

Business Plan

2022-23

SASKATCHEWAN LIQUOR AND GAMING AUTHORITY

Saskatchewan! 

Statement from the Minister



The Honourable Jim Reiter
Minister Responsible for the Saskatchewan Liquor and Gaming Authority

I am pleased to present the Saskatchewan Liquor and Gaming Authority's (SLGA) 2022-23 Business Plan.

SLGA's net income is used to support Government programs and services, and will support *Saskatchewan's Growth Plan, The Next Decade of Growth 2020-2030* by:

- maximizing SLGA net income;
- supporting small business growth; and
- reducing red tape.

SLGA will continue to develop strategies for the responsible sale and distribution of liquor, gaming and cannabis products across the province. As these sectors continue to evolve, SLGA's focus will be to:

- continue to provide strong customer service, and
- improve its programs and services.

I am committed to report on the progress made towards this business plan in the 2022-23 Annual Report.

2022-23 Budget Highlights

1	SLGA's budgeted net income for 2022-23 of \$444.4M is an increase of \$21.0M from the 2021-22 budget of \$423.4M.
2	SLGA Retail Inc.'s budgeted net income of \$2.5M is a decrease of \$0.3M from the prior year budget.
3	Wholesale liquor operations budgeted net income of \$257.7M represents an increase of \$2.1M from the prior year budget.
4	Video Lottery Terminal (VLT) budgeted net income of \$150.6M represents a decrease of \$1.8M from the prior year budget.
5	Saskatchewan Indian Gaming Authority's (SIGA) budgeted net income of \$71.8M represents an increase of \$21.8M from the prior year budget.

Response to Government Direction

Saskatchewan is back on track. The Government of Saskatchewan is protecting and strengthening our province, carefully managing spending while investing in priority programs and services and into a strong and growing economy. Government is helping build a better Saskatchewan, investing in needed infrastructure – hospitals, schools, highways and municipal and crown capital projects.

Saskatchewan’s financial picture is improving, with a fiscal plan to return the budget to balance. The resurgent economy helps ensure the services, programs and infrastructure Saskatchewan people value are sustainable today and into the future. Saskatchewan is back on track.

Saskatchewan’s Vision

“...to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life.”

>> Government Goals

A Strong Economy

Strong Communities

Strong Families

Saskatchewan’s vision and three goals provide the strategic direction for organizations to align their programs and services to build a strong Saskatchewan.

All organizations will report on progress in their 2022-23 annual reports.

Mission

We serve Saskatchewan people with excellence, contributing to economic growth through the socially responsible distribution of liquor and gaming products and the regulation of liquor, gaming and cannabis.

Vision

The best liquor and gaming distributor and liquor, gaming and cannabis regulator in Canada.

Goal 1: Maximize SLGA's net income

Among the goals presented in *Saskatchewan's Growth Plan, The Next Decade of Growth 2020-2030*, is a balanced budget and strong economy. As a large contributor to the General Revenue Fund, SLGA's net income helps Government meet these goals. The net income generated by SLGA supports government objectives in priority areas such as health, education and infrastructure.

Strategy: *The approach we will take to achieve our goal*
Maximize liquor net income

Key Actions: *What we will do to get there*

- Create marketing and pricing strategies that help maximize net income at the wholesale and retail levels.
- Review liquor product assortment and slotting at the Distribution Centre to ensure space optimization given the rapid growth of refreshment beverages.

Strategy: *The approach we will take to achieve our goal*
Increase gaming net income

Key Actions: *What we will do to get there*

- Continue to update VLT systems and games to provide a great gaming experience.
- Support SIGA's system upgrades to improve the player experience.
- Increase the commission rate for VLT operators bringing it in line with the Canadian average.

Performance Measure: *What success looks like*

Measure: SLGA net income

Target: \$444.4M

Timeline: 2022-23

Goal 2: Alcohol, gaming and cannabis products and services are provided safely and fairly

Alcohol, gaming and cannabis products and services come with risks if not used safely. SLGA regulates these industries and works to ensure that businesses are operating safely and responsibly, and that citizens and industry are informed of responsible use practices. Providing guidance and education about safe practices helps to protect the integrity of these industries and promote community well-being.

Strategy: *The approach we will take to achieve our goal*

Improve the safe and fair provision of alcohol, gaming and cannabis products and services

Key Actions: *What we will do to get there*

- Provide funding to the Ministry of Justice for two positions to support the Northern Alcohol Strategy.
- Establish regulatory requirements for single event sports betting and internet gaming.
- Restart the Minors as Test Shoppers (MATS) program in liquor retail stores and expand the program to the cannabis retail sector.

Performance Measure: *What success looks like*

Measure: Retail store permittee compliance with Saskatchewan liquor laws

Target: Percent of retailers inspected who are not serving minors increases by five percentage points each year the MATS program is in place

Timeline: 2022-23

Goal 3: Provide a great customer service experience with effective and efficient programs and services

SLGA works with many businesses in the distribution and regulation of its products and services and strives to understand their needs to help them succeed. Working together allows SLGA to identify improvements that can be made to its programs and services to better support the growth of small business and reduce red tape in alignment with the goals set out in *Saskatchewan's Growth Plan, The Next Decade of Growth 2020-2030*.

Strategy: *The approach we will take to achieve our goal*

Meet or exceed customer expectations by improving the efficiency and effectiveness of programs and services

Key Actions: *What we will do to get there*

- Complete implementation of improvements related to the liquor red tape review.
- Continue to engage with customers to understand their needs and improve satisfaction.
- Continue to work with Saskatchewan craft producers to help the industry grow.

Performance Measure: *What success looks like*

Measure: Customer satisfaction

Target: 80 per cent or higher for all customer groups with established benchmarks

Timeline: 2022-23

Goal 4: Maintain a culture that consistently reflects SLGA’s core values

SLGA employees are at the heart of its organization. SLGA’s core values of one team, respect and integrity, serving citizens and excellence and innovation help to encourage an environment where employees are engaged and enabled to do their best in support of SLGA’s vision and mission.

Strategy: *The approach we will take to achieve our goal*

Continue to build an engaged and enabled workforce that reflects corporate values

Key Actions: *What we will do to get there*

- Develop and implement actions identified in the 2021 Employee Engagement and Culture survey.
- Support health, safety and wellness with a focus on increased mental health awareness.

Performance Measures: *What success looks like*

Measure: Employee engagement index score

Target: Five percentage point increase from 2021 engagement survey

Timeline: 2023-24

Measure: Number of medical aid and time loss injuries

Target: Zero workplace injuries

Timeline: 2022-23

Financial Summary

SLGA's 2022-23 Business Plan supports key strategies that help Government achieve its goal of a stronger Saskatchewan. The main financial outcome for SLGA is its net income target which consists primarily of the following: provincial VLT revenues, SIGA net income and profits from the liquor sector. SLGA's role with cannabis is limited to regulation. Cannabis sales do not generate revenue for SLGA.

Overall, SLGA's revenue generation is impacted by a variety of economic variables, the pandemic and public policy choices. Maintaining a balance between revenue generation and social responsibility contributes to SLGA's success in supporting government goals.

Links to More Information

[Saskatchewan Liquor and Gaming Authority](#)

[Government of Saskatchewan Budget, Planning and Reporting](#)