

Alcohol and Gaming Commission of Ontario

Business Plan

2017/18 to 2019/20



Approved by the AGCO Board of Directors
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AGCO

Alcohol and Gaming
Commission of Ontario



Ontario

Business Plan

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1. Executive Summary

The Alcohol and Gaming Commission of Ontario (AGCO) is a regulatory agency with a high public profile in the province's alcohol, gaming and horse racing industries. Reporting to the Ministry of the Attorney General (MAG), the AGCO is committed to achieving government and ministry mandates by focusing on strong fiscal management, modern and accessible service delivery, and protection of the public interest. One of these priorities is to modernize and streamline the work of the agency, which will be enabled by the new Regulatory Assurance Solution, an online portal to support licensing, permits and registrations for the alcohol, gaming and horse racing industries. As well, the AGCO continues to support business flexibility and promote social responsibility through the implementation of a modernized approach to regulation that is risk-based, outcomes-based, and compliance-focused. The AGCO continues to evolve its approach to regulation to respond to the changing environment. This enables the agency to effectively manage risks to ensure the approach to regulation is fair, responsive, and in the broader public interest.

To effectively maintain successful operations with an expanded regulatory mandate in Ontario's increasingly complex liquor, gaming and horse racing industries, the AGCO is concentrated on achieving the goals set out in its 2013/14 – 2017/18 Strategic Plan. The AGCO's Strategic Plan outlines five key goals: Modern Regulator, Value for Money, Strategic Engagement, Quality Service Experience and Rewarding Workplace. These goals are aligned with and support the achievement of key government objectives for enhanced accountability, and efficiency in the delivery of public services, evidence-based decision-making and policy development, and reducing the administrative burden on businesses. The AGCO has a performance measurement framework that measures the agencies progress against its five Strategic Goals. As the AGCO enters the final year of its five-year Strategic Plan, the current strategic direction will carry on through the next year as the agency continues to modernize.

The AGCO is currently undergoing a major transformation to modernize the way it regulates to improve services and increase flexibility for its regulated industries. Its recent transformation initiatives, as communicated through the Strategic Plan, are creating an organization that is nimble, forward-looking, and ready to respond to an evolving regulatory environment and new challenges. Over the past year, the AGCO has made significant progress towards achieving the objectives outlined in the Strategic Plan while continuing to support and leverage ongoing modernization initiatives across the agency. These initiatives include the continued transition to risk-based, outcomes-based and compliance-focused regulation; the sale of beer, wine and cider in grocery stores, more streamlined service delivery; integrating the regulation of horse racing into the AGCO's mandate and building the foundation to be recognized as an employer of choice.

2. Key Achievements

During the last year the AGCO accomplished a number of key achievements that support the AGCO Strategic Goals and Business Plan commitments. These include:

Modern Regulator

- The merger of the Ontario Racing Commission (ORC) with the AGCO was made official on April 1, 2016, with the proclamation of the *Horse Racing Licence Act, 2015* (HRLA). A comprehensive planning approach was employed which included the establishment of a core vision and strategic objectives to guide merger and post-merger activities.
- The new Horse Racing Appeals Panel (HRAP) was established on April 1, 2016 to provide a fair, open and accessible adjudication process for appeals and decisions made under the Rules of Racing. This work included the formal appointment of the Panel Chair, Vice Chair and Members, and the development and implementation of new Rules of Procedure together with new appeal forms and processes as well as key governance mechanisms.
- Numerous enhancements continued to be made following the launch of the HRAP. For example, the AGCO created a plain language guide to the appeal process and posted details regarding ongoing appeals and links to the Panel's decisions on the HRAP website to support transparency and easy access to information.
- The Rules of Racing are under review to align them with AGCO's modernized regulatory direction. In July 2016, the AGCO publicly released a consultation paper and received over 60 submissions from various industry stakeholders. It is anticipated that the first phase of the review will be finalized in December 2016 and implementation will commence in early 2017.
- As of November 30, 2016, all casinos and slot facilities, with the exception of one, have successfully transitioned to operate under the Registrar's Standards for Gaming.
- The Regulatory Assurance framework was implemented across all gaming industries with a comprehensive and consistent approach to support the AGCO's transition towards risk-based, outcome-based and compliance-focused regulation.
- Effective May 1, 2016, authorized manufacturers of fruit wine (including cider made from 100% Ontario apples) were authorized to sell their products at Ontario farmers' markets along with VQA wine.
- The AGCO continues to move forward with the recommendations provided by the Premier's Advisory Council with respect to the distribution of beverage alcohol. As of November 2016, the AGCO has authorized 60 grocers across Ontario to sell beer and cider and 70 grocers to sell beer, wine, and cider.
- The AGCO is in the process of developing a regulatory framework for Ontario that will allow eligible charitable or religious organizations to be licensed to conduct and manage electronic raffles.

