

# BUSINESS PLAN

*The following excerpts from the 2001-04 business plan of the Ministry of Gaming and the Alberta Gaming and Liquor Commission relate primarily to gaming.*

## Ministry of Gaming

### Ministry's Vision

A province that strives to balance choice and responsibility in its gaming and liquor industries, uses revenue derived from these activities for the benefit of Albertans, and provides opportunity for competition and enhanced service in its liquor and gaming industries.

### Ministry's Mission

To ensure integrity, transparency, disclosure, public consultation and accountability in Alberta's gaming and liquor industries to achieve the maximum benefit for Albertans.

## Core Businesses, Goals and Key Strategies

***Core Business #1: Develop provincial gaming and liquor legislation and policy, and regulate the gaming and liquor industries in accordance with legislation and policy.***

- *Goal: Alberta gaming and liquor policy achieves a balance between social responsibility and economic benefits to Alberta. Strategies are as follows:*
  - Monitor the gaming and liquor industries to identify emerging issues and trends, such as potential growth, and develop policies to address these issues.
  - Monitor the gaming and liquor policies in other jurisdictions and develop and implement benchmarks and best practices.
  - Ensure Albertans are aware of gaming and liquor policy and are consulted with respect to major policy initiatives.
  - Ensure First-Nations gaming policy is consistent with the government's Aboriginal Policy Framework.

***Core Business #2: Manage the Alberta Lottery Fund and administer designated lottery-funded programs to support Alberta communities.***

- ***Goal: Lottery funds support charitable, non-profit, public and community-based initiatives. Strategies include the following:***
  - Review the disbursement of Alberta Lottery Fund proceeds to ensure all funds are being allocated and expended according to policy and intended use.
  - Provide Community Lottery Board Grant Program funds to enhance and support project-based community initiatives determined through a local decision-making process.
  - Provide Community Facility Enhancement Program (CFEP) matching grants to improve Alberta's public-use facilities.
  - Implement and manage changes to the process for distributing revenues, and ensuring accountability for those revenues distributed to the horse racing industry, based upon the terms of the Racing Industry Renewal Initiative.
  - Develop a process to measure customer satisfaction.
  - Ensure Albertans are informed of the initiatives supported by the Alberta Lottery Fund.

***Core Business #3: Support leading-edge research on gaming and liquor issues in Alberta.***

- ***Goal: Ministry is a partner in leading-edge gaming and liquor research. Strategies include:***
  - Support research into, and inform Albertans of, the social and economic aspects of gaming.
  - In partnership with AADAC and the gaming and liquor industries, ensure consumers of alcohol and gaming products are aware of prevention and treatment programs for problem gambling and alcohol abuse.

## Alberta Gaming and Liquor Commission

The Alberta Gaming and Liquor Commission is an agent of 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 chair, a vice-chair, and three public members.

## AGLC Vision

The Commission, 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 revenue derived from these activities for the benefit of Albertans, and provides opportunity for competition and enhanced service in its liquor and gaming industries.

## AGLC 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.

## AGLC Values

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

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

## Core Businesses, Goals and Key Strategies

### ***Core Business #1: License and regulate liquor activities.***

*Goal: Develop liquor policy and conduct licensing activities in accordance with the Gaming and Liquor Act and Regulation.*

*Goal: The importation, distribution, sale and consumption of liquor products are conducted according to legislation and policy*

## **Core Business #2: License and regulate charitable gaming activities.**

*Goal: Develop gaming policy and conduct licensing activities under the authority of the Criminal Code of Canada and in accordance with the Gaming and Liquor Act and Regulation.*

*Key strategies are as follows:*

- Conduct regular reviews of policy, Terms and Conditions and Operating Guidelines.
- Develop and implement policy on eligibility criteria and use of proceeds by charitable organizations.
- Implement the policy direction arising from the licensing policy review.
- Review licensing application procedures and business practices to increase efficiency and customer satisfaction.
- Conduct inspections relevant to applications.
- Ensure licensees and registrants understand the legislation, policy, Terms and Conditions and Operating Guidelines related to gaming.

*Goal: All gaming activities, use of proceeds and financial reporting are conducted according to legislation and policy.*

*Key strategies include:*

- Manage the charitable gaming model and ensure compliance with respect to casino, bingo, raffle, and pull ticket events.
- Ensure charities receive all the funds to which they are entitled and that proceeds received from licensed gaming activities are used for approved purposes.
- Conduct inspections and audits of gaming licensees and activities.
- Improve sharing of information among enforcement agencies and stakeholders.
- Investigate all complaints and alleged violations concerning licensed gaming activities.
- Implement new audit programs and enhance existing audit programs.
- Ensure implementation of and compliance with the First Nations gaming policy.

## **Core Business #3: Conduct and manage provincial gaming activities - video lottery terminals, slot machines and lottery ticket sales.**

*Goal: Ensure the video lottery network, casinos and ticket lottery network meet the levels of functionality, performance, game integrity, security and operational efficiencies in compliance with government policy and direction.*

*Key strategies are as follows:*

- Implement the policy direction arising from the licensing policy review.
- Implement the replacement strategy for video lottery terminals, ticket lottery terminals and central monitoring system.
- Establish performance standards for video lottery terminals and slot machines.
- Maintain lottery ticket sales through enhanced retailer relations, targeted product advertising and promotion, and consumer awareness.
- Enhance the technical service model to ensure appropriate on-site service to support the functionality, security and integrity of the video lottery terminal, slot machine, and ticket lottery networks.
- Continuously review security requirements to ensure the integrity of gaming operations.
- Work with the Alberta horse racing industry to assess the success of the Racing Industry Renewal Initiative.
- Define and manage the roles and responsibilities of both the AGLC and the WCLC.

*Goal: Ensure the efficiency and effectiveness of gaming operations.*

*Key strategies include:*

- Ensure Alberta Lottery Fund revenues are collected in a timely and efficient manner, and disbursed in accordance with legislation and Treasury Board directives.
- Improve efficiency of revenue collection and allocation.
- Enhance performance through benchmarking, performance measurement, quality control, and the use of technology.