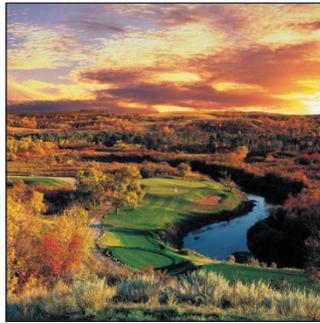
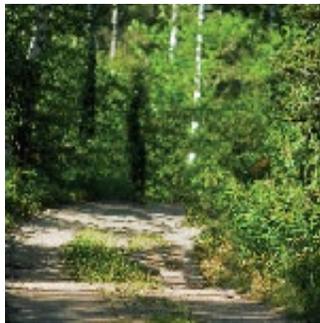


Saskatchewan Liquor and Gaming Authority



Plan for 2021-22

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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) Plan for 2021-22.

Government Direction and Budget 2021-22 is focused on protecting Saskatchewan people through the remainder of the pandemic, building the infrastructure that a strong economy needs, and growing Saskatchewan to help ensure a strong economic recovery.

SLGA's net income is essential to providing sustainable funding in support of Government programs and services. SLGA's 2021-22 Plan will continue to develop and implement strategies for the socially responsible sale and distribution of liquor, gaming and cannabis products across the province. As these sectors continue to evolve, SLGA will focus on promoting net income growth in a socially responsible manner, continue to provide strong customer service and maximize the effectiveness and efficiency of its programs and services.

I am committed to report on the progress made towards this plan in the 2021-22 Annual Report.

Response to Government Direction

Protect. Build. Grow. The Government of Saskatchewan is committed to protecting Saskatchewan people through the rest of the pandemic as life returns to normal and our economy grows. Investing in infrastructure like hospitals, schools, and highways will help build a strong economy and create jobs for strong families, strong communities, and a better quality of life.

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."

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 2021-22 annual reports.

Operational Plan

Mission Statement

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.

Government Goals



A Strong Economy



Strong Communities



Strong Families

SLGA Goal

Maximize SLGA's net income.

Strategy

Improve liquor net income.

Key Actions

- Continue to implement, assess and amend strategies for SLGA Retail Inc.¹ to meet customer needs and net income objectives.
- Ensure the liquor system is maximizing net income for the province.

Strategy

Improve gaming net income.

Key Actions

- Modernize Video Lottery Terminal systems and review strategies to improve operations, engage customers and meet net income objectives.
- Work with Saskatchewan Indian Gaming Authority (SIGA) to develop strategies to manage the impact of the pandemic on SIGA's operations.

Performance Measures

Net Income

SLGA's goal for net income is to meet or exceed the budgeted amount reported by Government on budget day. However, SLGA's budgeted net income is greatly impacted by the ongoing pandemic. As public health orders are amended, SLGA's net income will be reviewed and projections of SLGA's year-end net income will be provided to the Ministry of Finance on a quarterly basis. These quarterly updates will provide Government with the most relevant information of the funds they can expect to receive by the end of 2021-22.

¹ SLGA Retail Inc. is a subsidiary of SLGA that manages and oversees SLGA's retail liquor stores in communities across the province as well as merchandising, marketing and property management.



Government Goals



A Strong Economy



Strong Communities



Strong Families

SLGA Goal

Alcohol and gaming products are used responsibly.

Strategy

Increase availability of information to allow individuals to make informed decisions.

Key Actions

- Continue to promote awareness of standard drink size to citizens, and determine the impact that the distributed educational information on standard drink size has had on liquor consumers. These guidelines have been established to promote a culture of moderation, support healthy lifestyles and provide individuals information to make informed decisions related to their liquor consumption.
- Provide support to promote newly developed lower-risk gambling guidelines. These guidelines have been established to help individuals who gamble make well-informed decisions and mitigate potential gambling-related harms for themselves and others.

Government Goals



A Strong Economy



Strong Communities



Strong Families

SLGA Goal

Alcohol, gaming and cannabis products are provided safely and fairly.

Strategy

Improve refusal of service to minors and individuals who appear to be intoxicated.

Key Actions

- Review the results of the Minors as Test Shoppers compliance program, which targets liquor sales to minors, and assess which improvements should be implemented to reduce sales to minors.
- Expand the Minors as Test Shoppers compliance program to include cannabis sales once the public health measures related to the pandemic are lifted.

Strategy

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

Key Actions

- Expand eLearning corporate training to increase employee awareness and knowledge related to the sale and distribution of cannabis products and services.
- Review and improve risk assessment processes to help increase the safe and fair provision of alcohol, gaming and cannabis products.