- As part of an interim approach for electronic raffles, the AGCO has begun working directly with Mega Raffle designated charities (raffles with prize boards over \$1 million for several years) and charitable foundations who have participated in the Ontario Lottery and Gaming Corporation's (OLG) Electronic Raffle 50/50 Pilot Program to transition them to a new electronic 50/50 lottery licence issued by the AGCO.
- After consultations with stakeholders, the 'Catch the Ace' pilot program launched in September 2016, allowing charitable organizations for the first time to conduct and manage a progressive raffle lottery.

Value for Money

- This past year marked the fourth year of the five year AGCO Strategic Plan, which prioritizes the ongoing implementation of a coordinated and integrated planning approach for the AGCO to ensure all planning activities are aligned with the agency's Strategic Goals.
- Ongoing monitoring of the progress of current Strategic Plan performance measures continues, with insights employed to better evaluate business performance and regulatory effectiveness.
- The AGCO's new Regulatory Intelligence (RI) program has successfully been implemented. This tool supports the modernized regulatory approach by using data to inform regulatory activities and by ensuring that policy decisions are informed based on the analysis of meaningful data. The initial phase of the program has focused on liquor regulation and support for iGaming analytics.
- The 2016 Annual Report was approved by the AGCO Board and submitted to government.
- The AGCO leverages risk management methodologies through the continued use and enhancement of an Enterprise Risk Management Framework. Risks continue to be routinely identified, analyzed, treated and monitored across the AGCO.
- The AGCO continues to conduct audits and evaluations based on a Board-approved three-year rolling Strategic Audit and Evaluation plan. The plan ensures that key risk areas and priorities are being examined and are aligned with the organization's strategic objectives. A number of audits and evaluations have been conducted and recommendations have been implemented, leading to strengthened internal controls, improved governance and accountability. Key audits and evaluations this year focused on the AGCO's complaints and due diligence investigations processes.
- Enhancement of AGCO's Emergency Management Plan Framework continues, including the creation of business continuity plans for new critical lines of business and modifications to our infrastructure to ensure critical systems and information is protected and available in the event of an emergency.

Strategic Engagement

- The AGCO has developed a comprehensive policy to embed strategic engagement across the organization as a core and routine business process. This strategy has resulted in the delivery of a series of engagement-driven activities aimed at raising stakeholder awareness about major corporate initiatives.
- A number of educational webinar sessions were successfully delivered for industry stakeholders including: 'Beer and Wine and Cider in Grocery Stores', 'Horse Racing Integration' and 'Catch the Ace'.
- The first AGCO Stakeholder Summit was held on December 9, 2016, providing the AGCO with an opportunity to engage with senior thought leaders from across the alcohol, gaming and horse racing sectors as well as government partners.
- Consultation papers were released on electronic raffles and horse racing regulation, followed by planned roundtables to engage stakeholders and solicit ideas to inform the regulatory frameworks for these sectors.
- An Education, Training and Awareness program has been established to facilitate a more strategic approach to AGCO's educational planning.
- The AGCO is continuing to collaborate with Ontario Provincial Police (OPP), regional and municipal police services currently participating in the Last Drink Program to enhance the effectiveness of the program.
- The Electronic Gaming Equipment Minimum Standards are being revised to incorporate skill-based gaming, and are anticipated to be released by the end of 2016.
- Collaboration and close partnerships with police services, other regulators and municipalities continue to enhance regulatory compliance through the sharing of information and resources.
- The AGCO continues to maintain a collaborative relationship with the Canadian Centre for Ethics in Sport, College of Veterinarians, Canada Border Services Agency, Investigations Enforcement Directors Council, Financial Transactions and Reports Analysis Centre of Canada, Canadian Pari-Mutuel Agency and the Canadian American Law Enforcement Organization.

