

Business Plan

2026-27

Saskatchewan Liquor and Gaming Authority

Statement from the Minister



*The Honourable Warren Kaeding
Minister Responsible for Saskatchewan Liquor and Gaming Authority*

I am pleased to present the Saskatchewan Liquor and Gaming Authority's (SLGA) 2026-27 Business Plan.

In 2026-27, SLGA is targeting a net income of \$235.7 million. This is a decrease of \$10.9 million (-4.4%) from the 2025-26 target of \$246.6 million. Changing preferences of liquor customers and investment in

infrastructure to better serve citizens are the main contributors to the decline. SLGA's net income will support Government objectives in classrooms, care and communities, along with actions in *Saskatchewan's Growth Plan, The Next Decade of Growth 2020-30 (Growth Plan)*, by:

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

SLGA will continue to modernize its framework to allow the liquor, gaming and cannabis sectors to operate fairly and safely across the province. As these sectors continue to evolve, SLGA's focus will be to:

- Continue to provide strong customer service, and
- Modernize regulatory policies and procedures to balance business opportunities with the goal of supporting the safe and fair provision of liquor, gaming and cannabis products.

I am committed to report on the progress made towards this business plan in the 2026-27 Annual Report.

2026-27 Budget Highlights

1	SLGA's target net income for 2026-27 is \$235.7 million.
2	Liquor wholesaling is targeted to provide \$290.7 million in net revenue.
3	Regulatory and administration is targeted to provide \$5.1 million in net revenue.
4	SLGA expenses for liquor wholesaling, regulatory, administration, and third-party grants are targeted at \$60.1 million.

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 2026-27 Annual Reports.

Saskatchewan Liquor and Gaming Authority Overview

Overview

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

As a contributor to the General Revenue Fund, SLGA's net income helps the Government meet its goals outlined in the Growth Plan. The net income also supports government objectives in classrooms, care and communities. 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*

Optimize liquor wholesale net income

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

- Collaborate with liquor suppliers and retailers and adjust the assortment of products available at the Distribution Centre to align with the evolving preferences of the Saskatchewan liquor retail market.
- Review and implement liquor pricing adjustments that balance revenue generation, support for the industry and the responsible sale of liquor in the province.

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 helps fund Government of Saskatchewan initiatives.
- Target net income: \$235.7 million.

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

SLGA regulates liquor, gaming and cannabis with the goal of supporting businesses to operate in a manner that supports healthy communities. SLGA plans to achieve this goal by continuing to modernize our regulatory environment that focuses on education and enforcement while ensuring fair and safe operations.

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

Modernize SLGA's regulatory environment to respond to societal changes while supporting an environment of compliance within the province.

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

- Implement increases to the minimum financial administrative penalties for liquor service to minors and intoxicated individuals to support public safety.
- Communicate and implement SLGA's plan to regulate the integrity of lotteries in the province.
- Implement direct-to-consumer alcohol sales allowing Saskatchewan consumers to order alcohol from producers in other provinces and to establish opportunities for Saskatchewan alcohol producers to sell directly to customers in other provinces for personal consumption.
- Implement amendments to legislation and regulations to allow tailgating at Saskatchewan Roughrider football games.
- Implement a risk-based plan for inspecting locally manufactured alcohol producers to support the safe manufacturing of alcohol in the province.

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 cannabis.

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

SLGA works with businesses to distribute and regulate liquor, cannabis and gaming products and services. Obtaining feedback from these businesses 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 implementing improvements to SLGA's systems and processes.

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

Modernize SLGA's business processes and provide responsive services to the liquor, gaming and cannabis industries in the province.

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

- Improve the experience for regulatory customers by implementing enhancements to online services such as the application process for Special Occasion Permits.
- Implement a modernized integrated human resource, financial, and liquor distribution system to streamline and improve customer, supplier and employee experience.
- Conduct a red tape review of charitable gaming and licensing to streamline processes and policies and remove unnecessary administration from the program.

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 an improved customer experience.
- Target: 80 per cent or higher for the selected external customer groups surveyed in the year.

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

SLGA employees are the heart of the 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. SLGA plans to achieve this goal by improving retention and recruitment of employees, ensuring SLGA's culture reflects SLGA values, and to improve the overall work environment, including physical and mental well-being.

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

Create an internal environment that reflects SLGA values.

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

- Develop and implement an action plan to address the 2025 employee engagement survey.
- Identify and implement improvements to attract and retain employees.
- Implement improved support and opportunities for employees to develop their career goals.

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 based on survey questions to measure employees' level of engagement in the organization and in their work.
- Target: Five percentage point increase to 70 per cent from the 2025 survey score of 65 percent

Number of medical aid and time loss injuries

- Providing a safe workplace can help to increase employee satisfaction and productivity.
- Target: Zero workplace injuries. Benchmark for 2025 was six injuries.

2026-27 Improvement and Innovation Highlights

<p>1</p>	<p>Distribution Centre Risk Management The SLGA Distribution Centre is responsible for liquor distribution in the province. Ensuring it is running in an effective, efficient and safe manner is important to minimize business disruptions. Systems and processes will be reviewed and changes implemented as needed to increase efficiency and safety and meet liquor retailer needs at the Distribution Centre.</p>
<p>2</p>	<p>System Modernization As technology continues to evolve, having effective modern systems becomes even more important. The implementation of an integrated human resource, financial, and liquor distribution system will provide a new modern operating system to streamline and improve customer, supplier and employee experience</p>
<p>3</p>	<p>Recruitment and Retention Strategies Having adequate resources is vital to maximizing net income and employee well-being. SLGA will explore strategies to maintain an adequate complement of employees to ensure SLGA has the required resources to perform its daily operations.</p>
<p>4</p>	<p>Improved Regulatory Services SLGA issues charitable gaming licences to groups raising funds for charitable or religious purposes and liquor special occasion permits for public and private events (e.g., weddings, family reunions, festivals). SLGA will be making improvements to charitable gaming and special occasion permit systems and processes to provide an enhanced customer experience, focusing on efficiency and effectiveness.</p>

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](#)