



# LEADING THE WAY



**WOODBINE™**

**CORPORATE RESPONSIBILITY REPORT**

APRIL 1, 2017 to MARCH 31, 2018

# TABLE OF CONTENTS

Mission & Vision / About Us .....	2 / 3
Board of Directors / CEO Message .....	4 / 5
2017/18 Highlights .....	6 / 7
Economic Sustainability .....	8 / 9
Engaged Employees .....	10 / 11
A New Breed of Experience .....	12 / 13
World Class Horse Racing .....	14 / 15
Supporting Our Community .....	16 / 17
Protecting The Environment .....	18 / 19
Water Stewardship .....	20 / 21
Awards / Charting Performance .....	22 / 23
About This Report .....	24 / 25
History / Corporate Information .....	26 / 27

## CORPORATE RESPONSIBILITY

**VISION:** Leverage the power of horse racing to revitalize communities.

**MISSION:** Create healthier places to play, live, work, learn and grow together.

Woodbine Entertainment operates according to the following values. These enable us to achieve our goals, and drive continuing innovation for the horse racing industry in Canada.

- Wow Every Guest
- Fuel the Fun
- Be Bold
- Own It
- We Care
- Be All In
- Listen & Connect
- Trust in Our Team
- Pursuing Potential

# ABOUT US

Woodbine Entertainment is the largest horse racing operator in Canada offering world class horse racing at both Woodbine (Toronto) and Woodbine Mohawk Park (Milton) racetracks. It also operates off-track wagering through its Champions teletheatre network, which includes WEGZ Stadium Bar (Vaughan), and Greenwood (Beach area) of Toronto. Remote wagering is available through HPIbet (formerly HorsePlayer Interactive), the company's telephone, internet and mobile account wagering service. The company also operates HPItv, a CRTC licensed digital television channel that broadcasts our racing product into homes across Canada. Through the Woodbine Cares program, we are committed to leveraging the power of horse racing to improve the quality of life in our community. Our focus is to align with leading organizations with whom we can make the most meaningful, measurable, and sustainable difference.

## CORPORATE MISSION:

Support the foundation and lead the growth of the Ontario horse racing industry.

## CORPORATE VISION:

Share the thrill of horse racing experiences with the world.

## BRAND PROMISE:

We Create Winning Experiences.

## MANDATE:

Woodbine Entertainment is an Ontario corporation without share

capital, operating a multi-dimensional entertainment business committed to maximizing financial performance in order to achieve the highest quality horse racing. After paying all required taxes, the corporation invests any and all profits back into the business to promote its corporate objectives.

## GOVERNANCE:

The responsibility of our governance rests with our Board of Directors, with the overall responsibility of risk management and compliance oversight with respect to our overall operations. The Board is comprised of 12 members, 10 men and two women. The governance structure, in which the chair is not an executive officer, includes five Board Committees: Governance and Compliance, Pension and Compensation, Audit, Thoroughbred Racing and Standardbred Racing.

## CODE OF ETHICS:

Woodbine Entertainment's baseline policy is to conduct all of its activities in full compliance, and with utmost transparency, with all relevant laws and regulations. A Whistle Blower Policy allows employees to confidentially submit their concerns regarding questionable accounting, internal accounting controls, and auditing matters to an independent third-party company which reports to the Board of Directors.

The Board of Directors ensures proper communication of compliance issues and oversees the review of investigation of the complaints received from internal and external sources.



## LEADING ★ A NEW BREED OF EXPERIENCE

### SHAPING OUR SUCCESS

The vision and direction to advance our mandate and achieve success is championed and led by our Board of Directors. It is comprised of 12 experienced and highly successful business leaders, and guided by the principles of good faith, stewardship and accountability.

The Board provides the strategic insight, foresight and oversight to steer our multi-dimensional horse racing and entertainment business towards a sustainable future while ensuring that all business operations are conducted in accordance with established governance and ethical guidelines.

The management team is responsible for implementing the strategic direction set out by the Board.

### BOARD OF DIRECTORS

H.B. Clay Horner *Chairman, Woodbine Entertainment*  
James J. Lawson *Chief Executive Officer, Woodbine Entertainment*  
R.M. Aziz *Executive Vice President, Oxford Properties Group*  
Michelle E. Diemanuele *President & CEO, Trillium Health Partners*  
Nick R. Eaves *Chief Venues & Operations Officer, Maple Leaf Sports & Entertainment*  
John D. Fielding *Array Marketing Group*  
Edward C. Hannah *Founding Partner, Karama Investment Partnership*  
Benjamin J. Hutzel *Retired Partner, Bennett Jones LLP*  
Christine Magee *Chair, Sleep Country Canada*  
Hugh Mitchell *CEO, Western Fair Association*  
Douglas W. Millard *Millard Group*  
Blake Tohana *Chief Financial Officer, 9 Story Media Group*

## CEO MESSAGE

Welcome to our 2017-18 Corporate Responsibility Report 'Leading the Way.'

This report demonstrates how we are delivering upon our corporate mandate to support the foundation and lead the growth of horse racing in Ontario. It highlights our expanding industry leadership role, performance and achievements over the past fiscal year across our six key areas of focus.

As an industry in need of transition and facing unprecedented challenges three years ago, our Board of Directors called upon our management team to shift our corporate culture. Since then, our workforce has been transformed, helping drive major changes and advances in company culture, technology, guest experiences, wagering growth, property and business development, as well as our new leadership role with the recently formed Ontario Racing and Ontario Racing Management (ORM).

In December 2017, a merger was announced between the Standardbred Alliance and Ontario Racing to create a new independent organization to provide one strong and unified voice for horse racing in Ontario. I am proud that Ontario Racing will utilize the resources and expertise of Woodbine's management team to manage all aspects of our industry, including guarantees of purse payments for member tracks, staking programs and race schedules, as well as administering common racetrack rules and policies.

We recognize that our history of innovation, accountability and industry stewardship has afforded us an enviable role within the province's horse racing landscape. More importantly, we understand that with this role comes an unwavering obligation and duty to ensure we remain steadfast in our commitment to continue to lead the way as a progressive, trusted and responsible world-class horse racing operator, community champion and entertainment leader.

