
Our Past, Present & Future

AN INTRODUCTION

The Manitoba Gaming Control Commission (MGCC) was created in 1997 as an independent body charged with the regulation and control of gaming activity in the Province of Manitoba. During its seven years of operations, the MGCC has strived to ensure that gaming activity in our province is conducted honestly, with integrity and in the public interest. Looking to the future, the Board of Commissioners, management and staff recognize the need to build upon our regulatory role by broadly interpreting The Gaming Control Act's intent and purpose to enable us to meet our regulatory responsibilities and proactively address current issues and emerging trends.

"The intent and purpose of this Act is to create an independent Commission to regulate and control gaming activity in the Province with the aims of ensuring that gaming activity is conducted honestly, with integrity and in the public interest."

- The Gaming Control Act, 2 Intent and purpose

In considering and developing our strategic plan, the MGCC is keenly aware of the continuing public interest in gambling and its role in our society. During the past two decades, all Canadians have experienced significant shifts in gaming policy. Manitoba has been a part of this trend which has been both led and driven by increased consumer choices, economic development, technological change, heightened awareness of social impacts and a dynamic industry. Public and stakeholder views on gaming encompass diverse perspectives, including business operations, entertainment, social concerns, charitable fundraising and the legal framework. The MGCC sees its role as balancing these myriad opinions and interests within the context of reasoned and sound regulation and control. As well, the MGCC continues to advance its public interest mandate, beyond the traditional regulatory activities of licensing, registration and enforcement, with a focus on social policy implications and responsible gaming initiatives.

Looking beyond these historical and current perspectives, the introduction of Bill 10, The Gaming Control Act, in November 2003, set the stage for a timely, comprehensive examination of our vision and mission and our ability to meet new challenges. The proposed legislation strengthens our role as gaming regulator and advisor on behalf of Manitobans, and enhances our ability

to ensure and maintain public confidence in the integrity, honesty and fairness of gaming activity conducted in Manitoba.

In articulating our strategic plan, we have defined our vision, mission, values and strategic directions for the future. This plan will allow us to build upon our existing strengths, while describing and defining our direction as a regulatory and advisory body. This strategic document is the culmination of a process that began with extensive consultation with a wide spectrum of clients and stakeholders, including charitable licensees, First Nations, Government, justice, police services, and special interest groups, as well as our Board of Commissioners, management and staff. We thank all those who contributed to the development of this plan; your input was a key aspect of our strategic planning session held in March 2004.

This plan outlines the strategic roadmap for the MGCC for the next three to five years. It is a “living document”, intended to be regularly revisited and used as the touchstone in defining and achieving our future goals, decisions and directives.

Our Vision & Mission

VISION

To be a recognized leader in the regulation and control of gaming activity by: continuously seeking opportunities to anticipate and respond to the evolving needs of those we serve; championing fair, balanced and responsible gaming policy; and inspiring public confidence in the integrity of gaming in Manitoba.

MISSION

To fulfill our vision by ensuring that gaming activity is conducted honestly, with integrity and in the public interest. We will achieve this by strengthening our knowledge base, implementing best practices, building strong communication channels, and using a balanced approach to deliver services and policy advice to effectively and responsively regulate and control gaming activities in our province for the benefit of all Manitobans.

Recognizing that we operate largely as a monopoly, our value propositions are to:

- Ensure integrity, fairness and accountability in all gaming activities in the Province of Manitoba.
- Provide a balanced approach and perspective in the delivery of our services, programs and policy advice, in recognition of the diversity of views with respect to gaming.
- Be responsive and adaptive to the changing demands and issues within the gaming industry.
- Ensure respectful and equitable treatment of clients, stakeholders and the general public in regard to gaming regulation, queries, complaints, disputes and policy advice.

Our clients and stakeholders include:

- Charitable licensees
- First Nations Gaming Control Commissions
- Manitoba Lotteries Corporation
- Aseneskak Casino Limited Partnership
- VLT siteholders
- Gaming suppliers
- Minister responsible for The Gaming Control Act
- Minister responsible for The Manitoba Lotteries Corporation Act

- Manitoba Hotel Association
- Manitoba Restaurant Association
- Future gaming operators, employees, and gaming authorities
- Patrons
- Hearing appellants
- The general public

Our partners include:

- Addictions Foundation of Manitoba
- Law enforcement services
- Civil Legal Services
- Manitoba municipalities
- First Nations



Our culture and service excellence are reflected in:

- Adherence to our core values.
- Consistently striving to achieve our vision, mission and goals.
- Building a culture of commitment and service excellence.
- Our openness, accountability and transparency.

Our Strategic Direction

Achieving our goals requires us to focus on strategic priorities that are aligned with our vision and mission, and that support our core values. During the next three to five years, we will devote our efforts to achieving these strategic goals:

LEADER

To ensure Manitoba is at the forefront of gaming integrity and regulation.