Quality Service Experience

- AGCO is implementing a new Regulatory Assurance Solution (RAS), which is an electronic service delivery platform where corporations, businesses and individuals will be able to submit an application for a licence, permit, or registration for the alcohol, gaming and horse racing industries. The implementation will be in phases. The platform will also allow AGCO staff to do much of their work online.
- As an ongoing part of the Strategic Communications Plan and in support of the transformation initiatives, the AGCO has expanded the reach of the social media pilot program on Twitter by creating content relevant to industry stakeholders.
- An increase in licensee participation in AGCO education sessions was achieved through the application of behavioural economic principles.

Rewarding Workplace

- Various initiatives that support the Employer of Choice program have been successfully implemented. Initiatives include, mentoring and coaching programs.
- A program is currently being piloted with AGCO staff that supports more flexible work arrangements. Feedback will be collected at the end of the pilot to help finalize the roll out of the program agency-wide.
- AGCO's Change Management Framework and the associated tools and templates have been developed and are available to all staff.
- For a third consecutive year the AGCO 'Street Team' Initiative was put into action to gather workplace feedback from AGCO staff on the topics that matter most to them in preparation for the annual series of Town Hall meetings. In total, 549 suggestions were received from staff.
- AGCO staff from across the province participated in seven successful AGCO Town Halls.
- The AGCO's coaching approach to leadership development was a finalist and placed in the top six out of a field of over 50 submissions for the Institute of Public Administration of Canada's (IPAC) 2016 Innovative Management award.
- Skype for Business continues to provide a better connection between staff in all regions.

3. Mandate

The AGCO is an arm's length regulatory agency of the provincial government, reporting to MAG, that was established February 23, 1998 under the *Alcohol and Gaming Regulation and Public Protection Act, 1996* (AGRPPA). The AGCO is responsible for administering the *Liquor Licence Act, 1990* (LLA), *Gaming Control Act, 1992* (GCA), and *Horse Racing Licence Act, 2015* (HRLA). The AGCO also administers sections of the *Wine Content and Labelling Act, 2000* and the *Liquor Control Act, 1990* (LCA) [sections 3(1)b, e, f, g and 3(2) a] as well as the charity lottery licensing Order in Council (OIC) 1413/08.

Since its inception in 1998, the AGCO's mandate has continually evolved in support of the general overall growth of the liquor, gaming, and now, horse racing sectors in Ontario. This requires the AGCO to adapt and evolve its regulatory approach to ensure that all sectors for which it is responsible are effectively and efficiently regulated, while always ensuring that it is acting in the public interest and in accordance with the principles of honesty and integrity, and social responsibility as prescribed in the AGCO's governing legislation.

In fulfilling its regulatory mandate, the AGCO will strive to achieve the following priorities outlined in the fall 2016 mandate letter from the Attorney General:

- Continuing work towards modernizing Ontario's liquor regulatory framework.
- Continuing to support the Premier's Advisory Council in the expansion of alcohol sales to grocery stores.

- Working with and supporting the ministry in the development of a regulatory framework for the legalization of marijuana.
- Developing and implementing progressive reforms to modernize the horse racing regulatory framework.
- Continuing to support and modernize the charitable gaming industry by enhancing fundraising opportunities for charities and providing suppliers with opportunities for business growth.
- Modernizing and streamlining the work of the agency through the ongoing development of a new Regulatory Assurance Solution, an electronic service delivery portal to support licensing, permits and registrations for the alcohol, gaming and horse racing industries.
- Continuing to support business flexibility and promote social responsibility in the gaming sector through the implementation of the standards-based model in casinos and slot facilities.
- Supporting the government’s evidence based decision making framework to ensure programs and services are effective, efficient, relevant and sustainable.
- Supporting the government’s Open Government initiative to demonstrate a more open and transparent government, including the application of the Open Data Directive.
- Operating within the Broader Public Sector Executive Compensation Framework.
- Supporting the government’s fiscal plan by using effective controllership practices, exercising prudent financial management, and managing the operations of the AGCO within its allocation.

The AGCO will strive to fulfill these regulatory priorities while maintaining a fair, open, and collaborative approach to regulation.

AGCO Vision
A leader in the alcohol, gaming and horse racing sectors through effective regulation and services that are fair, responsive and in the broader public interest.
AGCO Mandate
To regulate the alcohol, gaming and horse racing sectors in accordance with the principles of honesty and integrity, and in the public interest.
AGCO Mission
<p>The AGCO commits to conducting business in a manner that will:</p> <ul style="list-style-type: none"> • Develop, implement and enforce fair policies and procedures. • Establish a framework of critical regulatory controls in the public interest that are sensitive to the economic viability of the alcohol, gaming and horse racing industries. • Be client focused in the way we respond to and manage client and stakeholder needs. • Educate clients and stakeholders and develop partnerships. • Create a supportive work environment that respects and values AGCO staff contributions and provides them with opportunities for growth and professional achievement.