Performance Measures

Minors as Test Shoppers

SLGA employs individuals under the age of 19 to evaluate compliance with the law prohibiting alcohol sales to minors. These individuals attempt to purchase product at a retail liquor store. In 2019-20, the program found that 62 per cent of retailers inspected were not serving minors. SLGA will continue to monitor the results of this program with a goal to improve compliance by a minimum of five per cent per year.

Awareness of Standard Drink Size

In 2019-20, liquor retail stores were provided with information on standard drink sizes to distribute to consumers to create awareness. A follow-up survey was conducted and the results are noted below. SLGA will conduct further work to increase the awareness of standard drink size among consumers with a goal of improving the following scores:

Question	2019-20 Percentage of Correct Responses	2021-22 Target
What is a standard glass of beer with 5% alcohol equal to? Answer: 12 oz (341 ml)	72%	80%
A standard glass of beer with 5% alcohol is ____? Answer: the same as a standard can or bottle of beer	69%	75%
What is a standard glass of wine with 12% alcohol equal to? Answer: 5 oz (140 ml)	72%	78%
What is a standard glass of spirits with 40% alcohol equal to? Answer: 1.5 oz (45 ml)	56%	70%
Which one contains the most alcohol (12 oz beer, 5 oz wine, 1.5 oz spirits)? Answer: same level of alcohol/ no difference	76%	87%

Government Goals



A Strong Economy



Strong Communities



Strong Families

SLGA Goal

To provide a great customer experience.

Strategy

Meet or exceed customer expectations.

Key Actions

- Implement improvements to corporate customer service processes to ensure feedback is assessed, actions are implemented and results monitored.
- Implement gaming regulation improvements identified in charitable gaming stakeholder consultations to ensure the reduction of red tape, increased efficiencies and improved customer service.



Performance Measures

Customer Satisfaction

Serving citizens is one of government’s values and customer service excellence is a strategic priority for SLGA. In 2021-22, SLGA will continue to survey its customers and establish benchmarks to set future customer satisfaction goals. SLGA will be amending its process for customer satisfaction surveys since previous satisfaction results may not be comparable. As a result, past survey results are not noted in this document as in previous years.

Government Goals



A Strong Economy



Strong Communities



Strong Families

SLGA Goal

Efficient, effective programs and services.

Strategy

Improve efficiency, effectiveness and relevancy of programs, processes and services.

Key Actions

- Continue to develop and implement a comprehensive provincial framework for the manufacturing of craft beverage alcohol products that balances regulatory requirements, product commercialization and customer satisfaction to help meet Government’s goal of supporting growth in the local craft alcohol industry.
- Continue to review the impact of the pandemic on SLGA operations and assess temporary pandemic measures to determine if they should continue.
- Explore opportunities to expand the use of business intelligence software to improve data analytics, better understand customer needs and improve decision making.

Government Goals



A Strong Economy



Strong Communities



Strong Families

SLGA Goal

Achieve a culture that consistently reflects SLGA’s core values.

Strategy

Increase attraction and retention with a focus on youth and diversity.

Key Actions

- Continue to work toward a diverse workforce with the goal of increasing representation of traditionally underrepresented groups including a focus on younger workers (age 19-30).



Strategy

Improve employee health, wellness and workplace safety.

Key Actions

- Continue to promote a culture of health, safety and wellness by increasing awareness and providing education to employees with the goal of reducing time loss, promoting mental health awareness and preventing psychological harm in the workplace.

Performance Measures

Representative Workforce

Representation of SLGA's workforce is measured by monitoring the percentage of self-declaring employees that align with one of the identified diversity categories (Aboriginal people, women in under-represented and management groups, persons with disabilities, visible minorities and younger workers). SLGA will strive to maintain percentages where goals have been achieved and improve on prior year percentages where goals have not yet been met.

Injury Results

The recorded number of medical aid and time loss injuries resulting from any event or exposure in the work environment will be measured with a goal to reduce the number from the previous year by five per cent.

Financial Summary

SLGA's 2021-22 financial plan supports the organization's key strategies that are designed to assist Government in meeting its commitment to the citizens of Saskatchewan. The main financial outcome for SLGA is its net income target which consists primarily of the following components: 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 capacity to continue to generate additional revenues 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.

For More Information

See the Budget Estimates at: <http://www.saskatchewan.ca/budget>

Please visit the Saskatchewan Liquor and Gaming Authority's website at: <http://www.slga.com>