
Alberta Gaming and Liquor Commission

BUSINESS PLAN 2004-07

The Alberta Gaming and Liquor Commission

The Alberta Gaming and Liquor Commission (AGLC) is a commercial enterprise within the Government of Alberta and consists of a Board and a Corporation. The Corporation acts as the operational arm of the organization while the Board is responsible for policy and regulatory matters. The Board consists of a Chairman and six members. The responsibilities of the Board of the Alberta Gaming and Liquor Commission are defined in the *Gaming and Liquor Act*. These responsibilities are:

1. Ensuring that the operations of the Commission are carried out in accordance with the legislation and Board direction.
2. Establishing policies for the operations of the Commission. The Board also takes policy direction from the Minister and develops strategies and plans for that policy direction to be implemented effectively.
3. Reviewing and approving liquor and gaming licences and registrations.
4. Conducting hearings into matters involving licences and registrations and breaches of legislation.

The Corporation consists of administrative and operational units responsible for the day-to-day functioning of the Commission.

VISION

The AGLC, as an agent of the Government of Alberta, works to achieve the vision of the Ministry of Gaming, namely: *A province that strives to balance choice and responsibility in its gaming and liquor industries, uses revenues derived from these activities for the benefit of Albertans, and provides opportunity for competition and enhanced service in its gaming and liquor industries.*

MISSION

To ensure that gaming and liquor activities in Alberta are conducted with integrity and social responsibility and to maximize long term economic benefits for Albertans.

CORE BUSINESSES

Core Business 1: License and regulate liquor activities.

Goal 1 - Liquor licensing activities are effective and efficient.

Goal 2 - Liquor activities are conducted in accordance with legislation, regulation and policy.

Core Business 2: License and regulate charitable gaming activities.

Goal 3 - Charitable gaming licensing activities are effective and efficient.

Goal 4 - Charitable gaming activities are conducted in accordance with legislation, regulation and policy.

Core Business 3: Conduct and manage provincial gaming activities.

Goal 5 - The availability and delivery of gaming products and activities are balanced with consumer demand, social responsibility, and economic benefit to Albertans.

Goal 6 - Gaming operations are effective and efficient.

Goal 7 - All provincial gaming activities are conducted in accordance with legislation and policy.

The AGLC is also responsible through a memorandum of understanding (MOU) with Alberta Revenue to provide enforcement and investigative services related to the *Tobacco Tax Act* and the *Fuel Tax Act*.

AGLC VALUES

The AGLC is committed to operating according to the following values. We will:

1. act with integrity and in a fair and impartial manner;
2. strive to balance social and economic responsibilities to the people of Alberta;
3. foster clear, open and courteous communications and consultations with stakeholders;
4. achieve excellence in customer service;
5. nurture a working environment that is characterized by teamwork, collaboration, and open communication;
6. be an innovative and adaptable organization that focuses on continuous improvement in the quality, effectiveness, and efficiency of our products, services and business processes; and
7. be responsible stewards of assets entrusted to us, maintaining our accountability to the Province of Alberta.

Core Business One: License and regulate liquor activities.

GOAL ONE

1

Liquor licensing activities are effective and efficient.

What it means The AGLC licenses and registers all liquor activities in the province according to the *Gaming and Liquor Act* and Regulation, other provincial and federal legislation, and AGLC policies.

Strategies

1. License eligible applicants in accordance with legislation and policies, focusing on excellence in customer service.
2. Register liquor products to be offered for sale in Alberta to ensure they conform with provincial legislation, regulation and policy.
3. Educate licensees and registrants about the legislation, policies, and operating guidelines related to licences and registration.
4. Conduct regular reviews of legislation, policies, terms and conditions and operating guidelines in consultation with stakeholders to ensure they are relevant and continue to protect the integrity of liquor activities.

Performance Measures	Last Actual (2002-03)	Target 2004-05	Target 2005-06	Target 2006-07
Percentage of liquor licences and registrations completed within established timeframes.	98.8%	98%	98%	98%
Percentage of liquor industry clients who are satisfied with the level of service provided by the AGLC.	92%	95%	95%	95%

GOAL TWO

2

Liquor activities are conducted in accordance with legislation, regulation and policy.

What it means The AGLC monitors and regulates the liquor industry to ensure that all liquor activities are conducted in accordance with legislation, regulations and policy.