Key Regulatory Objectives: Sale & Service of Alcohol

- Ensure the alcohol sector is operated with honesty and integrity and in the broader public interest.
- Ensure that alcohol is sold and served responsibly.
- Ensure that residents are provided an opportunity to have their views considered during the licensing process.
- Permit Ontarians and visitors opportunities to responsibly enjoy beverage alcohol within an economically viable hospitality and tourism sector.

Key Regulatory Objectives: Gaming

- Ensure that gaming is operated with honesty and integrity and in the broader public interest.
- Facilitate a competitive and flexible operational environment for Ontario's gaming sites while maintaining the highest standards of regulation.
- Ensure that all games are fair and appear to be fair.
- Maintain public confidence in the integrity of the games.
- Establish a safe and secure environment at all gaming sites.
- Protect the assets of the Crown.

Key Regulatory Objectives: Horse Racing

- Govern, direct, control and regulate the horse racing industry in the public interest and in accordance with the principles of honesty and integrity, and social responsibility.
- Deliver quality service to the industry, while supporting government to strategically realign provincial horse racing, regulation and adjudication.

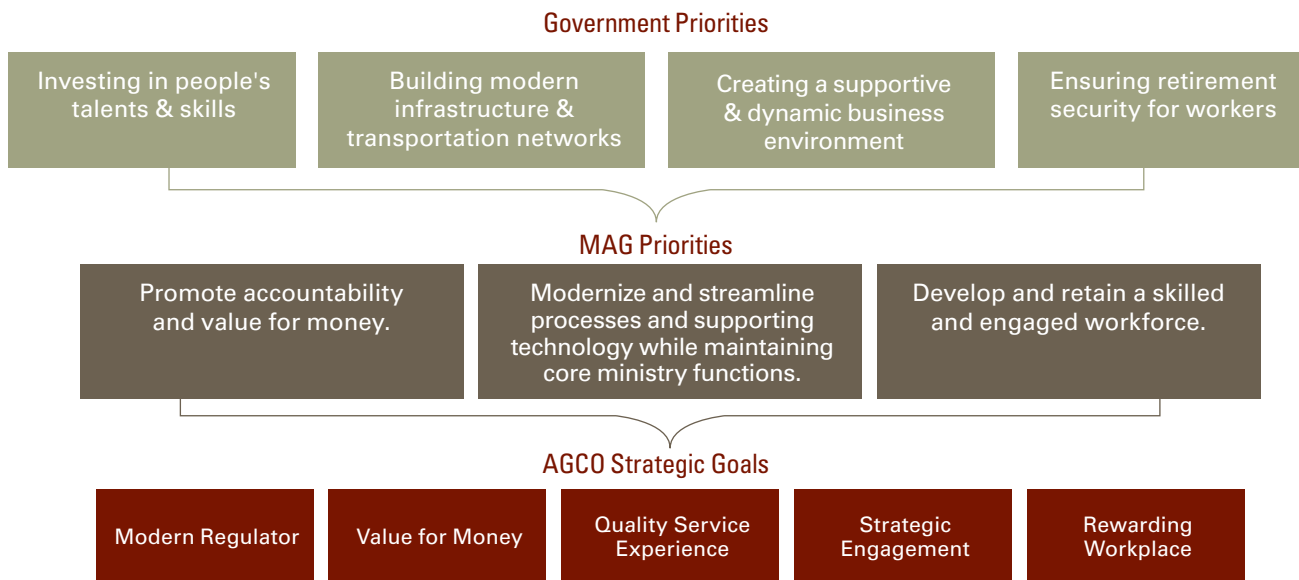
4. Overview of Program and Activities

The AGCO oversees, promotes and enforces compliance with its guiding legislation while protecting the public’s interests in accordance with the principles of honesty and integrity, and social responsibility and aligned to government and Ministry priorities.

AGCO Alignment with Government and Ministry Priorities

AGCO Vision: A leader in the alcohol, gaming and horse racing sectors through effective regulation and services that are fair, responsive and in the broader public interest.

AGCO Mandate: To regulate the alcohol, gaming and horse racing sectors in accordance with the principles of honesty and integrity, and in the public interest.