In many ways, change – for the greater good of our employees, guests, communities and industry partners – is a process we're committed to lead. That is why I am confident that the promise and potential resonating from Woodbine Racetrack and Woodbine Mohawk Park this past year and showcased on the following pages will fuel further successes as we strive towards securing a viable and sustainable future for Ontario's horse racing industry.

Thank you for reading our 2017-18 Corporate Responsibility Report.

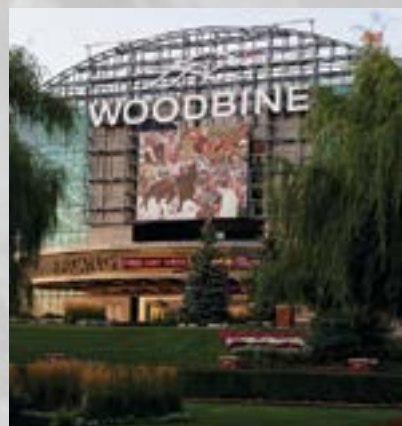
Yours truly,

Jim Lawson  
Chief Executive Officer  
Woodbine Entertainment





# 2017/18 HIGHLIGHTS



Welcomed Great Canadian Gaming Corporation and Brookfield Business Partners (Ontario Gaming GTA LP) as new gaming service providers for Woodbine Racetrack, and Great Canadian Gaming Corporation and Clairvest Group Inc. (Ontario Gaming GTA West LP) as new operators at Woodbine Mohawk Park.

Earned Great Place to Work® certification with a record setting participation rate, and named one of Canada's 20 Best Workplaces in Retail and Hospitality.

Announced Woodbine Mohawk Park as the permanent year-round home for harness racing beginning in the spring of 2018.

Celebrated over 200 employees who donated their time and talent in support of numerous charitable causes.

Achieved all-sources pari-mutuel wagering increases on the Pepsi North America Cup, The Queen's Plate, Woodbine Mile and Pattison Canadian International.

Supported the Standardbred Alliance and Ontario Racing merger to create a new Ontario Racing, a not-for-profit organization providing one strong and unified voice for horse racing in Ontario.

Unveiled a new logo and tagline as part of a major corporate and racetrack re-branding.

Announced installation of a second turf track at Woodbine for the 2019 season to ensure horsemen have increased opportunity to compete on this surface.



SUCCESS ★ BREEDS SUCCESS

# ECONOMIC SUSTAINABILITY

At Woodbine Entertainment, our economic focus is to ensure the long-term financial viability of our company and our industry.

By securing our financial health, we help ensure the sustainability for tens of thousands of people who depend on us – from our employees and their families, to our racing and business partners and those working in the province’s agricultural community.

To achieve our mandate, we have embraced an expanded leadership role within the industry and continued to identify bold new ways to build a sustainable future.

In 2017, Woodbine continued to lead the horse racing industry through its oversight of the Standardbred Alliance. This successful partnership proved that through a unified and coordinated approach, greater advances for the greater good could be achieved. This fueled the industry’s desire for further synergistic amalgamations resulting in the merger between the Alliance and Ontario Racing to form the new Ontario Racing and Ontario Racing Management, a wholly-owned Woodbine Entertainment subsidiary that will implement the Ontario Racing Board of Directors approved business plan.

We learned the new gaming service providers announced for both Woodbine and Woodbine Mohawk Park each envision an exciting future that will help sustain horse racing in Ontario.

As property development plans continued to advance at both our racetracks, they were done with clarity derived from a decision to create dedicated, single-breed racing facilities. More than \$10-million was invested to winterize Woodbine Mohawk Park allowing for year-round standardbred racing which began in April, 2018. Facility upgrades included a renovated Terrace Trackside Buffet complete with guest suites, internal building expansions and improvements to the paddock.

In concert with significant investment in our guest experience and a corporate and racetrack re-branding effort, we are creating the ideal environment for each breed to thrive while using our technological reach and resources to ensure horseplayers around the globe have access to our world-class horse racing product.



## DIRECT ECONOMIC ACTIVITY

	2016/17	2017/18
Payments to Government Agencies	82,918,894	79,286,366
• Federal taxes & regulatory levy <sup>1</sup>	17,388,457	16,546,283
• Provincial taxes & regulatory levies <sup>1</sup>	37,018,114	35,395,709
• Federal/provincial payroll taxes ( <i>employer &amp; employee contributions</i> )	18,563,300	18,800,345
• Municipal charges & their utilities	9,949,023	8,544,029
Purses on Races at Woodbine & Mohawk <sup>2</sup>	127,690,968	120,284,649
Payments to Vendors & Suppliers	99,683,151	99,840,075
Annual Payroll & Benefits <sup>3</sup>	69,457,140	71,368,488
Racing Industry Contributions	1,962,554	1,923,489
Payments to Charitable Causes/In-kind Contributions <sup>4</sup>	796,817	898,036
Annual Debt Payments ( <i>principal &amp; interest</i> )	0	0
Capital Expenditures	11,032,335	16,280,507

- Some levies fund regulatory expenses while the provincial Horse Improvement Program levy, net of oversight costs, is returned to various industry stakeholders. Woodbine Entertainment contributes a larger share of levies than it receives, resulting in it subsidising the Canadian racing industry.
- Gross purses paid from all sources to owners of horses who, in turn pay their agriculture-related expenses such as farm costs, labour costs, transportation, feed, blacksmiths, veterinarians, trainers, jockeys & drivers.
- Excludes payroll for employees of trainers working in the Woodbine/Mohawk barn areas, many of whom are housed in Woodbine Entertainment dormitories.
- Includes contributions to registered charities caring for retired racehorses funded from WEG purse accounts. Includes \$439K received from the OLG, administered and paid by Woodbine Entertainment to Long Run and OSAS.

## 3-YEAR (FY19 TO FY21) STRATEGIC GOALS

- ★ Operate two world-class premier single-breed racing facilities.
- ★ Establish Woodbine as the industry leader. Secure long term funding and help lead and shape all facets of horse racing policy.
- ★ Maintain Great Place to Work® status.
- ★ Establish Woodbine Racetrack and Mohawk Park as top entertainment destinations and The Queen's Plate as a premier Canada Day Weekend festival attracting 50,000 guests.
- ★ Develop Woodbine Districts & Woodbine Mohawk Park into world-class destinations.
- ★ Become a technology driven solutions provider that puts customers first.



