

Business Plan

2020 | 23



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Board Chair & President and Chief Executive Officer Message

AGLC remains committed to balancing choice and social responsibility with our four Strategic Directions *Responsible Growth, Effective Regulation, Culture of Moderation* and *Organizational Strength* as the cornerstones of our operations.

With more than 20 years' experience as the regulatory leader in the management of Alberta's gaming and liquor industries, AGLC is applying our experience to regulate cannabis sales in Alberta.

We do this by using a balanced approach to provide choices Albertans can trust.

- Our activities to provide consumer choice and to generate revenues to benefit Albertans are balanced with programs and tools that encourage responsible use and reduce potential social harms.
- Our regulatory environment balances risks to public health and safety, integrity of operations, and revenues with a framework that enables economic growth in Alberta's gaming, liquor, and cannabis industries and reduces unnecessary barriers for business.

AGLC also continuously engages with Albertans and industry partners on a broad range of opportunities designed to modernize Alberta's liquor, gaming and cannabis industries in sustainable and responsible ways.

Our 2020-23 Business Plan articulates the objectives, priorities and performance measures that will ensure AGLC maintains a modern regulatory environment that facilitates consumer choice, innovation and economic growth. As Chair of the Board, and as President & Chief Executive Officer, we are committed to the execution of this three-year plan and associated goals.

By working collaboratively with the Government of Alberta, AGLC's Board, employees and stakeholders are dedicated to delivering social and economic benefits that support a diversified Alberta.

Original signed by

Len Rhodes
Chair of the Board




Original signed by

Alain Maisonneuve
President and Chief Executive Officer

Our Organization

Purpose

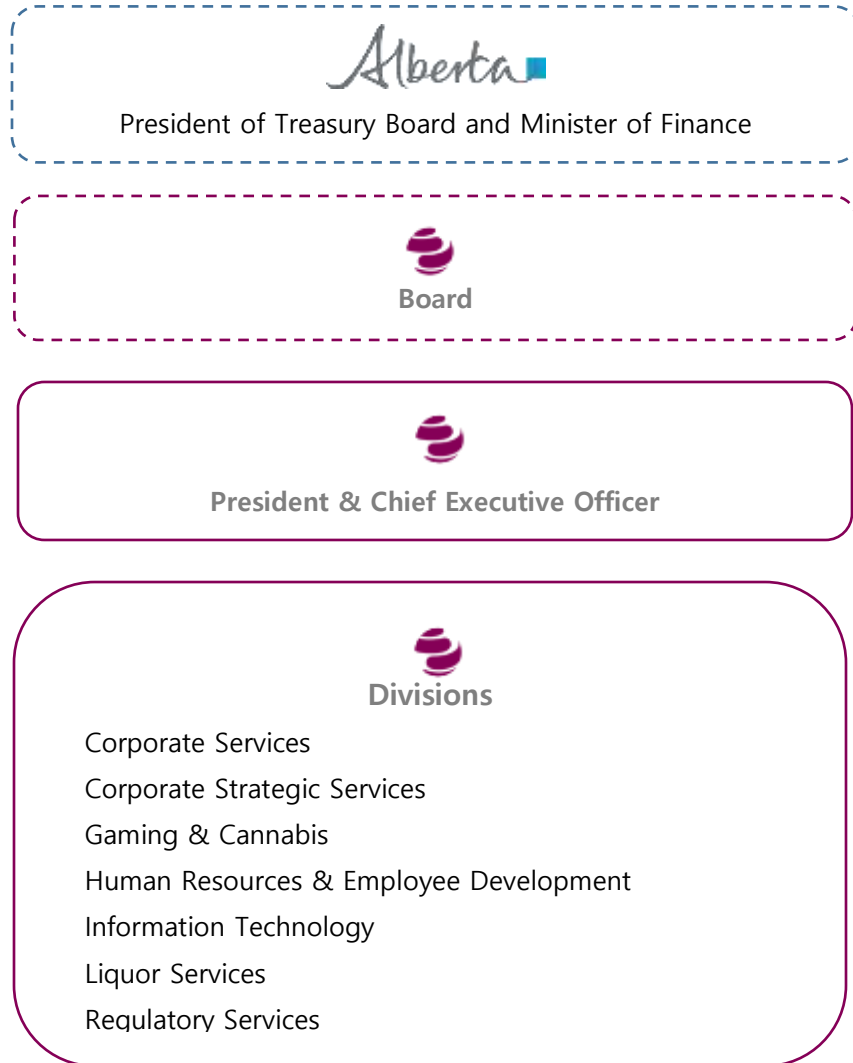
We are the Crown commercial enterprise and agency that oversees the gaming, liquor and cannabis industries in Alberta. These core businesses are conducted in alignment with the priorities of the Government of Alberta and are established in accordance with the *Gaming, Liquor and Cannabis Act* (GLCA) and the *Criminal Code* (Canada).