Strategies

1. Ensure compliance with federal customs and excise legislation, and that agents and suppliers are aware of labeling, trademarks, and trade agreement requirements.
2. Ensure all liquor revenues are collected and distributed according to legislation and Board policy.
3. Conduct inspections of licensed premises and investigate all complaints concerning liquor activities.
4. Work in collaboration with communities, the liquor industry, other enforcement agencies and the Alberta Alcohol and Drug Abuse Commission (AADAC) to develop new campaigns and initiatives that encourage the responsible sale and consumption of liquor.
5. Ensure beverage container management within the liquor industry is conducted according to the Beverage Container Recycling Regulation.

Performance Measure	Last Actual (2002-03)	Target 2004-05	Target 2005-06	Target 2006-07
Liquor licensees comply with legislation, regulations and policy.	98.5%	95%	95%	95%

Core Business Two: License and regulate charitable gaming activities.

GOAL THREE

3 Charitable gaming licensing activities are effective and efficient.

What it means Alberta has a unique charitable gaming model for casino, pull ticket, raffle and bingo events which ensures that proceeds from gaming provide a benefit to the community. These gaming activities only occur when eligible charitable and religious organizations apply for and receive licences to conduct gaming activities.

Strategies

1. License eligible applicants in accordance with legislation and policies, focusing on excellence in customer service.
2. Educate licensees and registrants on gaming legislation, policy, terms and conditions and operating guidelines.
3. Work closely with First Nations to ensure First Nations have an opportunity to participate in the charitable gaming model.
4. Conduct regular reviews of legislation, policies, terms and conditions and operating guidelines in consultation with stakeholders to ensure they are relevant and continue to protect the integrity of gaming activities.

Performance Measures	Last Actual (2002-03)	Target 2004-05	Target 2005-06	Target 2006-07
Percentage of charitable gaming licences and registrations completed within established timeframes.	98.3%	98%	98%	98%
Percentage of gaming industry clients who are satisfied with level of service provided by AGLC.	95%	95%	95%	95%

GOAL FOUR

4 Charitable gaming activities are conducted in accordance with legislation, regulation and policy.

What it means The AGLC regulates all charitable gaming activities to ensure they are conducted in accordance with legislation, regulation and policy.

Strategies

1. Ensure due diligence in the licensing process related to the eligibility and use of proceeds by charitable organizations.
2. Ensure charities receive all funds to which they are entitled, that the use of proceeds are reported in a timely manner and that proceeds are used for purposes consistent with the requirements of the *Criminal Code* and the AGLC Board Policy.
3. Conduct due diligence investigations including complete criminal and financial background reviews for all gaming facility operators and suppliers.
4. Conduct inspections and audits of gaming licensees and activities.
5. Investigate all complaints and alleged violations concerning gaming activities.

Performance Measures	Last Actual (2002-03)	Target 2004-05	Target 2005-06	Target 2006-07
Charitable gaming activities are conducted in accordance with legislation, regulation and policy.	96.4%	95%	95%	95%
Percentage of charitable gaming financial reports produced within established timeframes.	Not * measured	Establish Baseline	Increase over 2004-05 target	Increase over 2005-06 target

* In 2001-2002 separate compliance targets were set for each of the four charitable gaming streams.

Core Business 3: Conduct and manage provincial gaming activities.

GOAL FIVE

5

The availability and delivery of gaming products and activities are balanced with consumer demand, social responsibility, and economic benefit to Albertans.

What it means The AGLC owns and operates video lottery terminals in licensed premises, slot machines in casino facilities and racing entertainment centers, and electronic bingo in bingo facilities. The AGLC, in collaboration with the Western Canada Lottery Corporation (WCLC), also conducts and manages ticket lotteries and Keno in the province. The AGLC is committed to ensuring that Alberta's gaming industry operates with integrity and that the delivery of gaming products is balanced to meet the needs of consumers, communities, and Albertans.

Strategies

1. Ensure the product mix, allocation and distribution of electronic gaming devices reflects consumer demand.
2. Update the long-term strategy regarding gaming products and delivery to ensure the AGLC is appropriately positioned to address emerging technology and gaming trends.
3. Conduct research into various aspects of gaming related to attitudes, problem gambling and economic analysis.
4. Work in collaboration with charities and First Nations to ensure the success of provincial gaming activities within the charitable gaming model.
5. Develop and implement responsible gaming programs for all provincial lotteries in partnership with AADAC and gaming industry stakeholders.
6. Support the awareness of the Alberta Lottery Fund and how it is used to benefit Albertans.