- 7.3% All-sources on Woodbine Thoroughbred Racing
- 1.2% International Woodbine Standardbred Racing
- 0.8% All-sources on Woodbine Standardbred Racing
- 0.3% HPIbet wagering



Invested over \$10-million in facility upgrades at Woodbine Mohawk Park, the new permanent and year-round home for standardbred racing beginning in the spring of 2018, and unveiled conceptual plans for further property redevelopment.



1,650 ★ STRONG

# ENGAGED EMPLOYEES

It is often said that great ideas lead to great results.

To us, great performance starts with great people – 1,650 strong at Woodbine Entertainment – engaged in management, information technology, administration, marketing, racing and wagering operations, hospitality, broadcast, guest experience, property development, facility management, seasonal labour positions and many more.

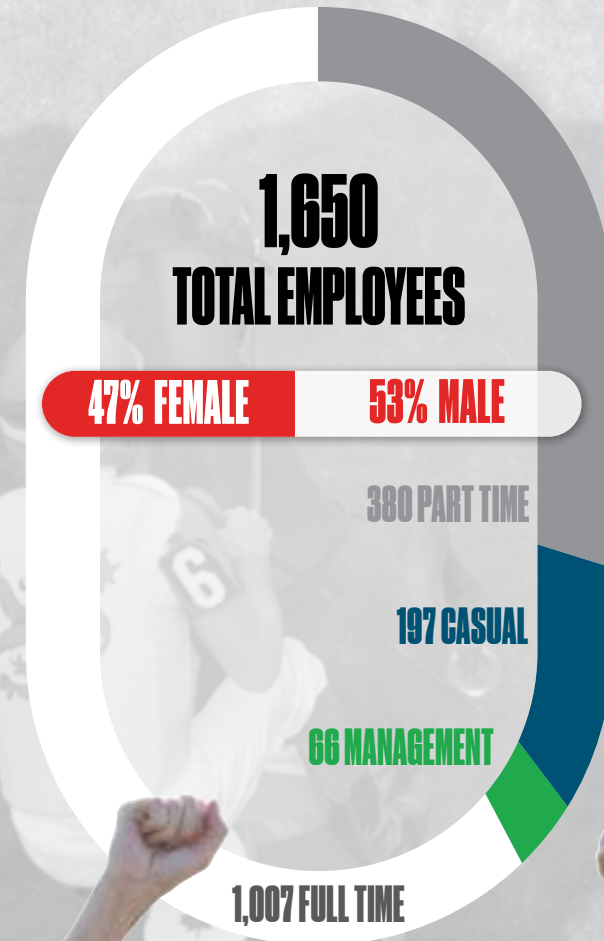
Helping drive their performance is a new breed of corporate culture at Woodbine. Endorsed by our Board of Directors three years ago, we shifted our focus towards fostering a more empowering workplace culture where employees would champion our vision and values by taking a greater and more hands-on role in shaping our future. Today, they are leading how we approach, design and implement the innovative changes necessary to meet the challenges of the changing economic and social landscape of today's horse racing industry.

As a testament to our dynamic workplace culture, Woodbine earned certification as a Great Place to Work (GPTW). In 2018, we earned a place on Canada's '20 Best Workplaces in Retail and Hospitality' list. Achieving this status from GPTW – the global authority on high-trust, high-performance workplace cultures – fulfils a key component of the company's strategic plan and is a major distinction among racetracks and entertainment organizations.

We continued to invest in our people to tap their talent and potential by:

- providing coaching/training programs to cultivate our next generation of leaders
- holding team-building and recognition events guided by our employee-led Culture Squads
- improving inter-company communications through a new corporate intranet and live-streaming of our Town Hall meetings.

With a robust corporate culture firmly entrenched, we are well-positioned to attract and retain a highly-skilled, motivated and dedicated workforce and build a dynamic, safe and diverse workplace that fuels the passion and success of our people as they shape the future of Ontario's horse racing industry.



Employees – along with their families, friends and community partners – participated in the 19th annual Turf Races and helped raise \$9,480 for the United Way Toronto & York Region.



Over 200 employees volunteered the equivalent of 169 business days in support of charitable causes including Woodbine's Community Food Garden.



**CERTIFIED**  
OCT 2017 - OCT 2018

CANADA

Certified as a Great Place To Work® and named one of Canada's Best 20 Workplaces in Retail and Hospitality. Provided over 7,400 hours of leadership and professional development training to help employees pursue their potential.





ONE BRAND ★ ONE PROMISE

# A NEW BREED OF EXPERIENCE

Woodbine is an experience that evokes pure emotion and gives our guests the freedom to express it any way they want.

At Woodbine Racetrack and Woodbine Mohawk Park there is no separation between our stage and our audience. We're more than just two oval theatres of bricks and mortar. We're home to feeling invigorated. To us, that's what a day at the races is all about.

To position ourselves for future success, we unified our two racetracks under one brand – Woodbine – as part of a comprehensive corporate and racetrack brand makeover. This included a new logo and tagline A New Breed of Experience. The new branding was fully integrated into re-designed and mobile-friendly websites. These sites deliver a more intuitive user experience and are regularly updated with race previews, recaps, videos and original content celebrating all of our unique on-track experiences.

A new breed of guest events were also introduced. Highlights included:

- an extended two-day Queen's Plate festival and first annual Derby Day Party
- Ribfest/Fight Night which drew over 9,000 guests to watch the races and 'the biggest fight in combat sports history' between Floyd Mayweather and Conor McGregor
- a two-day appearance by the RCMP Musical Ride at Woodbine Mohawk Park as part of 'Canada 150' celebrations.

Demonstrating our commitment to innovative technologies and how we put customers first, a next generation 'Guest App' was introduced to allow fans on-track at Woodbine make reservations, purchase tickets and learn how to play the horses. The 2017 Queen's Plate became the first ever live broadcast of a horse race in 4K, distributed by TSN in Canada and across North America via Direct TV. A food truck was acquired to promote our brand and provide signature culinary dishes to guests at various racing and community events.



