

# Business Plan

2024-25

Saskatchewan Liquor and Gaming Authority

*Saskatchewan!* 

# Statement from the Minister



*The Honourable Dustin Duncan  
Minister Responsible for Saskatchewan Liquor and Gaming Authority*

I am pleased to present the Saskatchewan Liquor and Gaming Authority's (SLGA) 2024-25 Business Plan.

Businesses and individuals who purchased liquor retail store permits from SLGA will continue to open retail stores throughout 2024-25. SLGA wholesale net revenues are expected to increase as these new businesses purchase inventory for their retail operations.

In 2024-25, SLGA is budgeting a net income of \$259.6 million. This is an increase of \$36.1 million (16.2%) from the 2023-24 budget of \$223.5 million. SLGA's net income will support Government programs, services and actions in *Saskatchewan's Growth Plan, The Next Decade of Growth 2020-30 (Growth Plan)*, by:

- Maximizing SLGA's net income;
- Increasing business growth; and
- Improving its programs and services.

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

- Continue to provide strong customer service, and
- Update regulatory policies and procedures.

I am committed to report on the progress made towards this business plan in the 2024-25 Annual Report.

# 2024-25 Budget Highlights

|          |   |
|----------|---|
| <b>1</b> | SLGA's budgeted net income for 2024-25 is \$259.6 million. This is an increase of \$36.1 million from the 2023-24 budget.   |
| <b>2</b> | Liquor wholesaling is budgeted to provide \$283.8 million in net revenue. This is an increase of \$14.2 million from the 2023-24 budget.  |
| <b>3</b> | SLGA is budgeting \$20 million in liquor retail store permit revenue resulting from final payments for retail permits purchased during the past two years. This is an increase of \$20 million as permit revenue was not budgeted in 2023-24. |
| <b>4</b> | Regulatory and administration is budgeted to provide \$5.0 million in net revenue. This is an increase of \$0.2 million from the 2023-24 budget.  |
| <b>5</b> | SLGA expenses for liquor wholesaling, regulatory, administration, and third-party grants are budgeted at \$49.2 million. This is a decrease of \$1.9 million from the 2023-24 budget.   |

# Government Vision and Goals

## 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 2024-25 annual reports.

## Saskatchewan Liquor and Gaming Authority Overview

### Mandate

SLGA is the provincial regulator of liquor, gaming and cannabis and the wholesale distributor of liquor in Saskatchewan.

### Mission

We serve the public by providing a modern framework for the liquor, gaming and cannabis sectors to operate fairly and safely in Saskatchewan.

### Vision

A better Saskatchewan through excellence in regulation and liquor distribution.

## Goal 1: Maximize SLGA’s net income to contribute to a strong Saskatchewan

A balanced budget and strong economy are among the goals outlined in the Growth Plan. As a contributor to the General Revenue Fund, SLGA’s net income helps the Government meet these goals. The net income also supports government objectives in health, education and infrastructure. SLGA plans to achieve this goal by focusing on improving operations to positively impact liquor wholesale net income.

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

Use innovative strategies to promote liquor products available to retailers and consumers.

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

- Review the assortment of wholesale liquor products available to align with customer preferences and meet the needs of liquor suppliers and retailers.
- Host tradeshow and other events and activities to showcase new and trending products to retailers in the province that align to customer preferences.

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

Broaden awareness among Saskatchewan craft producers of the benefits and efficiencies of using SLGA’s wholesale liquor Distribution Centre.

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

- Promote to Saskatchewan craft producers the benefits of distributing their products through the SLGA Distribution Centre.

**Performance Measures:** *What success looks like*

### **SLGA net income**

The majority of SLGA’s net income is from the wholesale distribution of liquor products. SLGA net income supports the Government of Saskatchewan’s investments into priority areas such as classrooms, care and communities.

Target net income: \$259.6 million.

## Goal 2: Ensure liquor, gaming, and cannabis products are provided fairly and safely

Liquor, gaming and cannabis products and services come with individual and social risks if not used safely. SLGA regulates these industries and works to ensure that businesses selling liquor, gaming and cannabis products are doing so in a safe and responsible manner and have knowledge of responsible use practices. These practices help to protect the integrity of each business and promote community well-being. SLGA plans to achieve this goal by continuing to modernize SLGA's regulatory environment, responding to societal change while ensuring fair and safe operations, increasing focus on SLGA's role in supporting social responsibility and continuing to support a strong environment of compliance.