Gaming	Liquor	Cannabis
		
<p>We regulate Alberta's charitable gaming activities. We also conduct and manage provincial gaming and lottery activities.</p>	<p>We regulate the manufacture, importation, sale, purchase, possession, storage, transportation, use and consumption of liquor in Alberta.</p>	<p>We regulate the cannabis industry in Alberta and are the wholesaler and operate Alberta's legal sales website albertacannabis.org.</p>

We work to sustain the long-term economic benefits of gaming, liquor and cannabis in a socially responsible manner, and consult with stakeholders and partners when developing and implementing policies.

Maintaining integrity in the gaming, liquor and cannabis industries is at the core of everything we do for Albertans.

Structure



Governance

The Board of AGLC provides governance and oversight to AGLC in accordance with its policy, monitoring, and regulatory roles as defined in the GLCA.

AGLC's Board consists of up to nine independent members, appointed by the Lieutenant Governor in Council, acting on the recommendation of the President of Treasury Board and Minister of Finance. From amongst the members, the Lieutenant Governor in Council designates a Chair of the Board. Board members serve terms of appointment of up to three years in length (and a maximum service of up to ten years in total).

AGLC follows all Government of Alberta practices related to compensation for Board members of provincial agencies, boards and commissions. Biographies of the Board members are available online at aglc.ca.

Strategic Context

The objectives and priorities identified in this business plan are aligned with the strategic priorities of the Government of Alberta¹.

Alberta's economy is gaining momentum and analysts are optimistic about Alberta's prospects to recover from the 2015-16 recession. Stronger oil prices, continued manufacturing strength and improvement in the labour market are positive indicators. While consumer confidence and spending is also growing, it is expected to lag moderately due to rising costs, mortgage regulations and climbing interest rates.

Overall, Alberta's growth is expected to accelerate, supported with the projection that Alberta's population will surpass 5 million by 2027². Additionally, interprovincial and international immigration will fuel a large portion of that growth, leading to increased diversity in the province. It is anticipated that population growth and migration will positively impact gaming, liquor and cannabis industries.

Additional factors influencing gaming, liquor and cannabis industries include:

Consumer Expectations³: Consumer expectations are rising therefore understanding the experience consumers are seeking and working to make it easier for them to have that experience are important factors. This is also impacting the evolution of acquiring reliable consumer data while maintaining confidence that data is protected.

Sustainability: Organic, sustainable and local are differentiators that consumers, including Albertans, are looking for in their products and experiences. Well managed supply chains with low carbon footprints, locally sourced products and eco-friendly packaging can encourage employees and attract consumers and stakeholders who are willing to pay for sustainability.

Convenience: Consumers generally prefer in store shopping versus online ordering in certain situations, primarily when they want to see and touch products or experience discovering new product. Convenience is also affecting consumption of education, media and other entertainment, with improved home equipment and services making the stay at home experience competitive with many traditional "evening out" experiences such as sporting events, movies and gaming.

Change: The pace and ongoing evolution of change is continuous. Just as smartphones have fundamentally changed how people interact with each other, and the world around them, newer technologies and artificial intelligence, such as wearable tech, home digital assistants, and voice recognition will continue to shift the landscape.

1. Government of Alberta: www.alberta.ca/economic-outlook.aspx

2. Government of Alberta: www.alberta.ca/population-statistics.aspx

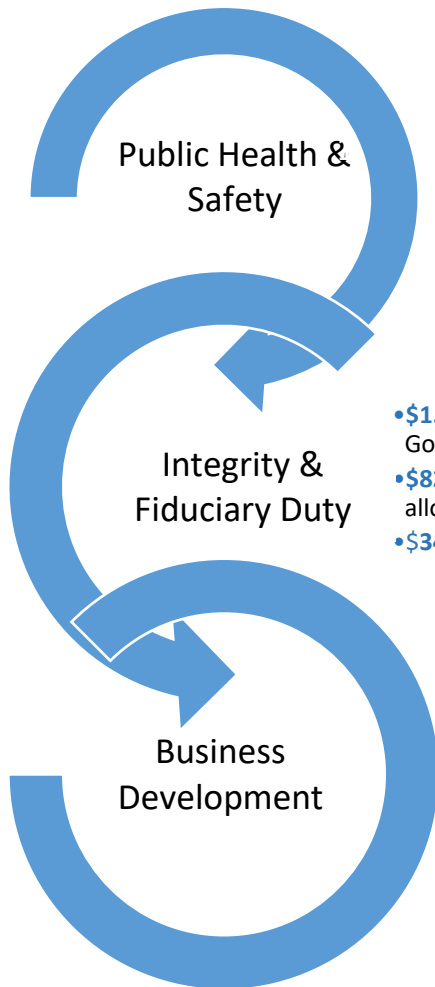
3. PWC: www.pwc.com/ca/en/industries/retail-consumer/consumer-insights-2019.html

Stakeholders

It is crucial that AGLC continues to build strong connections with Albertans and our stakeholders. We work hard to ensure all voices are heard and our work is reflective of today's Alberta. We are proud of what we have accomplished and look for opportunities to proactively engage our stakeholders and to respond to their needs or concerns. We are committed to working closely with all Albertans to ensure we continue to offer choices they can trust.