Celebrated The Queen's Plate with a two-day festival featuring great parties, food, fashion and a series of pre-and-post race concerts by Kardinal Offishall, Our Lady Peace, Matt Mays and the Goo Goo Dolls.



Presented over 1,300 unique guest events and promotions including a two-day performance by the RCMP Musical Ride at Woodbine Mohawk Park – only one of two Musical Ride appearances in Ontario in 2017.



Opened the backstretch to enhance the behind-the-scenes guest experience, and identified Two Brands, One Breed as the thrust behind a corporate and racetrack re-branding effort consisting of a new logo, bold colours, eye-catching fonts and a new tagline A New Breed of Experience.



TWO BREEDS ★ ONE VISION

# WORLD CLASS HORSE RACING

If there was one defining moment – one day – that sparked the ascent of Woodbine Racetrack onto the world stage of horse racing excellence it was October 28, 1973.

Having the incomparable Secretariat end his illustrious racing career at Woodbine on that historic Saturday afternoon by winning the Canadian International was a powerful catalyst and global attention-getter for Woodbine and the quality of horse racing in Canada. It ultimately positioned us as a world-class racing destination. Four decades later, we continue to attract the best horses, jockeys, drivers and trainers to compete at Woodbine Racetrack and Woodbine Mohawk Park.

To enhance our racing program we announced:

- installation of a second turf track at Woodbine Racetrack for the 2019 season.
- a new pair of six-furlong turf sprints for two-year-old thoroughbreds: the \$100,000 Catch a Glimpse Stakes for fillies and Soaring Free Stakes for colts.
- the return of the Turf Endurance Series and Grey Handicap, plus a bonus for winning the newly formed Turf Sprint Series.
- the Breeders Crown – harness racing's richest and most prestigious year-end divisional championship series – returning to Woodbine Mohawk Park in October 2019. Woodbine Entertainment has hosted more Breeders Crown events than any other racetrack, most recently in 2015, setting a Canadian harness racing handle record of \$5.7 million.
- Standardbred Racing Integrity and Accountability Initiative in partnership with Meadowlands Racetrack to strengthen the integrity of the sport and the investment of owners and sponsors in the funding of stakes races, including the Pepsi North America Cup.

World-class racing requires a world-class commitment to horse and rider safety, and a passionate and skilled workforce to care for our equine athletes. That is why we maintained our longstanding accreditation with the National Thoroughbred Racing Association (NTRA) Integrity and Safety Alliance, and hosted for the second consecutive year the Horsemanship Training Program. With more than 2,100 horses living and competing at Woodbine Racetrack annually, the need for qualified people to assist in their training and care increases every year. Graduates of the program acquired the necessary skills to immediately gain employment as a groom or hotwalker in Woodbine's backstretch.



Driver David Miller wins the \$1-million Pepsi North America Cup – Canada's richest harness race – for the second consecutive year on June 17, 2017 at Woodbine Mohawk Park.



Ridden by Luis Contreras, Holy Helena wins The Queen's Plate on a day that sets a record wagering total of \$13.4-million.



Announced a pair of new six-furlong turf sprints for two-year-old thoroughbreds, the return of the Turf Endurance Series, and installation of a second turf track at Woodbine for the 2019 season.



Hosted the Horsemanship Training Program for the second consecutive year in partnership with the Horsemen's Benevolent Protective Association and Groom Elite to teach the skills of a hot walker or groom.



GIVING BACK ★ MAKING A DIFFERENCE

# SUPPORTING OUR COMMUNITY

As a responsible corporate citizen, we understand that our commitment to champion Ontario's horse racing industry must also embrace using our human and financial resources in a meaningful way to help support the well-being and quality of life in our communities. That is why our involvement and investment in the communities we proudly serve each and every day remains an integral part of our corporate culture. Through our Woodbine Cares Community Investment Program we will continue to assist charitable organizations and causes that make a measurable and sustainable difference to the health and vibrancy of our neighbourhoods.

As such, we focus our investment in five key areas:

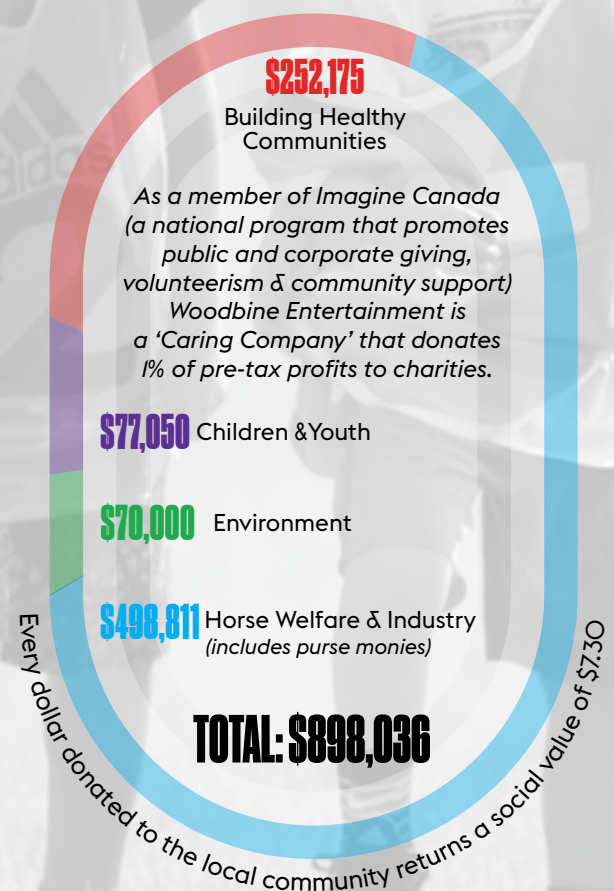
- building healthy and vibrant communities
- celebrating culture and heritage
- educating and empowering youth
- protecting the welfare of our racehorses
- protecting the environment

In 2017, we continued to support our valued community partners. In recognition of Woodbine supported organizations, the 4th annual Woodbine Cares Week Charity Challenge was held. Fifteen community partners were profiled and racing fans and supporters voted for their favourite cause. The Tiger Jeet Singh Foundation was the winner of a \$7,500 donation and Horizons for Youth was runner-up earning a \$2,500 donation. We again hosted two popular fundraising events: the 19th annual Woodbine Turf Races – raising over \$9,400 for the United Way Toronto & York Region – and the third annual Road Hockey to Conquer Cancer tournament helping raise \$2.6-million for the Princess Margaret Cancer Centre.

