

Ministry of Tourism, Culture  
and Gaming  
Minister

Ministère du Tourisme, de la Culture et  
des Jeux  
Ministre

6<sup>th</sup> Floor  
438 University Avenue  
Toronto, ON M7A 2A5  
Tel: 416 326-9326

6<sup>e</sup> étage  
438, avenue University  
Toronto (Ontario) M7A 2A5  
Tél : 416 326-9326



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

Dear Mr. Warren:

I am pleased to share our government's 2025-26 priorities for the Ontario Lottery and Gaming Corporation (OLG).

Agencies are a part of government and 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, agencies are required to align goals, objectives and strategic direction with our government's priorities and direction. As Chair, you must ensure that OLG's business plan demonstrates the agency's plans in fulfilling the expectations and government priorities below and that progress and achievements are reported through your annual report. Compliance with these requirements is reported to Treasury Board/Management Board of Cabinet annually.

This letter sets out my expectations for 2025-26 that OLG is innovative, sustainable and accountable through the following direction:

### **Innovative**

1. Simplify client/customer interactions
2. Expand and optimize digital service offerings
3. Improve Client/customer satisfaction
4. Share data with Supply Ontario, when requested, regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

### **Sustainable**

5. Strengthen public service delivery by optimizing organizational capacity and directing existing resources to priority areas

6. Use Public Resources efficiently and
  - a) Operate within agency's financial allocations
  - b) Prudently and responsibly manage workforce size. Where an agency requires a material increase in workforce size, the agency must provide the Minister with an HR plan for approval that provides the rationale based on government priorities and/or agency mandate

### **Accountable**

7. Develop and report on outcome-focused performance measures to effectively monitor and measure performance
8. Protect individual, business or organization data by actively managing data and cybersecurity and reporting Artificial Intelligence uses
9. Report all high risks including effective mitigation plans
10. Align hybrid work policies with the OPS and identify and assess office optimization opportunities to reduce office realty footprint and find cost reductions
  - a) Collaborate with MOI to identify office space opportunities
  - b) Align with the MBC Realty Directive and the OPS Modern Office Space (OMOS) Standards
11. Develop and encourage diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace
12. Increase non-government, non-fare, non-fee revenue, in the form of Net Profit to the Province, by a percentage to be selected by the Minister in consultation with the Chair.

These are the government-wide commitments for board-governed provincial agencies. Please see the attached guide for further details of each priority and the accompanying performance measures that can be utilised if measurements are not currently in place.

I am also sharing the following priorities that are specific to OLG:

1. Continuing to develop and implement initiatives that foster market competitiveness, operational efficiencies, and revenue generation.
2. With the support of the Ministry of Tourism, Culture and Gaming, developing a new strategic plan that achieves responsible and innovative business growth, and is clearly aligned with government policy direction and priorities.
3. Continuing to work with the Alcohol and Gaming Commission of Ontario to ensure compliance with all gaming regulations and standards.
4. Working with iGaming Ontario to ensure a coordinated government approach on Responsible Gaming, centralized self-exclusion and anti-money laundering measures.

5. Finalizing the Windsor Casino procurement, by leveraging private-sector financial capital and expertise and increasing revenue to the province.
6. 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, including opportunities to improve data-sharing where appropriate, while complying with all legal and regulatory requirements and government directives.
7. Continuing to work with government to support relationships with First Nations partners, including the Ontario First Nations Limited Partnership, to continue to improve information-sharing and continued good-faith discussions on revenue sharing and other priorities.
8. Continue working with the horse racing industry to develop an industry-led approach to self-sustainability.
9. Continuing to support the government's goal to increase regional economic growth in the Niagara Region.

At our next meeting, I would be pleased to discuss these priorities, 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 our government and the people of Ontario.

Should you have any questions, please feel free to contact Creed Atkinson, Chief of Staff to the Minister of Tourism, Culture and Gaming, at [Creed.Atkinson@ontario.ca](mailto:Creed.Atkinson@ontario.ca).

Sincerely,



The Honourable Stan Cho  
Minister of Tourism, Culture and Gaming

c: Duncan Hannay, President and CEO, Ontario Lottery and Gaming Corporation  
Nancy Kennedy, Deputy Minister, Ministry of Tourism, Culture and Gaming  
Creed Atkinson, Chief of Staff to the Minister of Tourism, Culture and Gaming  
Maureen Johnson, Assistant Deputy Minister (A), Gaming Division, Ministry of Tourism, Culture and Gaming

Attachment: Government Priorities for Agency Sector Chart