The following core activities enable the AGCO to effectively fulfill its mandate and meet its obligation under the applicable Acts and OIC:

Regulating the Alcohol, Gaming and Horse Racing Sectors

- Licensing and regulating Ontario’s establishments that sell or serve beverage alcohol, as well as administering the Special Occasion Permit (SOP) program, delivered through designated Liquor Control Board of Ontario (LCBO) stores.
- Licensing and regulating liquor delivery services; Ontario beverage alcohol manufacturers, their agents, and agents of foreign manufacturers; and ferment on premise facilities and conducting due diligence reviews and investigations of applicants for licensing.
- Authorizing manufacturers’ retail stores, which includes on-site and off-site winery retail stores, on-site distillery retail stores and brewery retail stores, and Brewers Retail Inc. stores (“The Beer Store”).

- Regulating the conduct of horse racing conducted at Ontario's fifteen licensed racetracks through the Rules of Racing for thoroughbred, standardbred and quarter horse breeds. Exercising authority for the overall governance of horse racing in Ontario.
- Promoting safety and consistency for both horse racing participants and the equine athletes.
- Licensing individuals and businesses involved in the horse racing industry, including the processing of applications from racing participants (owners, trainers, grooms, etc.), and for racetracks and teletheatre locations and conducting due diligence reviews and investigations of applicants for registration.
- Registering suppliers and gaming assistants of charitable gaming events, casinos, and slot machine facilities and
- Suppliers and retailers of OLG lottery products and conducting due diligence reviews and investigations of applicants for registration.
- Administering the regulatory framework governing the issuance of charity lottery licences (e.g. bingos, raffle and break open ticket events).
- Licensing games of chance at fairs and exhibitions.
- Applying the Registrar's Standards on Gaming in regulatory assurance activities.

Compliance Activities - Investigating, Inspecting, Monitoring, Educating and Officiating

- Inspecting and monitoring licensed establishments to ensure compliance with the LLA and regulations.
- Inspecting and monitoring casinos and slot machine facilities, charitable gaming events/facilities and retail locations where OLG lottery products are sold for compliance with the GCA, its regulations, licence requirements and standards and requirements established by the Registrar of Alcohol and Gaming.
- Approving and monitoring internal control systems, surveillance and security systems, and other operational systems for casinos and slot machine facilities and retail locations where OLG products are sold for compliance with all regulatory requirements.
- Proactively providing education to regulated entities to increase their understanding of regulatory obligations and improve overall compliance.
- Testing, approving and monitoring slot machines and gaming and lottery management systems.
- Investigating alleged horse racing violations, due diligence of all participants, horse abuse, race fixing or other racing and rule infractions, as well as investigating horse deaths.
- Ensuring an Official Veterinarian is in attendance to supervise live racing and confirm that horses are healthy and fit to race.
- Monitoring and enforcing of the Equine Medication and Drug Control Program including identification and investigation of people and businesses involved directly and indirectly with illegal equine medication and drugs, as well as identifying new and unknown drugs and medication being used in horse racing.

- Administering and overseeing the Human Alcohol and Drug Program designed to detect and deter substance abuse and to offer programs of intervention, rehabilitation and support to those identified as having substance abuse problems.
- Health and welfare of horses and horse racing participants.

Appeals

- The HRAP is an independent adjudicative panel established under the HLRA that hears and determines appeals of rulings made by Judges, Stewards and Racing Officials under the Rules of Racing (the Rules).

5. Environmental Scan and Risks

The liquor, gaming and horse racing industries in Ontario have become increasingly complex, global and dynamic, challenging the AGCO to adapt its regulatory approach to maintain a high degree of public confidence in these industries. These industries operate within a complex social and economic context where business considerations need to be balanced against the potential public safety and public health issues that the consumption of liquor or excessive gambling may cause. The AGCO aims to balance the views and interests of industry, social responsibility stakeholders and government when considering and recommending changes to legislation, regulations or policy or when establishing programs and strategies for regulating these sectors.

The AGCO has recognized that a modernized regulatory approach will best position the organization to proactively manage the evolving nature of its regulated industries and to take on new challenges. A static, prescriptive regulatory model will not be effective in an environment where new innovations are disrupting the old ways of doing business. The AGCO understands that it needs to be efficient, nimble and forward-looking as an organization, and has adopted a transformation agenda, supported by a strategic planning framework, to modernize its regulatory approach, business processes, and workplace environment.