Benefit to Albertans

We provide benefits to Albertans through our products and services, as well as our financial contribution to government. Our Board and employees take great pride in delivering a wide range of economic and social benefits across the province. Highlights from 2018-19 and recent progress include:



- **Public education** through gamesenseab.ca & drinksenseab.ca
- **65,000+** SMART training certifications issued to industry staff supporting education
- **28,000+** gaming, liquor and cannabis inspections conducted to support public safety

- **\$1.4 billion** net income from provincial lotteries transferred to the Government of Alberta.
- **\$826 million** net income from liquor, cannabis and other operations allocated for transfer to the province's General Revenue Fund
- **\$347 million** earned by charities through charitable gaming activities

- **Ongoing policy** modernization and stakeholder engagement
- **28** casinos & racing entertainment centres and **2,790+** lottery ticket centres
- **7,600+** licensed restaurants, bars, lounges & liquor retailers
- **230** cannabis retail stores and **1** online cannabis store

Vision

Driven by a balanced approach, AGLC will be a leader in creating gaming, liquor, and cannabis experiences trusted by Albertans.

Mission

Ensuring responsible gaming, liquor, and cannabis choices for the benefit of Albertans.

Values



Integrity: We play by the rules, do the right thing, and do what we say we'll do.



Respect: We create an environment where each individual is valued and heard, and celebrate the diversity that makes us stronger.



Collaboration: Together we are better. Working as a team and with our partners we achieve extraordinary results.



Innovation: We imagine the possibilities. We challenge ourselves to look beyond *what is* to *what can be*.



Excellence: We are all leaders. We work with passion, pride, and purpose and own our part in the success of the team.

Strategy & Performance

Our organizational strategy is captured within our four Strategic Directions listed below. We review our strategic directions and performance measures regularly with a commitment to adjusting as appropriate to maximize AGLC's ability to measure progress against goals, identify future business decisions and allocate resources.

Strategic Directions



Responsible Growth

We will responsibly generate and grow revenue for the benefit of Albertans.



Effective Regulation

We will ensure a relevant and balanced regulatory environment that manages risk and allows gaming, liquor, and cannabis businesses to operate efficiently.



Culture of Moderation

We will foster a culture of moderation by promoting responsible gaming experiences, and responsible liquor and cannabis consumption.



Organizational Strength

We will increase employee engagement and improve the technology and processes we use to serve Albertans.

Our Strategic Directions form the basis of the 2020-23 AGLC Business Plan. They will propel us forward as an organization and set our direction for the next three years, with measurement of performance against these directions to be reported in future annual reports.

Summary

Vision

Driven by a balanced approach, AGLC will be a leader in creating gaming, liquor, and cannabis experiences trusted by Albertans.

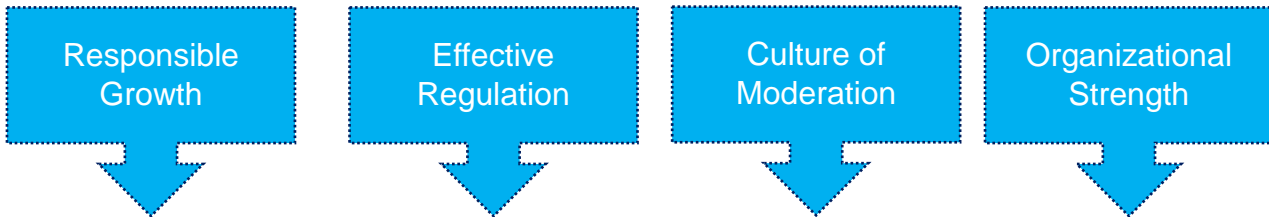
Mission

Ensuring responsible gaming, liquor, and cannabis choices for the benefit of Albertans.

Values

- Integrity
- Respect
- Collaboration
- Innovation
- Excellence

Strategic Directions



Objectives

<ul style="list-style-type: none"> • Meet Albertans' expectations 	<ul style="list-style-type: none"> • Modernize online presence 	<ul style="list-style-type: none"> • Educate Albertans 	<ul style="list-style-type: none"> • Inspire employee engagement
<ul style="list-style-type: none"> • Generate stable revenue 	<ul style="list-style-type: none"> • Enhance gaming, liquor and cannabis models 	<ul style="list-style-type: none"> • Provide access to self-help tools 	<ul style="list-style-type: none"> • Invest in systems & infrastructure
<ul style="list-style-type: none"> • Evolve cannabis line of business 	<ul style="list-style-type: none"> • Evolve the regulatory model for cannabis 	<ul style="list-style-type: none"> • Collaborate with partners 	<ul style="list-style-type: none"> • Implement technology, processes & capabilities

Business Priorities

Performance Measures

<ul style="list-style-type: none"> • Gaming net operating income 	<ul style="list-style-type: none"> • Stakeholder satisfaction 	<ul style="list-style-type: none"> • <i>GameSense</i> awareness 	<ul style="list-style-type: none"> • AGLC reputation index
<ul style="list-style-type: none"> • Liquor net operating income 	<ul style="list-style-type: none"> • Compliance: charitable gaming activities 	<ul style="list-style-type: none"> • <i>DrinkSense</i> awareness 	
<ul style="list-style-type: none"> • Cannabis net operating income 	<ul style="list-style-type: none"> • Compliance: liquor licensees 	<ul style="list-style-type: none"> • Cannabis responsible use program awareness 	
	<ul style="list-style-type: none"> • Compliance: cannabis licensees 	<ul style="list-style-type: none"> • Responsible gamblers 	
		<ul style="list-style-type: none"> • Responsible drinkers 	
		<ul style="list-style-type: none"> • Responsible cannabis consumers 	



Responsible Growth

We will responsibly generate and grow revenue for the benefit of Albertans.