ADAPTIVE

To anticipate and be flexible in responding to changes in the gaming environment.



EFFECTIVE

To ensure appropriate resources are available to deliver services and programs, and to employ those resources efficiently and effectively.

BALANCED

To take a reasoned and balanced approach to gaming policy and regulation.

COMMUNICATIVE

To ensure effective and appropriate communication to and amongst the Board of Commissioners, employees, clients, stakeholders and partners.

Our Core Values

We are committed to delivering our services and programs based on the following core values and standards of conduct:

INTEGRITY and RESPECT are fundamental cornerstones of our vision and mission, and the basis for all our actions and decisions.

By seeking a BALANCED PERSPECTIVE and ensuring ACCOUNTABILITY, we protect the public interest while respecting the diversity of views on gaming.

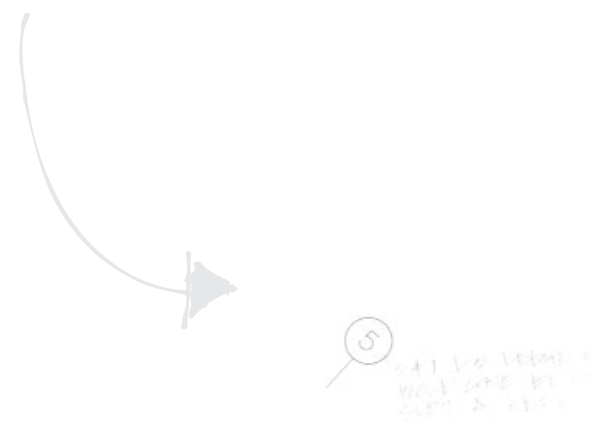
We are INDEPENDENT of gaming operations and work to ensure PUBLIC CONFIDENCE in the integrity of all gaming activities in Manitoba.

Our Operational Goals

LEADER: To ensure Manitoba is at the forefront of gaming integrity and regulation.

Operational Goals

- Regularly research and adopt best practices that support the MGCC in achieving its vision, mission and values to ensure gaming integrity.
- Establish a governance model that supports the MGCC's mandate and provides clarity in roles and accountability.
- Seek out opportunities to demonstrate leadership in gaming regulation within the gaming industry.



ADAPTIVE: To anticipate and be flexible in responding to changes in the gaming environment.

Operational Goals

- Establish continuous learning programs and initiatives that support and encourage staff innovation and participation towards becoming more adaptive.
- Implement human resource management and organizational development practices that improve operational effectiveness and service excellence.
- Develop a strong knowledge base on gaming issues, trends and best practices.
- Conduct a skill and knowledge needs assessment, identify gaps and develop plans to address the identified gaps.

EFFECTIVE: To ensure appropriate resources are available to deliver services and programs and to use those resources efficiently and effectively.

Operational Goals

- Develop and implement a performance management system that encourages and supports the effective delivery of services and programs.
- Develop a succession plan that meets the MGCC's future needs.
- Develop an integrated workplan, budget and reporting process to ensure effective resource planning and use.

BALANCED: To take a reasoned and balanced approach to gaming policy and regulation.

Operational Goals

- Ensure a fair and balanced approach to the dispute resolution process, while upholding gaming integrity.
- Take a proactive approach to identifying and prioritizing critical issues on gaming policy and regulation.
- Seek out and consider the diverse views of stakeholders.

COMMUNICATIVE: To ensure effective and appropriate communication to and amongst the Board of Commissioners, employees, clients, stakeholders and partners.

Operational Goals

- Develop communication strategies to increase awareness and understanding of the role and responsibilities of the MGCC.
- Develop communication practices and processes that support clear and consistent communication to stakeholders and partners.
- Develop practices and processes that encourage stakeholder consultation and input.

Our Critical Success Factors

A key aspect of achieving our strategic goals and objectives is our ability to identify and articulate our factors for success. To accomplish this we asked ourselves, “what do we have to do well in order to be successful?” These critical success factors are the things we must do well in order to achieve our goals and objectives:

- Fiscal responsibility.
- Client and stakeholder satisfaction.
- Strong relationships built upon trust and respect.
- Effective communication and reporting mechanisms.
- Client-focused services and programs.



- Highly skilled employees with cross-functional skills and abilities.
- Effective quality control measures for regulation and control.
- Recognizing and providing a balanced perspective on critical gaming issues.
- Achievement of strategic goals and action steps.
- Responsive to technological changes.
- Streamlined and efficient internal processes.
- Establishing and implementing optimum practices and techniques.

SAIL & COUNTER + 1/2" HIG
- EXPOS + 1" BACKWASH,
SUF'T. AS REQ'D.



**Manitoba Gaming
Control Commission**

Manitoba Gaming Control Commission

800-215 Garry Street

Winnipeg, Manitoba R3C 3P3

T: 204.954.9400 / 1.800.782.0363

F: 204.954.9450

E: info@mgcc.mb.ca

W: www.mgcc.mb.ca