As with many public sector organizations, the AGCO is facing the challenge of managing an expanding mandate without a corresponding expansion of resources. The AGCO is taking on new industries—such as horse racing—and new programs, including beer, wine, and cider sales in grocery stores. At the same time, public expectations and the AGCO’s visibility continue to rise, making it even more imperative that the AGCO regulate effectively. These new challenges underline the importance of focusing regulatory attention on higher-risk areas, so that the AGCO is better equipped to navigate a changing environment.

5.1 External Factors

Ontario Government Direction – Budget, Economic Statement, Mandate Letter

In its 2016 Spring Budget, the government confirmed that it would accept the recommendations of the Premier’s Advisory Council and directed that several changes be implemented, including establishing a new retail channel for wine that is separate from the LCBO by enabling existing off-site Winery Retail Stores now located in grocery stores the opportunity to operate their stores inside the grocery space with a shared checkout. This offers greater convenience and choice to consumers in the off-site Winery Retail Store channel. The government also announced the continuation and expansion of the Wine Sales at Farmers’ Markets program by introducing fruit wine, including cider.

The Minister of Finance’s 2016 Fall Economic Statement confirmed the government’s commitment to the safe and responsible consumption of alcohol, and to ensure that reforms to beverage alcohol retailing and distribution align with the Province’s social responsibility goals and priorities.

In the AGCO’s fall 2016 mandate letter, the Attorney General outlined high level expectations for priority action and agency performance, as well as the expectation that the AGCO support the government fiscal plan by using effective controllership practices, exercising prudent financial management and managing the operations of the AGCO within its allocation.

Ontario Legislative Changes

In 2015, the Legislature passed the HRLA, which transferred the regulatory responsibilities for the conduct of horse racing from the ORC to the AGCO, effective April 1, 2016. This transfer also served to help integrate horse racing into the province’s gaming strategy.

The government’s recent amendments to the LLA regulations allowed cider and fruit wine made from 100% Ontario fruit to be sold in Farmers’ Markets (effective May 1, 2016), and will enhance the visitor experience at manufacturing sites and reduce administrative burden for manufacturers and their representatives, ferment-on-premises facilities and liquor delivery service licensees.

Amendments to regulations under the *Liquor Control Act, 1990* “Premier’s Advisory Council on Government Assets”, provides for the issuing of authorizations to grocery store operators for the sale of beer, cider and wine in grocery stores, for the operation of wine boutiques by wineries and grocers in grocery stores and for the regulation of such retailing.

Federal Legislative Changes

The government of Canada amended the *Criminal Code of Canada* in 2014, allowing for the use of a computer for the sale of a ticket, selection of a winner, or the distribution of a prize in a licensed charity raffle, including a 50/50 draw. Since then, the AGCO has begun work to develop a regulatory framework for Ontario that will allow eligible organizations to conduct and manage electronic charitable raffles, including electronic 50/50 draws.

As the federal government works to fulfill its commitment to legalize recreational marijuana, the AGCO will work with the Ontario government to support the development of a framework for the legalization of marijuana.

Premier's Advisory Council on Government Assets

In April 2014, the government appointed the Premier's Advisory Council on Government Assets to provide recommendations for maximizing the value of key provincial assets. The principles guiding the council's work were to ensure: the public interest remains paramount and protected; decisions align with maximizing value to Ontarians; and the decision process remains transparent, professional and independently validated.

Following the Council's initial findings and report, the government introduced the sale of beer in grocery stores. Sixty locations across Ontario are currently authorized to sell beer, with sales commencing in December 2015. In June 2016, these authorizations were expanded to include the sale of cider alongside beer. Up to 130 grocery stores will be authorized to sell beer and cider by May 1, 2017, and up to 450 stores could eventually be approved to do so. In addition to these changes, the government instructed the Council to move into the second phase of its review, which included consultations with multiple stakeholders.

As a result, the Council released its final recommendations for the wine and spirits sector in February 2016, where it proposed two substantive changes to the existing retail system for wine, sale of wine in grocery stores and the introduction of wine boutiques, as well as several policy changes to support Ontario's beverage alcohol industry. The government confirmed acceptance of these recommendations in the 2016 Spring Budget. Up to 70 grocery store locations across Ontario will be authorized to sell wine in addition to beer and cider. Wine sales commenced in October 2016. Up to 300 grocery stores could eventually be approved to sell wine. In addition, up to 70 wine boutique authorizations are available for existing off-site winery retail stores that are currently located in grocery stores outside of the checkout to operate inside grocery stores' retail spaces with a shared checkout.