AGLC is committed to promoting responsible growth of the gaming, liquor, and cannabis industries for the benefit of Albertans. Growth leads to increased benefits for Albertans through expanded choice and options with respect to gaming, liquor, and cannabis, as well as an increased overall financial contribution to government. We also manage responsible growth through our focus on reducing potential harms related to gaming, liquor, and cannabis.

We achieve growth by meeting the expectations of Albertans, continuing to innovate for the future and consulting with key stakeholders, industry leaders and associations to ensure AGLC is as transparent, responsive and as efficient as possible.

Objectives

- To meet Albertans' expectations for gaming, liquor, and cannabis
- To generate stable revenue to benefit Albertans
- To evolve the cannabis line of business

Business Priorities for 2020-23

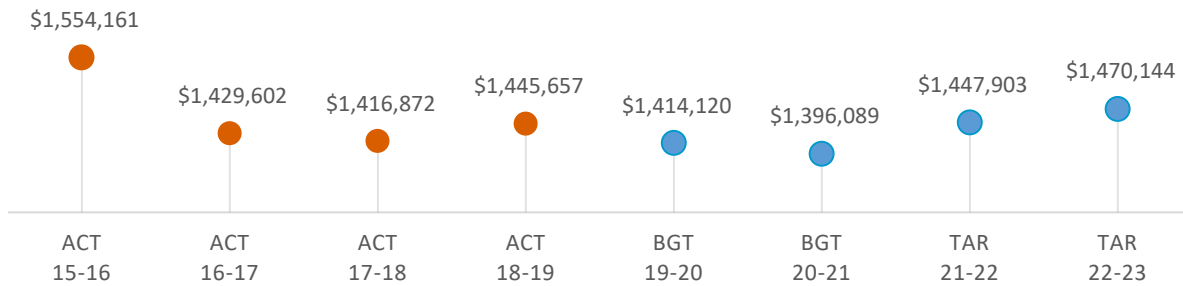
- | | |
|--|---|
| 1. Make strategic investments in gaming technology | ○ Continue to modernize electronic gaming to respond to player expectations and sustain revenue. |
| 2. Expand gaming entertainment options available to Albertans | ○ Launch and conduct online gambling to provide a legal, regulated online gambling platform for Albertans.
○ Implement 24 hour slots in casinos. |
| 3. Evolve the liquor warehouse network to ensure reliable and stable liquor distribution | ○ Implement updated liquor warehousing and distribution contract.
○ Finalize plans for future warehouse consolidation. |
| 4. Support the growth and evolution of cannabis product offerings in Alberta | ○ Continue evolving Alberta's cannabis model. |



Performance Measures

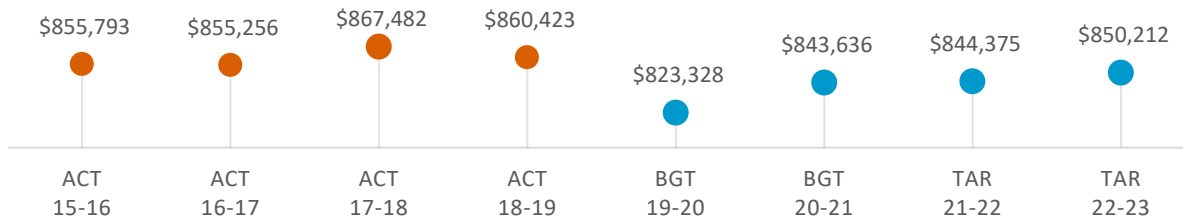
Gaming Net Operating Income

(thousands of dollars)



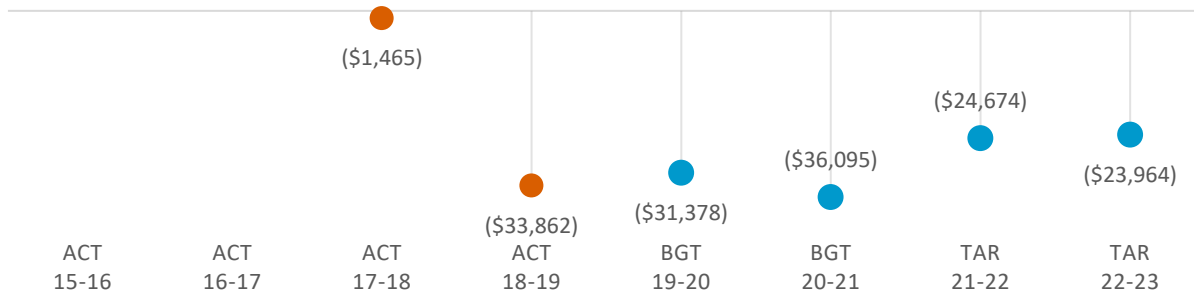
Liquor Net Operating Income

(thousands of dollars)



Cannabis Net Operating Income¹

(thousands of dollars)



ACT: Actual BGT: Budget TAR: Target

1. Does not include revenue from taxes on cannabis received by the Government of Alberta.



Effective Regulation

We will ensure a relevant and balanced regulatory environment that manages risk and allows gaming, liquor, and cannabis businesses to operate efficiently.