Leading the way to provide access to healthy food, our Community Food Garden had a bountiful second-year harvest of over 1,800lbs of fresh produce. Managed in partnership with Canadian charity Evergreen, the garden engaged over 475 community and corporate volunteers and positively impacted over 700 community members and at-risk youth.

## 2017/18 CHARITABLE DONATIONS BY CATEGORY

(includes cash & in-kind contributions)



Delivered hope and encouragement to children and families in-need during the Holiday Season by donating \$12,000 to CTV's Toy Mountain, collecting \$4,500 worth of toys and donations for the Halton Regional Police's Toys for Tots campaign, and participating in the North Etobicoke and Campbellville Santa Claus parades.



Grew, harvested and delivered 1,800lbs of fresh, healthy produce to community organizations and local shelters from Woodbine's Community Food Garden.



Hosted the 4th annual Rexdale Summer Games at Woodbine bringing together over 500 children from the Rexdale community for a day of sport.



Tiger Jeet Singh Foundation wins Woodbine Cares Week Charity Challenge.



THE GREENER ★ THE BETTER

# PROTECTING THE ENVIRONMENT

Good things happen when we bet on green to win.

As a responsible corporate citizen, it's incumbent upon us to continually explore and implement sustainable solutions that make all our facilities greener. That is why we are committed to shrink our carbon footprint, minimize environmental risk and waste diversion and maximize energy and water conservation. By doing so, we protect the natural environment.

More importantly, we help create a better, brighter future for our families, guests and the communities we serve. To advance a sustainable environmental mandate, we embrace a five-point policy. It guides our conduct, shapes our decisions, drives our actions, and consists of:

- measuring and monitoring the impacts of our operations in full compliance with all relevant environmental legislation
- integrating environmental priorities into our core business activities
- identifying and implementing best practices
- educating and encouraging our employees and stakeholders to make sustainable choices
- communicating our performance internally and externally to inspire others to share our environmental conscience

Through our category-leading Zero Waste to Landfill program, we continued to advance the highest standards in waste minimization in 2017 achieving 100% waste diversion at Woodbine Racetrack, Woodbine Mohawk Park, Champions Teletheatre network and WEGZ Stadium Bar. To ensure minimal environmental impact, our property development plans for both our racing venues are being made with community input and involvement, including consultation with Toronto Region Conservation Authority and Conservation Halton.

As further demonstration of our ongoing leadership, vision and foresight in environmental stewardship, Woodbine Entertainment is a founding partner and Ambassador of Partners in Project Green, a growing community of businesses working together to green their bottom line by creating an internationally-recognized "eco-business zone" around Toronto's Pearson International Airport.



**Achieved Zero Waste to Landfill** at all our properties, providing over 254,000 Kw of electricity back to the grid; 4,400 tonnes of GHG reduction, and 137M<sup>3</sup> of landfill space saved. Through this program we help provide sufficient energy to power up to 6,000 homes.

## REDUCING OUR FOOTPRINT

	2016	2017
Direct Energy Consumption by Primary Source		
Natural Gas	100,814 GJ	109,910 GJ
Indirect Energy Consumption by Primary Source		
Electricity	115,834 GJ	113,312 GJ
Total Water/Sewage Withdrawl		
Surface Water	414,166 M <sup>3</sup>	458,691 M <sup>3</sup>
Total Water Withdrawl		
Ground Water	82,374 M <sup>3</sup>	82,384 M <sup>3</sup>
All Sources	496,540 M <sup>3</sup>	541,075 M <sup>3</sup>
Total Weight of Non-Hazardous Waste		
Total Waste	1,666.36 MT	2,370.44 MT
Total Recycled	1,005.63 MT	838.81 MT
Total Disposed	294.79 MT	0 MT
Total Reused	1,371.57 MT	1,531.63 MT
Total Weight of Recycled Organic Waste	271.71 MT	262.22 MT
Total Weight of Hazardous Waste		
Recycled Electronics	4,695 kg	1,935 kg
Recycled Batteries	200 kg	367 kg
Total	4,895 kg	2302 kg
Total Indirect/Direct Greenhouse Gas Emissions by Weight		
Facility Energy & Electricity (indirect)	1,609 tCO <sub>2</sub> e	514 tCO <sub>2</sub> e
Natural Gas (direct)	5,656 tCO <sub>2</sub> e	5656 tCO <sub>2</sub> e
Fleet & Other Equipment (direct)	719 tCO <sub>2</sub> e	460 tCO <sub>2</sub> e
Total	7,984 tCO <sub>2</sub> e	6,630 tCO <sub>2</sub> e





CRYSTAL ★ CLEAR

# WATER STEWARDSHIP

At Woodbine Entertainment, we understand that safe, clean water is vital to the health of our communities. Water, as well as proper sanitation, is equally critical to our racing and food & beverage operations.

That is why, as we pursue re-development of our 684-acres at Woodbine and similar plans for our 434-acres at Woodbine Mohawk Park – located within the Niagara Escarpment and a protected area within the *UNESCO World Biosphere Reserve* – we will continue to champion our role in water stewardship by acting responsively and proactively to protect and sustain this precious resource for generations to come. We will do so by:

- reducing water consumption across all our facilities
- using grey water for racetrack watering and irrigation
- recycling water through our storm ponds at Woodbine
- consulting with leading community and local planning groups such as *Conservation Halton* and *Toronto Region Conservation Authority*.

In addition, we continue to conduct and report on our annual stormwater and potable water testing at both our racetracks in full compliance with provincial regulatory policies and guidelines. See chart on adjacent page.

The majority of stormwater runoff from Woodbine Racetrack flows into the Humber River via storm sewers and quality reports are submitted annually to the regulating authority. Stormwater run-off from Woodbine Mohawk Park drains into a small tributary of Killbride Creek and contributes to a provincially significant wetland, which then contributes flow to cold water fish habit. The facultative sewage lagoon system serving Mohawk Park consists of two cells, 4.69ha in size and 77,475 cubic metres by volume. Effluent from ongoing operations is treated, tested and discharged twice a year. The well-supply system servicing Mohawk Park is monitored weekly for the quality of treated (chlorination and ultraviolet) water at two pump houses and bi-weekly for the quality of raw water from two wells.