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

Participate in strategic partnerships with other organizations to work collaboratively on social responsibility initiatives.

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

- Provide grant funding support to organizations that encourage the socially responsible use of liquor, gaming and cannabis.

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

Promote successful compliance outcomes through a balance of education and enforcement.

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

- Review SLGA's liquor sanctioning processes and consider if changes are required to improve compliance.

**Performance Measures:** *What success looks like*

**Retail store permittee compliance with Saskatchewan laws**

SLGA employs minors who attempt to buy liquor and cannabis products from retailers. The results help to assess retail store compliance with Saskatchewan laws.

Target: Increase compliance by five percentage points compared to the prior year for liquor and establish a benchmark for cannabis.

### **Goal 3: Provide responsive and collaborative service to support our customers, employees, partners and stakeholders**

SLGA works with businesses to distribute and regulate products and services. Working together allows SLGA to identify areas to improve its programs and services. These improvements can support the growth of businesses and reduce red tape in alignment with the goals set out in the Growth Plan. SLGA plans to achieve this goal by modernizing SLGA’s business processes and supporting technology systems, efficiencies, data management and customer interaction.

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

Modernize internal business processes to reflect SLGA’s mandate, address any inefficiencies and leverage existing technology tools.

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

- Renew SLGA’s culture of continuous improvement with a focus on responding to evolving customer and employee needs.

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

Continue obtaining feedback from customers, employees, partners and stakeholders to drive continuous improvement and strategic decision making.

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

- Implement a customer service framework to maintain an awareness of customer needs and satisfaction.

**Performance Measures:** *What success looks like*

**Customer satisfaction**

Customer satisfaction measures how well a customer’s experience meets their needs. The results can lead to improvements and a better customer experience.

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

## Goal 4: Build an internal culture that establishes SLGA as a great place to work

SLGA employees are the heart of its organization. SLGA’s 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. SLGA plans to achieve this goal by improving retention and recruitment of skilled and experienced employees, ensuring SLGA’s internal culture reflects living the SLGA values across the organization, and improving the overall work environment, including physical and mental well-being, for improved staff satisfaction and safety.

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

Promote SLGA as a great place to work and the benefits of being an SLGA employee.

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

- Attract and maintain an adequate employee complement at the Distribution Centre and head office in a competitive labour market to ensure strong customer service.

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

Improve employee engagement by addressing employee feedback.

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

- Develop and implement actions to address results of the 2023-24 Employee Engagement and Culture survey to improve employee engagement.

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

Prioritize physical and psychological safety for all employees.

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

- Create a psychologically healthy workplace framework and action plan that outlines actions to perform to improve physical and mental wellness.

**Performance Measures:** *What success looks like*

### **Employee engagement score (score)**

Employees who feel connected to their organization work harder, stay longer and motivate others to do the same. The score is a set of specific questions asked of employees to determine their level of engagement in the organization and in their work. Improvements in the score can help SLGA succeed in achieving its goals and vision. Complete surveys are conducted every two years with a pulse check survey conducted in the other years.

Target: Five percentage point increase from the 2023 survey.

**Number of medical aid and time loss injuries**

Providing a safe workplace can help to increase employee satisfaction and productivity.

Target: Zero workplace injuries.

# 2024-25 Improvement and Innovation Highlights



|          |   |
|----------|---|
| <b>1</b> | <b>Distribution Centre Risk Management</b><br>The SLGA Distribution Centre is responsible for liquor distribution in the province. Ensuring it is running in an effective and efficient manner is important to minimize business disruptions. Improvements will be made to the infrastructure, machinery and equipment at the Distribution Centre.          |
| <b>2</b> | <b>System Modernization</b><br>As the technological world continues to evolve, having effective modern systems becomes even more important to help conduct effective and efficient work. SLGA will be looking to make improvements to select systems and processes.   |
| <b>3</b> | <b>Recruitment and Retention Strategies</b><br>Having adequate resources to perform the processes necessary throughout SLGA is vital to the continued generation of revenue and employee wellbeing. SLGA will explore strategies to maintain an adequate complement of employees to ensure SLGA has the required resources to perform its daily operations. |

# Financial Summary

SLGA's Plan supports key actions that help the Government achieve its goals. The main financial outcome for SLGA is its net income target. SLGA's main source of net income is profits from the liquor wholesale sector and revenue from the regulation of liquor, gaming and cannabis.

## Links to More Information

- [Saskatchewan Liquor and Gaming Authority](#)
- [Government of Saskatchewan Budget, Planning and Reporting](#)