AGLC is dedicated to a balanced regulatory environment that maintains our commitment to compliance and reducing unnecessary barriers for our licensees and industry. We also remain relevant and effective in reducing social harms and mitigating risks.

We engage with stakeholders as a best practice, working closely with Alberta's gaming, liquor and cannabis industries, as well as charities, to understand the key issues and expectations of both consumers and business operators. As a modern regulator we are committed to being responsive to stakeholder needs and feedback. Therefore regulations and policies are continuously reviewed to ensure that they meet Albertans' current expectations and that they provide for an effective balance.

Objectives

- To provide efficient and effective stakeholder interactions with a modernized online presence
- To enhance Alberta's gaming, liquor and cannabis models
- To evolve Alberta's cannabis regulatory model for new cannabis products

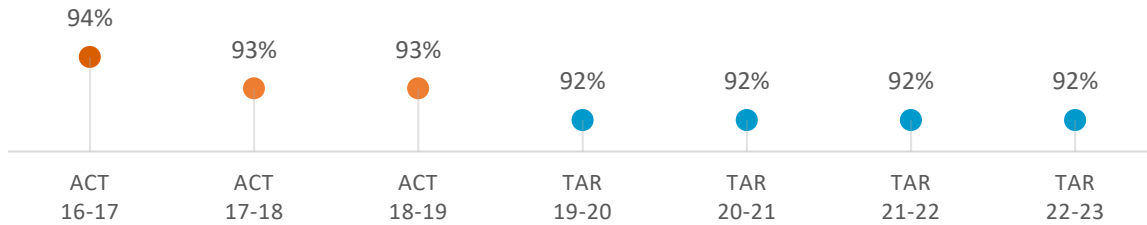
Business Priorities for 2020-23

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|---|--|
| 1. Enable customer self-service through online offerings | <ul style="list-style-type: none">○ Expand and streamline online licensing capabilities.○ Improve aglc.ca usability for charitable organizations.○ Expand capabilities to facilitate stakeholder engagement. |
| 2. Focus on reducing regulatory impact while balancing risk | <ul style="list-style-type: none">○ Review policies and regulations to align with the Government of Alberta's red tape reduction initiative. |
| 3. Modernize policies | <ul style="list-style-type: none">○ Revise the charitable gaming model to reflect the values and priorities of Albertans.○ Continue to address stakeholders' expectations to modernize gaming, liquor, and cannabis policies, while ensuring public safety. |
| 4. Modernize systems and processes to support liquor stakeholders | <ul style="list-style-type: none">○ Expand options and improve processes to ensure efficient revenue collection.○ Support small Alberta liquor manufacturers by improving web-based functionality. |
| 5. Evolve the regulatory model for cannabis sales in Alberta | <ul style="list-style-type: none">○ Refine the cannabis regulatory framework to meet Albertans' expectations, including evolution of products. |

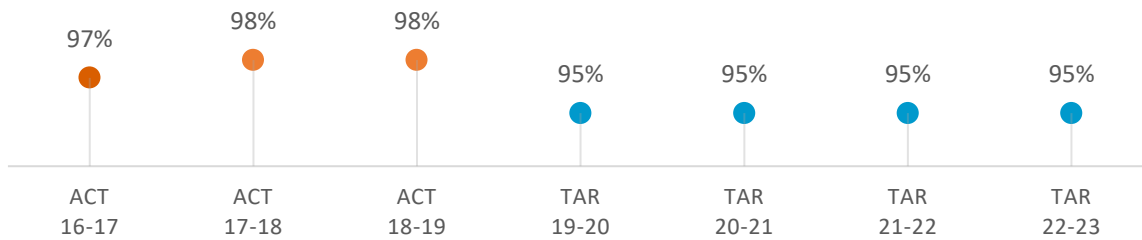


Performance Measures

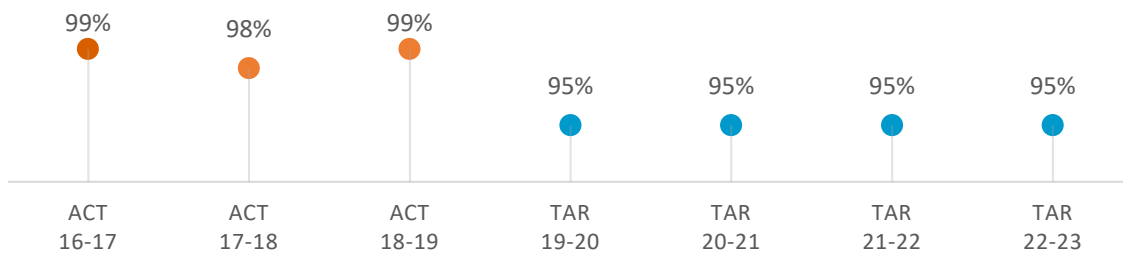
Stakeholder Satisfaction



Compliance: Charitable Gaming Activities¹



Compliance: Liquor Licensees¹



Compliance: Cannabis Licensees¹

Note: Cannabis licensee compliance targets will be set once a baseline has been established with at least 2 full years of results.