Performance Measure	Last Actual (2002-03)	Target 2004-05	Target 2005-06	Target 2006-07
Percentage of Albertans satisfied with the availability of gaming products and activities.	Not measured	Establish Baseline	Increase over 2004-05 target	Increase over 2005-06 target

6

Gaming operations are effective and efficient.

What it means The AGLC works with retailers in accordance with legislation and policy to ensure provincial gaming activities are effective and efficient.

Strategies

1. Implement the Board approved direction regarding the WCLC and AGLC relationship.
2. Manage agreements with eligible retailers in accordance with legislation and policies, focusing on excellence in customer service.
3. Ensure effective asset management for all electronic gaming equipment.
4. Enhance the functionality of gaming reporting systems and other business management systems.
5. Ensure resources and technologies meet the service demands of the various gaming networks.

Performance Measure	Last Actual (2002-03)	Target 2004-05	Target 2005-06	Target 2006-07
Retailer satisfaction with AGLC services related to VLTs, slot machines and ticket lotteries.	98%	95%	95%	95%

7

All provincial gaming activities are conducted in accordance with legislation and policy.

What it means The AGLC is responsible for the conduct and management of electronic gaming in Alberta under the authority of the *Criminal Code* of Canada, other federal and provincial legislation and policy.

Strategies

1. Ensure the security and integrity of electronic gaming equipment through tracking key performance indicators, responding to anomalies and investigating all complaints.
2. Ensure the integrity of gaming operations through regular reviews of security policies and procedures.
3. Ensure due diligence investigations, including complete criminal and financial background reviews, are conducted for Video Gaming Entertainment Rooms (VGERs) and gaming suppliers.
4. Maintain an exchange of information with other jurisdictions to assist in the maintenance of integrity of gaming in the province.
5. Ensure compliance with federal Games of Chance Regulation and related sections of the *Excise Tax Act*.
6. Ensure the regular review of legislation, policies, terms and conditions, operating guidelines and retailer agreements for provincial gaming activities.

Performance Measure	Last Actual (2002-03)	Target 2004-05	Target 2005-06	Target 2006-07
Percentage of gaming integrity issues resolved within established timeframes.	97.6%	90%	90%	90%

SUPPORTING CORE BUSINESSES AND CORPORATE OBJECTIVES

The strategies and actions that are undertaken to carry out the core businesses are supported by services in human resources, information systems and finance and administration.

HUMAN RESOURCE DEVELOPMENT STRATEGIES

The AGLC cares about its employees' health, their professional and personal development and the contribution they make to the community. The AGLC continues to align its human resource strategies with those of the government's Corporate Human Resource Development Strategy. Key strategies include:

- providing opportunities for employees to develop a healthy balance between their professional commitments and their personal lives by continuing to examine workload issues;
- attracting, motivating and retaining the right skill mix to achieve the organization's business objectives;
- providing opportunities for continuous learning to ensure the organization has the knowledge, skills and abilities to meet current business objectives and future challenges;
- ensuring the goals and behaviours of individual employees are aligned with those of the organization;
- enhancing performance management processes and ensuring effective employee recognition processes are in place; and
- developing and implementing succession planning to address issues such as the overall aging of the public service.

INFORMATION SYSTEMS STRATEGIES

The AGLC is an innovative user of current technology in support of our business requirements. Key information system strategies include:

- protecting revenue streams by maintaining all gaming systems with the highest levels of integrity and availability;
- identifying and implementing technology improvements that enhance current business requirements;
- investigating emerging technologies and developing applications to ensure that systems and infrastructure meet the growing and changing business requirements of the organization; and
- supporting skills development among staff to ensure the tools are being used effectively and efficiently.

FINANCE AND ADMINISTRATION

The AGLC is committed to the efficient and effective management of resources entrusted to it. The finance and administration functions encompass revenue collection and banking, financial reporting and payments, purchasing and product pricing, property and asset management, warehouse management and information security. Key strategies include:

- continuous improvement in reporting and analysis to support overall financial management;
- developing, implementing and maintaining a corporate business resumption plan;
- enhancing the security and control for cash collection practices and treasury functions;
- liaising with retailers and consumers to resolve electronic gaming anomalies in a timely manner;
- integrating budget planning with the business and operational planning processes; and
- improving the maintenance and operations of facilities.