## CHARTING OUR WATER PERFORMANCE

PARAMETER	PROV GUIDELINE	AVERAGE MEASUREMENT		NUMBER OF EXCEEDENCES		NUMBER OF SITE SAMPLES	
		2016	2017	2016	2017	2016	2017
<b>STORM WATER - Mohawk Racetrack</b>							
BOD (Biological Oxygen Demand)							
Channel Up	none	2.0	2.0	0	0	8	9
Channel Down	none	2.0	2.0	0	0	8	12
Infield	none	3.3	3.5	0	0	8	9
Drain Up	none	2.0	2.0	0	0	4	5
Drain Down	none	2.0	2.0	0	0	5	4
TSS (Total Suspended Solids)							
Channel Up	none	2.7	3.5	0	0	8	9
Channel Down	none	5.7	2.7	0	0	8	12
Infield	none	6.8	3.4	0	0	8	9
Drain Up	none	5.3	2.0	0	0	4	5
Drain Down	none	4.1	2.0	0	0	5	4
TP (Total Phosphorus)							
Channel Up	none	0.015	0.008	0	0	8	9
Channel Down	none	0.023	0.011	0	0	8	12
Infield	none	0.053	0.032	0	0	8	9
Drain Up	none	0.010	0.011	0	0	4	5
Drain Down	none	0.030	0.011	0	0	5	4
<b>SEWAGE SYSTEM EFFLUENT - Mohawk Racetrack</b>							
BOD (Biological Oxygen Demand)	15 mg/L	5.2	6.5	0	0	6	10
TSS (Total Suspended Solids)	20 mg/L	7.3	10.5	0	0	6	10
TP (Total Phosphorus)	0.5 mg/L	0.07	0.09	0	0	6	10
<b>POTABLE WATER - Mohawk Racetrack</b>							
COLIFORM (Raw Water)							
Well #1 (Deep)	none	0	0	0	0	25	25
Well #2 (Gudi)	none	130	201	0	0	25	27
E.COLI (Raw Water)							
Well #1 (Deep)	none	0	0	0	0	25	25
Well #2 (Gudi)	none	2	0	0	0	25	27
WATER (Raw)							
Well #1 (Deep)	1309 cm <sup>3</sup>	217	276	0	0	52	52
Well #2 (Gudi)	654 cm <sup>3</sup>	19	21	0	0	52	52
<b>STORM WATER - Woodbine Racetrack</b>							
BOD Irrigation Pond	15 mg/L	6	5	1	0	10	10
TSS Irrigation Pond	15 mg/L	13	13	5	2	10	10
TP Irrigation Pond	no limit	0.2	0.1	0	0	10	10
PH Irrigation Pond	6.0 - 9.5	8.0 - 8.5	8.4	0	1	10	10
E.COLI Irrigation Pond	200 cfu/100mL	36	25	3	1	10	10

Storm Water used for irrigation of grounds and track surfaces. Sample Points: Channel Up, Channel Down, Infield, Drian Up, Drain Down.

Woodbine Entertainment reports on its annual stormwater and potable water testing at its two racetracks in compliance with provincial regulatory policies and guidelines.



# AWARDS & HONOURS

As a company committed to creating winning experiences, we are grateful for the best-in-class awards we have received for our efforts over the years by leading private and public sector organizations.

In many ways, this recognition reflects the trust and respect we have earned as a world-class horse racing operator, community champion, entertainment leader and most importantly to us, as a responsible corporate citizen.

We are proud to share the following awards we and our employees received in 2017.

- **Woodbine Entertainment** received the Standardbred Canada Media Excellence Award for Outstanding Broadcast for its powerful 'Hope and Resilience' documentary. It told the story of the trainers who lost horses in the 2016 Classy Lane Stables barn

fire. This special aired across Canada during the Pepsi North America Cup broadcast on TSN3 and TSN5 television networks. It was our sixth such honour in the past seven years. To watch the full documentary, [CLICK HERE!](#)

- **The Queen's Plate** was honoured for its longstanding contribution to sport in the province by the Ontario Sports Hall of Fame and was presented with the Prentice Family Legacy Award.
- **Woodbine Entertainment** earned certification as a Great Place to Work®, was named one of the 'Best 20 Workplaces in Retail and Hospitality in Canada', and earned re-accreditation from the National Thoroughbred Racing Association Integrity and Safety Alliance.
- **WEGZ Stadium Bar** received the Top Choice Award as Best Sports Bar (Vaughan) for the sixth consecutive year.



Honoured for broadcast excellence are (from left to right) Gaston Calzato, David Sryie, Tammy Gillanders, Paul Salvalaggio and Jason Vanderzee.

# CHARTING OUR PERFORMANCE

## CORPORATE GOALS 2016 - 2018

Shift our culture to improve trust and employee engagement	Completed
Enhance new guest experience to stimulate growth through new and repeat visitors	Completed
Invest in the recruitment of racehorses and new owners to achieve world-class racing	Completed
Expand technology and product distribution to attract and retain repeat horseplayers	Completed
Optimize land development to achieve its highest and best use	Completed

## WORLDCLASS HORSE RACING

Maintain best-in-class NTRA accreditation	Completed
Explore new ways to generate new revenue streams to help support the foundation and lead the growth of Ontario's horse racing industry	Continuous
Optimize race cards, purse management and improve condition books	Continuous

## GUEST EXPERIENCE

Develop a "New Guest" mobile application	Completed
Continue to identify and deliver innovative opportunities to stimulate visits and wagering growth	Completed

## EMPLOYEES

Increase participation in 'Great Place to Work®' survey and achieve a 2% increase in score	Completed
Update the company's corporate intranet	Completed
Expand goal setting process to all non-union employees	In Progress
Introduce 'Woodbine University' (leadership development program) and 'Manager 101' program to improve manager performance	In Progress

## SERVING OUR COMMUNITY

Continue to harvest and deliver fresh produce from our Community Food Garden to local organizations	Completed
Increase the number of graduates from the Horsemanship Training Program and fill more skilled hot walker & groom positions in Woodbine's backstretch	Completed
Increase customer awareness of our community and charitable partners through racing events	Continuous

## PROTECTING THE ENVIRONMENT

Become mercury free at Woodbine by 2019	Continuous
Complete a biogas feasibility study	In Progress
Achieve Recycling Council of Ontario's 3R Waste Certification at Woodbine Racetrack	In Progress



# ABOUT THIS REPORT

The 2017-18 Woodbine Entertainment Corporate Responsibility Report describes our performance and efforts across all facilities for our stakeholders during the 12-month fiscal period of April 1, 2017 to March 31, 2018. Our previous report covered our 12-month fiscal year from April 1, 2016 to March 31, 2017.