ACT: Actual TAR: Target

1. Measures compliance with legislation, regulation, and policy.



Culture of Moderation

We will foster a culture of moderation by promoting responsible gaming experiences and responsible liquor and cannabis consumption

By promoting a culture of moderation in Alberta, AGLC aims to reduce social harms related to gambling, liquor, and cannabis. We focus on public awareness and education to enable responsible consumption. We keep Albertans informed and educated to help consumers make healthy and informed choices.

We partner with cross-jurisdictional & multi-disciplinary organizations to support national responsible play, responsible drinking and cannabis education efforts. We run effective social responsibility programs to inform and educate Albertans.

Objectives

- To educate Albertans about responsible gaming experiences, and responsible liquor and cannabis consumption
- To provide access to self-help tools to reduce harm
- To collaborate with partners to promote moderation

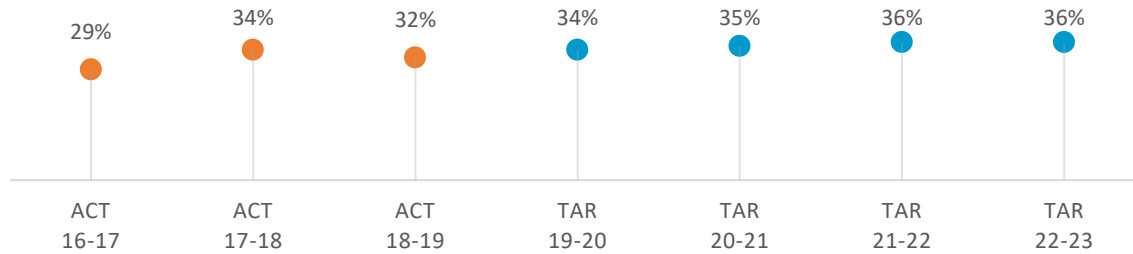
Business Priorities for 2020-23

- | | |
|--|--|
| <p>1. Enhance and extend tools for players who wish to regulate their gambling behaviour</p> | <ul style="list-style-type: none">○ Update Alberta's self-exclusion program for casinos.○ Implement responsible gambling functionality as part of AGLC's online gambling offering to Albertans.○ Encourage adoption of responsible gambling features within the Winner's Edge player engagement program.○ Expand responsible gambling messages beyond casino gambling venues. |
| <p>2. Evolve education programs</p> | <ul style="list-style-type: none">○ Modify cannabis public education programs and refine the cannabis SellSafe program for retailers to incorporate new product offerings.○ Enhance gaming and liquor programs to remain relevant and bring value to Albertans |
| <p>3. Promote responsible gambling, and responsible liquor and cannabis consumption in collaboration with partners</p> | <ul style="list-style-type: none">○ Enhance public education plans to address the evolution of responsible gambling, as well as responsible liquor and cannabis consumption programs in Alberta.○ Collaborate with provincial counterparts and stakeholders to raise public awareness of responsible messaging for gambling, liquor and cannabis education programs. |

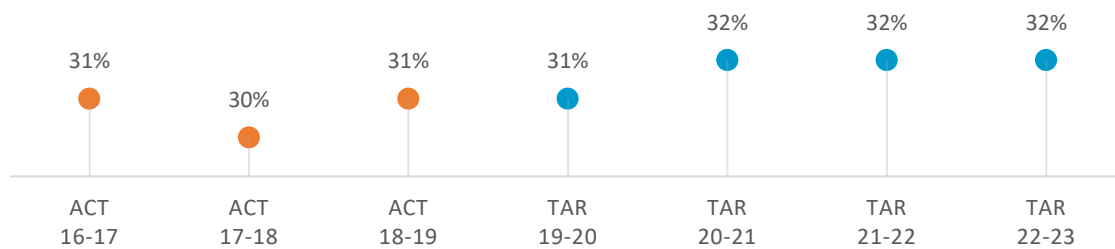


Performance Measures

GameSense Awareness



DrinkSense Awareness



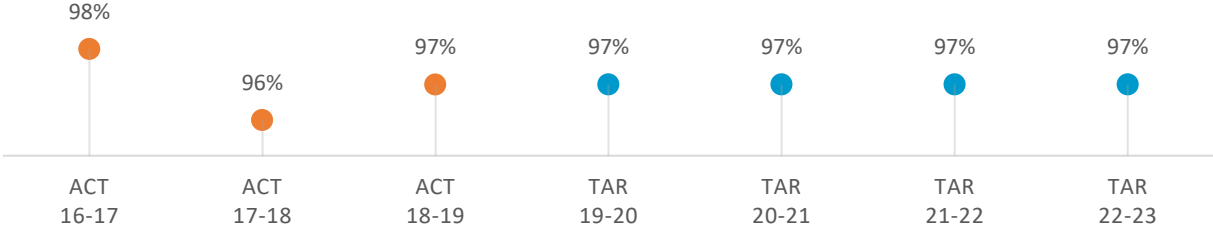
Cannabis Responsible Use Program Awareness¹

Note: Cannabis related targets will be set once a baseline has been established with at least 2 full years of results.

