

**Ministry of Tourism,
Culture and Gaming**

Minister

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

**Ministère du Tourisme, de la
Culture et des Jeux**

Ministre

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



October 7, 2025

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

Dear Mr. Warren,

I am pleased to share our government's 2026-27 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. In a time of economic uncertainty, agencies play a critical role in supporting our commitment to Protect Ontario by improving service delivery, driving innovation, and ensuring responsible stewardship of public resources – all while adhering to government policies and directives.

In accordance with the Agencies and Appointments Directive, agencies are required to align their goals, objectives and strategic direction with our government's priorities. As Chair, you are responsible for ensuring that OLG's business plan clearly demonstrates how the agency will fulfill these expectations. Progress and achievements must be reported through your annual report, and compliance with these requirements will be monitored and reported to Treasury Board/Management Board of Cabinet annually.

This letter sets out my expectations for 2026-27, with a focus on how OLG will contribute to protecting Ontario by delivering better services and driving innovation and value for money.

Protect Ontario

1. Expand domestic partnerships within Canada, to promote the development of supply chains and economic opportunities across Canada and support economic resilience, particularly in light of ongoing U.S. tariff threats and economic uncertainty.
2. Procure from Ontario and Canadian businesses whenever feasible.
3. Provide economic relief for Ontario families, consumers and businesses by freezing government fees and fares, unless approved by the oversight minister.

Deliver Better Services

4. Focus on a user-centered client/customer experience by simplifying interactions, improving satisfaction, and expanding and optimizing digital service offerings.
5. Identify opportunities to enhance efficiency, improve services, drive innovation, and achieve cost savings for the people of Ontario, including through the use of AI and other advanced technologies.
6. Eliminate unnecessary bureaucracy and red tape by applying lean methodologies or other modalities to achieve operational efficiency.

Drive Innovation & Value for Money

7. Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within the agency's financial allocation, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.
8. Manage agency workforce with careful responsibility to stabilize expenditures and preserve long-term financial viability by:
 - strictly adhering to the hiring control parameters, including ceasing hiring for non-business critical and non-public-facing positions, including the use of consultants;
 - operating within a defined maximum workforce size (including consultants);
 - ensuring compliance with the Broader Public Sector Executive Compensation Act (BPSECA); and
 - enhancing productivity and efficiency by using technology wherever possible.
9. Create a span of control policy that recognizes different streams of work within the organization and sets minimum span of control benchmarks and provide it to the minister for approval by March 31st, 2026.
10. Provide to your oversight minister by October 1, 2025, the amended human resource policy, guideline or directive that adheres to the OPS in-office standard of four (4) days per week effective October 20, 2025, and five (5) days per week effective January 5, 2026, and work with your oversight ministry to address any office space constraints.

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 outcomes and 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. Continue to develop and implement initiatives that foster market competitiveness, operational efficiencies and revenue generation.
2. Continue to work with the Ministry to achieve responsible and innovative business growth that is clearly aligned with government policy direction and priorities.

3. Continue to work with the Alcohol and Gaming Commission of Ontario to ensure compliance with all gaming regulations and standards, while working to eliminate red tape where feasible to optimize the delivery of gaming in a safe and responsible manner.
4. Work with the Ministry on performance measurement and data collection including developing key performance indicators for the priorities in this letter of direction.
5. Continue to support the Ministry's review of the gaming sector by offering strategic advice and insights on the gaming industry, including OLG's online offerings, and by assessing opportunities to enhance efficiency and reduce red tape for land-based operators.
6. Continue to work with iGaming Ontario to ensure a coordinated government approach on Responsible Gaming, centralized self-exclusion and anti-money laundering measures.
7. Continue to work with government to support relationships with First Nations partners, including the Ontario First Nations (2008) Limited Partnership (OFNLP2008), to continue good-faith discussions on revenue sharing and other priorities. This includes working jointly with government and iGaming Ontario (iGO) to negotiate a resolution with OFNLP2008 on sports and novelty betting products.
8. Continue 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 Jill Vienneau, Assistant Deputy Minister, Gaming Division, at Jill.Vienneau@ontario.ca.

Sincerely,

A handwritten signature in black ink, appearing to read "Stan Cho". The signature is fluid and cursive, with a large initial "S" and a stylized "C".

The Honourable Stan Cho
Minister of Tourism, Culture and Gaming

c: Duncan Hannay, President and CEO, Ontario Lottery and Gaming

Corporation

Creed Atkinson, Chief of Staff to the Minister of Tourism, Culture and Gaming

Nancy Kennedy, Deputy Minister, Ministry of Tourism, Culture and Gaming

Jill Vienneau, Assistant Deputy Minister, Gaming Division, Ministry of Tourism,
Culture and Gaming

Attachment:

- Government Priorities for Agency Sector Chart