaran, Community Development Officer
Humber College	Elana Lewis, Manager, Community Employment Services Nivedita Lane, OCT, M.Ed, B.Ed, Manager, Community & Partnership Development
One Toronto Gaming	Gary Moore, Vice President, Human Resources <i>TBD</i> , Community Employment Coordinator
The Career Foundation - Etobicoke	Christina Montauti, Manager
YMCA	Erica Taylor, General Manager
YMCA Greater Toronto	Kelly Dieleman, Director, Employment Programs, Etobicoke Albion Road YMCA Centre
Unifor Canada	<i>Rotating inside labour seat – not filled by unions</i>
PSAC	<i>Rotating inside labour seat – not filled by unions</i>
Teamsters Canada	<i>Rotating inside labour seat – not filled by unions</i>