Operating as a for-profit company, Woodbine Entertainment remains an Ontario corporation without share capital which will invest any and all profits back into the business to promote our corporate objectives with no change to the corporate structure.

This report was prepared following the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines which provides the internationally recognized framework for corporate responsibility reporting. All information in this report focuses on the facilities and operations owned and/or operated by Woodbine Entertainment, headquartered at Woodbine Racetrack in Toronto, Ontario, Canada.

The metrics and goals in this report are established and measured by the Woodbine Entertainment operational departments that are

responsible for achieving them. To provide a meaningful context of our performance, our internal as well as external stakeholders are consulted. Our management team follows a strict system of internal controls, including verification by internal subject-matter experts where applicable, to ensure that this report fairly and accurately represents our results.

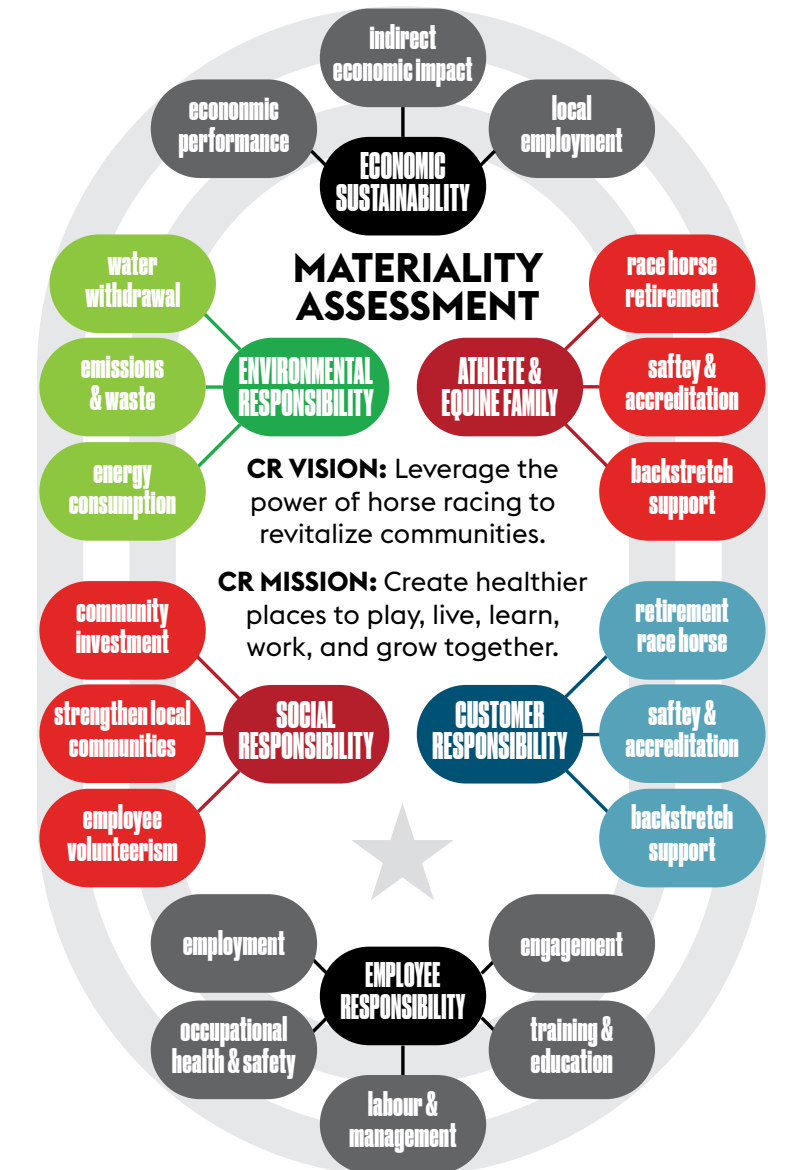
A materiality assessment was completed by departmental leaders to determine what is material, or important, to the company and what the 2017-18 report should focus on. This was conducted considering government policy changes, related stakeholder group input, as well as corporate risk management and strategic plan documents. Stakeholder group consultations were not designed specifically for the purpose of corporate responsibility reporting, however stakeholder consultations proved valuable in providing an overview of key concerns. The materiality assessment prioritized the report's topics based on their importance to the stakeholder and the company. The report contains information relating to topics listed in the adjacent matrix as these were identified as the most material.



## ENGAGING OUR STAKEHOLDERS

HOW WE ENGAGE	HOW OFTEN
<b>COMMUNITY PARTNERS</b> Meeting with all charitable and community partners Partner agencies are invited to attend Woodbine Entertainment fundraising events HR employees participate in community job fairs/career days Employees volunteer on local hospital Board Committees Employees attend fundraising events Employees attend AGMs Employees tour local agencies	Annually  Annually By Invitation Regularly By Invitation By Invitation As Requested
<b>CUSTOMERS</b> Customer Service Desk at both racetracks Customers Feedback System ensures all comments, questions, suggestions, or complaints are captured and responded to in a professional and timely manner Exit Interviews at both racetrack Focus groups and qualitative research studies	Continuously  Continuously Regularly As Needed
<b>EMPLOYEES</b> Bulletins and updates on corporate intranet Employee newsletter Employee Engagement Survey (Great Places to Work®) Town Hall meetings with the CEO and Senior Executives Health & Safety Committee	Continuously Continuously Annually 3x per year Regularly
<b>HORSE INDUSTRY &amp; BUSINESS PARTNERS</b> Industry association/conference meetings Horse industry associations Development Partners	Regularly Regularly Continuously
<b>GOVERNMENT &amp; REGULATORS</b> Meetings Lobbying	Regularly Regularly
<b>MEDIA</b> Interviews Press Releases Media Events	Continuously Continuously Regularly
<b>SPONSORS</b> Meetings to review contracts Invited to attend media events at racetracks	Annually Regularly
<b>UNIONS</b> Meetings Labour Management Meetings Bargaining	Regularly Regularly Regularly