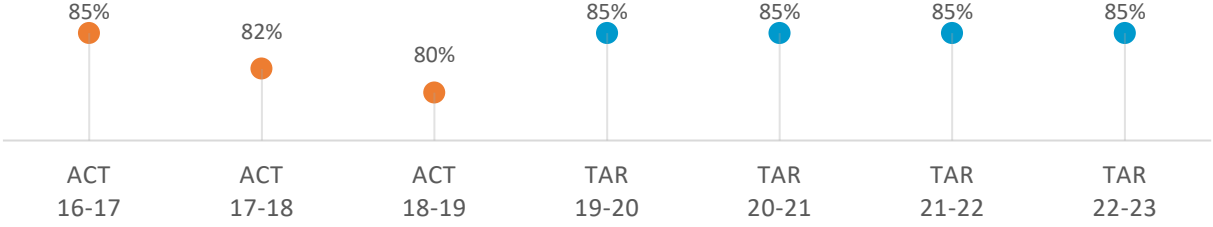
ACT: Actual TAR: Target

1. Currently collecting baseline data on awareness of responsible cannabis use messaging. A cannabis responsible use program is pending development as Alberta's cannabis model evolves.

Responsible Gamblers¹



Responsible Drinkers¹



Responsible Cannabis Consumers²

Note: Cannabis related targets will be set once a baseline has been established with at least 2 full years of results.

ACT: Actual TAR: Target

1. The methodology for the responsible gamblers and responsible drinkers performance metrics has been amended to exclude Albertans that do not gamble or consume alcohol.
 2. Currently collecting baseline data based on Canada’s Lower-Risk Cannabis Use Guidelines. A responsible cannabis consumer methodology and associated targets are pending development as a national standardized tool and/or metric has not yet been established.



Organizational Strength

We will increase employee engagement and improve the technology and processes we use to serve Albertans

AGLC is a values-driven organization that is dedicated to serving Albertans. We do so by investing in our employees, and in our systems, processes and technology, to be more effective and efficient in all that we do.

We are focused on the modernization of our operations and streamlining our service delivery where possible. Living our values inspires engagement in our employees. By investing in technology and processes we build our capacity to deliver benefits. Combined with our dedication to continuous improvement we strive to increase our ability to serve Albertans better.

Objectives

- To inspire engagement in the workplace through a strong corporate culture
- To invest in systems and infrastructure that increases organizational efficiency
- To implement technology, processes, and capabilities that increase organizational effectiveness

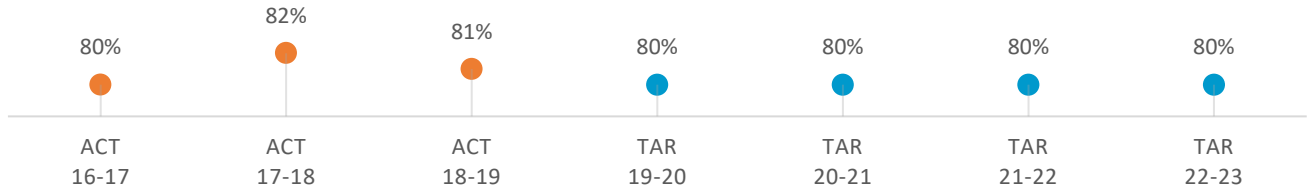
Business Priorities for 2020-23

1. Increase employee engagement and invest in human resources related technology	<ul style="list-style-type: none">○ Enhance programs focused on key drivers of engagement including: professional development; respect, diversity & inclusion, and innovation.○ Invest in technologies to support recruitment, Occupational Health & Safety and learning management.
2. Invest and replace AGLC's core internal systems	<ul style="list-style-type: none">○ Upgrade and replace AGLC internal legacy systems to reduce risk and gain efficiencies.○ Continue replacement of the Enterprise Resource Planning system.
3. Ensure that our technologies and physical infrastructure modern, scalable, and capable of supporting our evolving business needs	<ul style="list-style-type: none">○ Invest in systems to support procurement, better manage enterprise risk, and streamline policy development.○ Develop corporate business intelligence analytic capabilities through technology.○ Upgrade AGLC's office work environment and retrofit AGLC's warehouse to enhance functionality.
4. Ensure strong records management program across AGLC	<ul style="list-style-type: none">○ Complete roll-out of enhanced records management program to increase effectiveness.



Performance Measure

Reputation Index



Note: AGLC's Reputation Index is comprised of a series of questions that assess feedback on six separate dimensions: Emotional Appeal, Financial Performance, Vision and Leadership, Workplace, Social Responsibility, and Products and Services. Questions from multiple surveys of our licensees and the public, as well as an internal employee survey, factor into the Reputation Index calculation.

