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Mr. Jim Warren
Chair
Ontario Lottery and Gaming Corporation
4120 Yonge Street, Suite 500
Toronto, ON M2P 2B8

Dear Mr. Warren:

I am pleased to share our government's 2023-24 priorities for the Ontario Lottery and Gaming Corporation (OLG).

As Chair of the Board, you play a vital role in helping the OLG achieve its mandate. It is important that your agency's goals, objectives, and strategic direction continue to align with our government's priorities and direction. As part of the government of Ontario, agencies are expected to act in the best interests of the people of Ontario and ensure that they provide value for money to taxpayers. Agencies are also required to adhere to government policies and directives.

Per the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for the OLG for 2023-24. These priorities include:

1. Competitiveness, Sustainability and Expenditure Management

- Identifying and pursuing opportunities for revenue generation through partnerships, where appropriate;
- Identifying efficiencies and savings through innovative practices, and/or improved program sustainability;
- Operate within the agency's financial allocations;
- Complying with applicable direction related to supply chain centralization, including contract harmonization for planned and pending procurements, accounting practices and realty interim measures for agency office space; and
- Leveraging and meeting benchmarked outcomes for compensation strategies and directives.

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2. Transparency and Accountability

- Abiding by applicable government directives and policies and ensuring transparency and accountability in reporting;
- Adhering to accounting standards and practices, and responding to audit findings, where applicable; and
- Identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability.

3. Risk Management

- Developing and implementing an effective process for the identification, assessment, and mitigation of agency risks, including COVID-19 impacts and any future emergency risks.

4. Workforce Management

- Optimizing the OLG's workforce to enable efficient and effective fulfilment of government priorities, including redeploying resources to priority areas and enhancing customer service.

5. Data Collection

- Improving how the agency uses data in decision-making, information sharing and reporting, to inform outcome-based reporting and improve service delivery; and
- Increasing data sharing with Supply Ontario when applicable regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

6. Digital Delivery and Customer Service

- Exploring and implementing digitization or digital modernization strategies for the provision of services online and continuing to meet and exceed customer service standards through transition; and
- Using a variety of approaches or tools to ensure service delivery in all situations.

7. Diversity and Inclusion

- Developing and encouraging diversity and inclusion initiatives promoting an equitable, inclusive, accessible, anti-racist and diverse workplace;
- Demonstrating leadership of an inclusive environment free of harassment; and
- Adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making.

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In addition to these government-wide priorities, I expect the OLG to focus on:

1. Working with iGaming Ontario, the Alcohol and Gaming Commission of Ontario and government to support the newly launched internet gaming market, including finding opportunities for land-based gaming and online gaming cross-promotion;
2. Working with the Alcohol and Gaming Commission of Ontario to ensure compliance with all regulations and a safe and regulated gaming space for consumers;
3. Continuing to develop initiatives that support competitiveness, operational efficiencies and increase revenue generation, including OLG's Integrated Strategic Plan, expanding digital offerings, evaluating opportunities for casino offerings, and optimizing charitable gaming, while working with the Ministry to ensure policy and appropriate approvals and alignment with government priorities;
4. Continuing to help the horse racing industry build a more sustainable future for the rural businesses, jobs and communities that depend on it. This should be accomplished through financial support provided by the Long-Term Funding Agreement;
5. Improving customer-focused approaches across all business lines while ensuring private sector service providers, including charitable gaming operators, adhere to responsible gambling standards, social responsibility programs and respect for customer privacy remains strong;
6. Reviewing and ensuring that the anti-money laundering (AML) processes for all gaming operators are appropriate, provide an update on OLG's AML strategy and adhere to necessary regulatory and legislative requirements as needed;
7. Continuing to work towards completing action plans to respond to Treasury Board Secretariat's internal audit recommendations to improve operations, enhance accountability and revenue delivered to the Province of Ontario;
8. Continuing to demonstrate responsiveness to the findings of the Ontario Auditor General's value-for-money (VFM) audit of OLG's oversight and management procedures;
9. Proceeding with OLG's land-based gaming modernization including work pertaining to the Windsor Casino to the modernization of private sector service provider operating model to leverage financial capital and expertise, improve customer experience and increase revenue to the province;
10. Continue to support the government's efforts for increased economic opportunities in the Niagara Falls region.

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11. Continue working with government to support relationships with First Nations partners, including the Ontario First Nations Limited Partnership, to improve information-sharing and continued good-faith discussions on revenue sharing and other priorities;
12. Continuing to work with the Alcohol and Gaming Commission of Ontario to review each agency's respective roles and responsibilities in oversight of service providers to increase efficiencies and avoid unnecessary duplication.

Through these measures, we can ensure that OLG is continuing to fulfill its mandate. We are confident that the people of Ontario are going to unleash the economic growth that is necessary for job creations, prosperity and a stronger province.

I thank you and your fellow board members for your continued support, and for your valuable contributions.

Should you have any questions, please feel free to contact Richard Clark, Chief of Staff to the Minister of Finance at (647) 309-5714, or richard.clark@ontario.ca.

Sincerely,



Peter Bethlenfalvy
Minister of Finance

Attachment: Government Priorities for Agency Sector Chart

- c: A. Duncan Hannay, President and CEO, Ontario Lottery and Gaming Corporation
Greg Orencsak, Deputy Minister of Finance
Richard Clark, Chief of Staff to the Minister of Finance
Nancy Mudrinic, Associate Deputy Minister, Office of Regulatory Policy and Agency Relations, Ministry of Finance
Erin McGinn, Assistant Deputy Minister, Government Business Enterprise Division, Ministry of Finance
Tom McKinlay, Director, Legal Services Branch, Ministry of Finance