Ontario's Wine and Grape Strategy

As part of Ontario's economic plan, the government announced the renewal of the province's Wine and Grape Strategy. This Strategy included, among other programs, a two-year pilot program to allow the sale of VQA wines at Ontario Farmers' Markets. In its 2016 Spring Budget, the government announced the continuation of the Wine Sales at Farmers' Markets program, and the introduction of fruit wine including cider.

Gaming Industry Modernization

The OLG continues to implement its proposal to modernize lottery and gaming in Ontario which includes three key priorities: becoming more customer-focused; securing qualified service providers for the day-to-day operation of lottery and gaming; and renewing OLG's role in the conduct, management and oversight of lottery and gaming.

As the OLG's plan has a significant impact on the AGCO, and particularly on AGCO operations, the Commission and OLG continue to work together as implementation of the modernization strategy moves forward. Implications of OLG Modernization will include the introduction of new gaming channels, multi-lane lottery sales, new gaming sites, rationalization of gaming operations in general, a greater focus on consumer protection and responsible gambling, and increased private sector

involvement. The OLG also announced their intention to revise their modernization approach to Lottery.

Emerging Issues and Industry Trends

The AGCO will continue to stay informed on issues related to unregulated areas of liquor and gaming, including unregulated internet gambling and daily fantasy sports.

As a modern and collaborative agency, the AGCO is prepared to work with government partners, municipalities, law enforcement, and its stakeholders to address new challenges that may arise in the future.

Open Government

The Open Government initiative was launched in Ontario in October 2013 and had an objective to increase transparency and accountability in government, two things also important to the AGCO. The AGCO models the Open Government approach in a number of its activities, including in its Strategic Engagement Framework and its commitments to work towards publishing and continuously updating a list of datasets in its custody and control.

Open for Business and Economic Development

This ongoing government-wide economic initiative is designed to minimize the burden of regulation on Ontario businesses, foster competitiveness and welcome new business to the province.

Internally, the AGCO continued to work on a number of initiatives which support the overall goals of this program by reducing administrative burdens and using a regulatory approach intended to support responsible economic development. The shift towards a Standards-Based Approach as the regulatory framework in the gaming sector, for example, is intended to allow operators and businesses more flexibility to adapt to marketplace changes and ultimately to increase their competitiveness. A similar approach is also at the forefront for future regulatory reforms in the liquor and horse racing sectors.

The achievement of these goals is also enhanced through the AGCO's continued efforts to build strategic partnerships and share information with government ministries and agencies including MAG, Ministry of Finance (MOF), OLG and the LCBO.

Transforming Government and Managing Costs: Service Fees and Non-Tax Revenue

In its 2015 Budget, the government announced that it would move forward with a multi-year strategy of managing fees while balancing end-user needs, which would include regular review and updating, where appropriate, to ensure both the sustainability and quality of public services.

Through these successive initiatives, the government has expressed the need for a funding framework that provides stable funding and recovers the full cost of regulation from the regulated industries themselves. In the coming year, the AGCO will continue to examine options to ensure the costs of regulation are appropriately reflected through fee structures and non-tax revenue.

Social Responsibility: Evolving Social Attitudes

With a focus on continuing to modernize as a regulator and to better reflect both the maturity of the industries and evolving societal views, the AGCO continues to refine its role in the promotion of social responsibility in the alcohol and gaming sectors. In the gaming industry this has led to a focus on responsible gambling, while the changing views of the liquor industry place a greater emphasis on responsible use and enjoyment. Additionally, as part of the regulation of horse racing, the AGCO will be working with the industry to determine the best course to promote social responsibility in this line of business.

5.2 Internal Factors

Strategic Planning

In developing the Strategic Plan, the AGCO reviewed and refined its existing strategic directions to create a more concise and focused vision under five clear Strategic Goals that better reflect the anticipated challenges and opportunities. This Plan is accompanied by an enhanced business planning process and integrated performance measurement approach to ensure current and future initiatives support the agency's five Strategic Goals and better position the AGCO to respond to expanded responsibilities in the liquor, gaming and horse racing sectors. This strategic realignment, which has taken place during a period of ever expanding responsibilities in the liquor, gaming and racing sectors, will be an ongoing process over the next year as it coincides with, leverages and supports other transformational initiatives, that are currently underway.