ACT: Actual TAR: Target

Our Operations

We have offices in St. Albert, Calgary, Edmonton, Grande Prairie, Lethbridge, Red Deer and Stettler. AGLC's workforce is over 1,000 and our team takes great pride in serving Albertans.

AGLC's Fiscal Plan and Capital Plan for 2020-23 contain budgets and targets for these years. These are integrated financial summaries of our plans for the next three years, founded in our strategic directions, constructed with our corporate priorities and supported with our resources. It reaffirms our dedication to making judicious and thoughtful investments over this timeframe to solidify our ability to provide effective oversight of Alberta's gaming, liquor and cannabis industries. It also illustrates our commitment to deliver benefits across the province.

Budget and Target Years - Assumptions

Revenue projections for gaming, liquor and cannabis are based on predictive models of consumption. Factors that impact this include Alberta's projected population and provincial unemployment rates. Assumptions are drawn from projections from the Government of Alberta.²

Enterprise Risk Management

AGLC employs a detailed enterprise risk management (ERM) program to identify the scope and scale of risks that may impact our operations. The program enables us to identify, and to track over time, the environmental elements that may impact our business operations and our ability to achieve our strategic goals. We also monitor for emerging risks that could have an influence on operations. Our ERM program reinforces the need for effective controls for risk and enables us to plan for actions to address and mitigate risks so that we may continue to deliver on our priorities.

² Government of Alberta Budget 2019; Fiscal Plan, Economic Outlook
<https://open.alberta.ca/dataset/3d732c88-68b0-4328-9e52-5d3273527204/resource/2b82a075-f8c2-4586-a2d8-3ce8528a24e1/download/Budget-2019-Fiscal-Plan-2019-23.pdf#economic>

Our Budget and Targets

The summary table below presents AGLC's 2020-21 budget, as well as 2021-22 and 2022-23 targets.

(in thousands)	Actuals		Budget		Variance		Target	
	2018-19	2019-20	2020-21	\$	%	2021-22	2022-23	
Gaming Net Revenue								
Casino Gaming Terminals	\$ 796,853	\$ 815,850	\$ 865,947	50,097	6.1	\$ 891,809	\$ 908,815	
Video Lottery Terminals	496,698	513,931	485,331	(28,600)	(5.6)	482,833	475,244	
Electronic Bingo	8,128	7,793	-	(7,793)	(100.0)	-	-	
Online Gambling	-	-	1,980	1,980	-	27,203	42,862	
PEP Points Credit	(8)	(3,537)	(6,310)	(2,773)	78.4	(525)	(709)	
Gaming Net Revenue	1,301,671	1,334,037	1,346,948	12,911	1.0	1,401,320	1,426,212	
Liquor Net Revenue								
Spirits	355,231	353,407	\$ 378,650	25,243	7.1	380,633	382,929	
Beer	300,344	276,541	246,060	(30,481)	(11.0)	247,350	248,840	
Wine	174,611	181,552	186,397	4,845	2.7	187,374	188,503	
Refreshment Beverages	56,705	53,119	59,780	6,661	12.5	60,093	60,455	
Liquor Net Revenue	886,891	864,619	870,887	6,267	0.7	875,450	880,727	
Cannabis Net Revenue								
Wholesale	3,116	10,340	11,055	715	6.9	21,485	21,276	
eCommerce	1,621	1,891	2,203	312	16.5	2,208	2,187	
Cannabis Net Revenue	4,737	12,231	13,258	1,027	8.4	23,693	23,463	
Operating Expenses								
Salaries, Wages and Benefits	107,068	113,611	114,852	1,241	1.1	117,247	119,480	
Supplies and Services	89,312	113,983	119,888	5,905	5.2	123,869	116,520	
Leased Gaming Equipment	23,086	29,262	28,423	(839)	(2.9)	29,165	29,148	
Amortization	67,072	78,113	87,725	9,612	12.3	86,942	94,075	
Operating Expenses	286,538	334,969	350,888	15,919	4.8	357,223	359,223	
Net Income from Ticket Lottery								
Net Sales	946,227	909,050	921,000	11,950	1.3	921,000	921,000	
Direct Expenses	560,813	541,776	558,673	16,897	3.1	558,673	558,673	
Operating Expenses	47,354	53,728	55,379	1,651	3.1	55,379	55,379	
Other Income	2,719	2,355	2,388	33	1.4	2,388	2,388	
Net Income from Ticket Lottery	340,779	315,901	309,336	(6,565)	(2.1)	309,336	309,336	
Other Revenue								
Miscellaneous Revenue	26,669	18,339	17,397	(942)	(5.1)	17,397	17,377	
Gain/(Loss) on Disposal	(1,991)	(4,088)	(3,308)	780	(19.1)	(2,370)	(1,500)	
Other Revenue	24,678	14,251	14,089	(162)	(1.1)	15,027	15,877	
NET OPERATING INCOME	\$ 2,272,218	\$ 2,206,070	\$ 2,203,630	\$ (2,440)	(0.1)	\$ 2,267,603	\$ 2,296,392	

¹ Net revenue is gross sales less prizes, cost of sales, commissions and federal payments

² Electronic Bingo adjusted for Keno Charity Commission Expense

Our Contact Information



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