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**Minister of Finance | Ministre des Finances**  
**PETER BETHLENFALVY**

Mr. Jim Warren  
Chair  
Ontario Lottery and Gaming Corporation  
4120 Yonge Street, Suite 500  
Toronto, Ontario  
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Dear Mr. Warren:

I am pleased to share our government's 2024-25 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 2024-25. These priorities include:

**1. Risk Management**

- Developing and implementing an effective process for the identification, assessment, and mitigation of agency risks, including cyber security, and any future emergency risks.
- Ensuring the risk management strategy drives agency decision-making and is a top priority to agency leadership.
- Updating the Ministry of Finance annually on the agency's progress in executing OLG's risk management strategy.

**2. Competitiveness, Sustainability and Expenditure Management**

- Operating within the agency's financial allocations.
- Identifying and pursuing opportunities for revenue generation, efficiencies and savings through innovative practices, and/or improved program sustainability.

- Complying with applicable direction related to accounting practices and supply chain centralization, including leveraging Supply Ontario's bulk purchasing arrangement and working with Supply Ontario on strategic procurement initiatives.
- Complying with realty interim measures for agency office space.
- Leverage and meet benchmarked outcomes for compensation strategies and directives.

### **3. 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, including the 2022 Office of the Auditor General of Ontario's Value-for-Money audit of OLG.
- Identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability, and providing the Minister with annual skills matrices to ensure boards have qualified appointees.
- Reviewing and updating agency KPIs annually to ensure efficiency, effectiveness and sustainability.

### **4. Workforce/Labour Management**

- Optimizing OLG's capacity to support the best possible public service delivery, including redeploying resources to priority areas, where needed.
- Supporting the implementation of the Community Jobs Initiative (CJI) by identifying opportunities to relocate new or existing agencies to lower cost communities across Ontario (as per MBC Realty Directive, s. 5.4), as applicable.
- Aligning Human Resources and Accommodations strategies, as appropriate, with Ontario Public Service (OPS) directives and policy, including return-to-office arrangements with those being followed by the OPS.
- Adhering to TB/MBC labour and bargaining mandates.
- Prudently and efficiently managing operational funding and workforce size.

### **5. Diversity and Inclusion**

- Developing and encouraging diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
- Adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making.
- Continuing to update the Ministry on OLG's progress to implement its Reconciliation Action Strategy to support Indigenous Peoples Relations, and OLG's Equity, Diversity and Inclusion Strategy.

## 6. Data Collection, Sharing and Use

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

## 7. Digital Delivery and Customer Service

- Exploring and implementing digitization for online service delivery to ensure customer service standards are met.
- Using a variety of approaches or tools to ensure service delivery in all situations.

In your governance role, I encourage you and the entire board to emphasize sound risk management surrounding all issues affecting cybersecurity. I'd appreciate an update from you on the measures the management team is taking to prioritize cybersecurity at your agency.

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

1. Continued development and execution on initiatives that foster market competitiveness, operational efficiencies, and revenue generation.
2. Evaluate opportunities for new casino offerings, including rolling out Self-Serve Lottery Terminals, and the expansion of digital offerings in a responsible manner, while ensuring appropriate approvals and alignment with government priorities.
3. Improving customer-focused approaches to ensure adherence with responsible gambling standards, social responsibility, and customer privacy.
4. Ensuring anti-money laundering (AML) processes for all gaming operators align with requirements established under the Federal Proceeds of Crime (Money Laundering) and Terrorist Financing Act, and other regulatory and legislative requirements as needed, and continue to provide the Ministry updates on progress, changes or engagements impacting AML policies, as needed.
5. Working with the Alcohol and Gaming Commission of Ontario (AGCO) to ensure compliance with all regulations and a safe and regulated gaming space for consumers.
6. Advancing the internet gaming market and identifying opportunities to enhance responsible gambling and AML measures online, as well as working closely with iGaming Ontario, AGCO and government.
7. Proceeding with OLG's land-based casino modernization process, including the ongoing Windsor Casino procurement, leveraging private-sector financial capital and expertise, improving customer experience, and increasing revenue to the province.

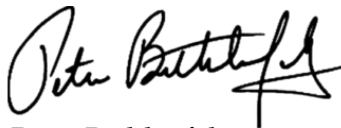
8. Completing action plans in response to Treasury Board Secretariat's Ontario Internal Audit Division recommendations to improve operations, enhance accountability and revenue delivered to the Province of Ontario.
9. Continuing to work with government and agency partners to review and act on opportunities for red tape reduction to improve operational efficiencies and reduce administrative burden for customers and operators, while complying with government directives.
10. Continuing to work 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.
11. Helping the horse racing industry build a more sustainable future for rural businesses, jobs and communities that depend on it.
12. Supporting the government's efforts to increase economic opportunities in the Niagara Falls region.
13. Continuing to work with AGCO to review each agency's respective roles and responsibilities in oversight of the gaming sector.

I would be pleased to discuss these priorities during our next meeting, and I look forward to hearing how they will be reflected in the agency's upcoming business plan and in ongoing agency operations.

Thank you and your fellow board members for your continued commitment to the OLG. Your work and ongoing support is invaluable to me and the people of Ontario.

Should you have any questions, please feel free to contact Richard Clark, Chief of Staff to the Minister of Finance at (416) 325-0400 or [Richard.Clark@ontario.ca](mailto:Richard.Clark@ontario.ca).

Sincerely,



Peter Bethlenfalvy  
Minister of Finance

- 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 Mudrnic, 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