*Stakeholders were identified during the materiality assessment as any person or group that has direct dealings with our facilities, or has any influence over or is impacted by our operations.*





# OUR HISTORY

- 1881** The Ontario Jockey Club (OJC) was founded to improve the quality of horse racing in Toronto.
- 1947** As the newly appointed director of the OJC, Edward Plunket Taylor embarked on a bold plan to bring horse racing in the Toronto area up to the same standards as leading racetracks in North America.
- 1956** Woodbine Racetrack opens, sparking an evolution and growth that forever changes the landscape of the Canadian horse racing industry.
- 1963** The OJC opens Mohawk Racetrack in Campbellville, ON for harness racing.
- 1964** Northern Dancer makes history and a nation proud becoming the first Canadian-bred horse to win the Kentucky Derby.
- 1973** Secretariat, called the greatest horse of all-time, races for the last time at Woodbine before retiring, winning the Canadian International Championship.
- 1982** The OJC introduces the first simulcast wagering in North America when live racing at Fort Erie is broadcast via satellite back to Woodbine.
- 1996** Woodbine becomes the first and only racetrack outside of the United States to host the prestigious Breeders' Cup World Championships.
- 2001** The OJC changes its corporate name to Woodbine Entertainment Group.
- 2006** Woodbine Racetrack becomes the first racetrack in Canada to install a "polytrack" synthetic racing surface.
- 2007** Emma-Jayne Wilson is the first female jockey to win The Queen's Plate.
- 2010** Her Majesty Queen Elizabeth II and His Royal Highness The Duke of Edinburgh attend their fourth Queen's Plate, following previous visits in 1959, 1973 and 1997.
- 2011** Woodbine is ranked the second safest racetrack in North America.
- 2012** Ontario Lottery & Gaming (OLG) announces the termination of the Slots at Racetracks program resulting in a year of unprecedented change and uncertainty the entire horse racing industry in Ontario.
- 2013** Mohawk Racetrack celebrates its 50th anniversary and the 30th running of the Pepsi North America Cup.
- 2014** The Horse Racing Partnership Plan - the Ontario government's five-year blueprint to invest up to \$500-million to support the horse racing industry in the province - is announced.
- 2015** Toronto City Council votes in favour of expanded gaming at Woodbine Racetrack. Woodbine Entertainment

announces its intention to build a 165,000 square foot concert and entertainment facility.

- 2016** Best-use property development studies completed for Woodbine and Mohawk. Dynamic 'city within a city' master plan unveiled to unlock the value of Woodbine's 684-acres of undeveloped land.

- 2017** Great Canadian Gaming Corporation and Brookfield Business Partners (Ontario Gaming GTA LP) announced as the new gaming service providers for Woodbine Racetrack. Great Canadian Gaming Corporation and Clairvest Group Inc. Ontario announced as operators at Woodbine Mohawk Park. Standardbred Alliance and Ontario Racing merge to create Ontario Racing Management.



In 2018, Emma-Jayne Wilson was honoured with the Avelino Gomez Memorial Award.

# CORPORATE INFORMATION

## Woodbine Entertainment Group

Head office address: 555 Rexdale Boulevard, PO Box 156, Toronto, Ontario Canada M9W 5L2  
Telephone: 416.675.7223 / Toll Free: 1.888.675.7223 / Web: www.woodbine.com

### Officers

James Lawson, *Chief Executive Officer*  
Jessica Buckley, *President, Woodbine Mohawk Park*  
Tom Via, *Chief Operating Officer*  
Joe Aschaeik, *Senior Vice-President, Finance*  
Tania Caza, *Senior Vice-President, People Experience*  
Chris Lush, *Senior Vice-President, Information Technology*  
Bill Ford, *General Counsel and Secretary*

Katherine Curry, *Vice-President, Legal & Compliance*  
Carmen Day, *Vice-President, Guest Experience*  
Murray Dea, *Vice-President, Property & Facilities*  
Greg Martin, *Vice-President, Wagering*  
Jorge Soares, *Vice-President, Hospitality*  
David Vivenes, *Vice-President, Marketing & Communications*  
Jonathan Zammit, *Vice-President, Thoroughbred Racing*

### Regulatory Compliance

To provide all its guests with a safe and secure gaming environment, Woodbine Entertainment maintains licenses with the Canadian Pari Mutuel Agency to offer pari-mutuel wagering on live horse racing at all its venues. It complies with the Accessibility for Ontarians with Disabilities Act, and maintains Electrical Safety Authority certification and Code Compliance certification by the Technical Standards and Safety Authority at all its facilities. Know When to Take the Reins is the company's responsible gambling policy. It promotes our policies and programs to help ensure we continually provide a positive gambling experience to all eligible wagering customers (18 years of age or older) at all our venues. Managed in partnership with the Responsible Gambling Council of Ontario, this program incorporates customer service staff training on policies and procedures, and includes an information brochure available from customer service staff, at point of sale terminals throughout our facilities, and on our website. By doing so, we make sure important information and resources are available to customers to help them make informed decisions about their gambling practices.

### We Welcome your Feedback

Please direct your inquiries to Emily Mallin at: [emallin@woodbineentertainment.com](mailto:emallin@woodbineentertainment.com)  
This report is also available as a PDF and can be downloaded at: [www.woodbine.com](http://www.woodbine.com)  
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Front cover photo by Michael Burns • Back cover photo by Clive Cohen







On April 9, 2018, trainer/driver Pat Hudon guided Parkhill Nonstop to victory in the final Standardbred race held at Woodbine Racetrack prior to harness racing moving full-time to Woodbine Mohawk Park.



**WOODBINE™**