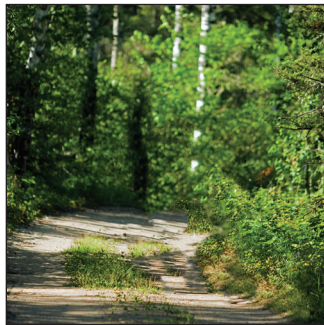


# Saskatchewan Liquor and Gaming Authority



## Plan for 2020-21

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# Statement from the Minister



*The Honourable  
Gene Makowsky  
Minister Responsible for  
the Saskatchewan Liquor  
and Gaming Authority*

I am pleased to present the Saskatchewan Liquor and Gaming Authority's (SLGA) Plan for 2020-21.

Government Direction and Budget 2020-21 is focused on growth for a better quality of life – fostering a strong economy, creating strong communities and strong families – and Building a Strong Saskatchewan.

SLGA's 2020-21 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 2020-21 Annual Report.

# Response to Government Direction

The Government of Saskatchewan is committed to *Building a Strong Saskatchewan*. Investing in strong communities and strong families creates opportunities for a better quality of life for the people of our province. Maintaining a strong economy will enable us to build upon the past decade of growth and continue to provide the services, jobs and infrastructure that meets Saskatchewan's needs.

## 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 2020-21 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.<sup>1</sup>
- Review liquor supply chain strategies to continue to meet customer needs and maximize net income objectives.

## Strategy

Improve gaming net income.

### Key Actions

- Monitor performance of current strategies and investigate and implement new strategies improving video lottery terminal (VLT) net income to meet or exceed budget.
- Continue replacement of VLTs over a six-year timeframe to ensure modernized gaming exists for players.

## Performance Measures

### Net Income

SLGA monitors its net income during the year and incorporates adjustments into its forecasted net income.

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<sup>1</sup> 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 partner with new and existing stakeholders to implement awareness initiatives that promote the socially responsible sale and use of liquor, gaming and cannabis products.

### 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

- Develop strategies for partnering with new and existing stakeholders to increase awareness of the importance of ensuring liquor sales to minors are not occurring.
- Expand the Minors as Test Shoppers compliance program, which targets potential sales to minors, to include cannabis sales while also continuing with liquor sales.

### 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.
- Evaluate SLGA's regulatory, inspection and licensing capacity to ensure effective delivery of services and the ability to monitor permittees' compliance with regulatory standards.





## 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, SLGA completed its first full year of this program and found 39 per cent non-compliance. SLGA will continue to monitor the results of this program with a goal to reduce the non-compliance percentage to less than 10 per cent over the next three years.

### 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 promote low risk drinking guidelines and increase the awareness of standard drink size among consumers with a goal of improving the following scores:

Question	2019-20 Percentage of Correct Responses	2020-21 Target
What is a standard glass of beer with 5% alcohol equal to?	72%	80%
A standard glass of beer with 5% alcohol is ____?	69%	75%
What is a standard glass of wine with 12% alcohol equal to?	72%	78%
What is a standard glass of spirits with 40% alcohol equal to?	56%	70%
Which one contains the most alcohol (12oz beer, 5oz wine, 1.5oz spirits)?	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

- Review and implement improvements to corporate customer engagement processes to ensure customer feedback is assessed, actions are implemented and results are monitored.
- Continue to establish baseline measures for all identified customer groups and report on customer satisfaction levels.
- Conduct stakeholder consultations with respect to the regulation of charitable gaming to ensure that charities are not encountering unnecessary red tape and that regulation is keeping up with the evolving gaming market.



## Performance Measures

### Customer Satisfaction

Serving citizens is one of government’s values, and customer service excellence is a strategic priority for SLGA. In 2020-21, SLGA will continue to survey its customers and establish benchmarks to set future customer satisfaction goals.

In 2019-20, SLGA conducted customer satisfaction surveys with the customer groups noted below. Using the results and feedback from the surveys, SLGA implements improvement initiatives in an effort to maintain or improve the satisfaction score.

Customer group	Question	Satisfaction Result <sup>2</sup>	2020-21 Target
Retail store permittees	How satisfied are you as a liquor wholesale customer of SLGA?	87%	90%
Special order retail store permittees	How satisfied are you with the level of customer service you receive from the special orders team?	77%	80%
Special occasion permittees	Overall, how satisfied are you with the special occasion permit process?	88%	90%

## 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.
- Encourage and support initiatives across the organization that improve the efficiency of programs and processes and increase customer satisfaction levels.

<sup>2</sup> Results represent the percentage of survey respondents that were either ‘satisfied’ or ‘very satisfied’ with SLGA’s overall customer service.





## 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 implement SLGA's Inclusion Strategy 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 or exceed on the prior year percentage for these categories.

### 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 2020-21 financial plan supports the organization's key strategies that are designed to assist Government in achieving its growth plan for a stronger Saskatchewan. The main financial outcome for SLGA is its net income target which consists primarily of the following components: provincial VLT revenues, Saskatchewan Indian Gaming Authority (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 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>

## For More Information

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