Horse Racing Industry Modernization

Since merging with the ORC, the AGCO has become responsible for developing, monitoring and enforcing a wide range of rules and procedures that ensure horse racing in Ontario is conducted fairly, honestly and in the public interest. The AGCO is currently working to reform the Rules of Racing, using an engagement-centered approach. Key reforms will focus on creating a regulatory framework that is simpler, more flexible, and decreases administrative burden and artificial barriers to growth and industry development, while still ensuring that horse racing is conducted with fairness, integrity, and in the public interest.

Expansion of AGCO Regulatory Mandate

Marketplace evolution within the liquor and gaming sectors, along with government initiatives, legal and regulatory reforms, have continued to expand the AGCO's regulatory authority, including the integration of horse racing regulatory functions and the regulation of beer, wine, cider and fruit wine sales in grocery stores. To help manage the operational and financial pressures related to this expanded mandate, the AGCO continues to implement its long-term direction through its Strategic Plan.

The AGCO strives to be proactive in implementing changes to improve efficiencies in its operations, demonstrating its commitment to Value for Money. Recent initiatives include implementation of an Enterprise Risk Management framework, numerous program audits to improve efficiencies, and a long-term information technology strategy. Additionally, the AGCO's shift to risk-based regulatory

approaches has ensured agency resources are allocated to the areas that represent greater risk, increasing effectiveness and efficiency.

Quality Service Delivery

Service expectations have changed in recent years and will continue to challenge the AGCO's capacity to respond in timely and effective ways. In response, the AGCO must offer a Quality Service Experience by making effective use of new technology to enhance and streamline delivery approaches and channels that are sensitive to stakeholder needs and expectations. Investments in technology will be made through the Regulatory Assurance Solution, an online portal to support licensing, permits and registrations for the alcohol, gaming and horse racing industries. This online portal will enable online service delivery so that stakeholders can more easily provide information to and receive information from the AGCO.

Education, Training and Awareness (ETA) Initiatives for Licensees and Registrants

In 2016/17, the AGCO will begin to implement a new ETA strategy to refresh, enhance and reinforce the AGCO's approach to education across all its lines of business. The objectives of the ETA strategy are to ensure that existing and new initiatives are anchored in AGCO priorities, benefit from internal coordination, and support improved regulatory compliance and outcomes. One of the core elements of the strategy is to conduct a comprehensive gap and needs analysis to identify potential options, opportunities and priorities from an educational perspective moving forward.

Once complete, the expectation is that new programs will be identified to support stakeholder education and understanding of the laws that apply to them. Funding for these new programs, in whole or in part, may come by leveraging monies generated through the assessment of Orders of Monetary Penalty (OMP). Moving forward, the AGCO will begin using OMP funds to create and advance AGCO-developed programs, as well as to consider funding requests from external stakeholder organizations for educational initiatives which support the AGCO's overall ETA program objectives.

Skilled Workforce

To support the transformation of the AGCO's regulatory approach and its business processes, it is imperative that the AGCO also maintain a rewarding workplace environment with high performing and empowered staff who are valued and supported, and where change management practices are integrated into all initiatives. The AGCO has made a significant effort and investment in leadership development through its coaching program, which focuses on developing leadership skills to effectively manage the significant and transformational changes taking place across the AGCO.

The AGCO is also developing proactive strategies to attract and retain high quality talent in order to effectively carry out its mandate. This includes the development of more creative and inclusive recruitment strategies and profiling the appeal of the AGCO to external candidates.

5.3 Assessing and Managing Risk

The external and internal factors outlined above carry a number of risks and uncertainties, which if left unaddressed, could adversely affect the achievement of the AGCO's Strategic Goals. The AGCO leverages sound risk management methodologies through the continued use and enhancement of an Enterprise Risk Management Framework to monitor and mitigate these environmental risk factors. The framework assists in enabling the organization to identify areas of potential and existing risk and ensures that risk is routinely identified, assessed and overseen by the AGCO Board.

This forms the basis of a systematic, disciplined and integrated approach to the management of risk. The Enterprise Risk Management Framework will continue to form a foundation to guide management decision-making processes when developing strategic plans and corporate planning activities. This ensures that the AGCO understands its business and operational risks and manages them to an acceptable level of exposure given its priorities and objectives.

6. Strategic Directions and Implementation Plan

6.1 Strategic Direction

The AGCO regulates within an increasingly complex social, economic and political context which will continue to shift in the coming years. To effectively navigate this dynamic environment, adapt to future environmental shifts and continue to deliver the Strategic Goals, it is necessary for the AGCO to follow a structured and strategic approach to planning.

The AGCO Strategic Plan identifies the following five Strategic Goals:

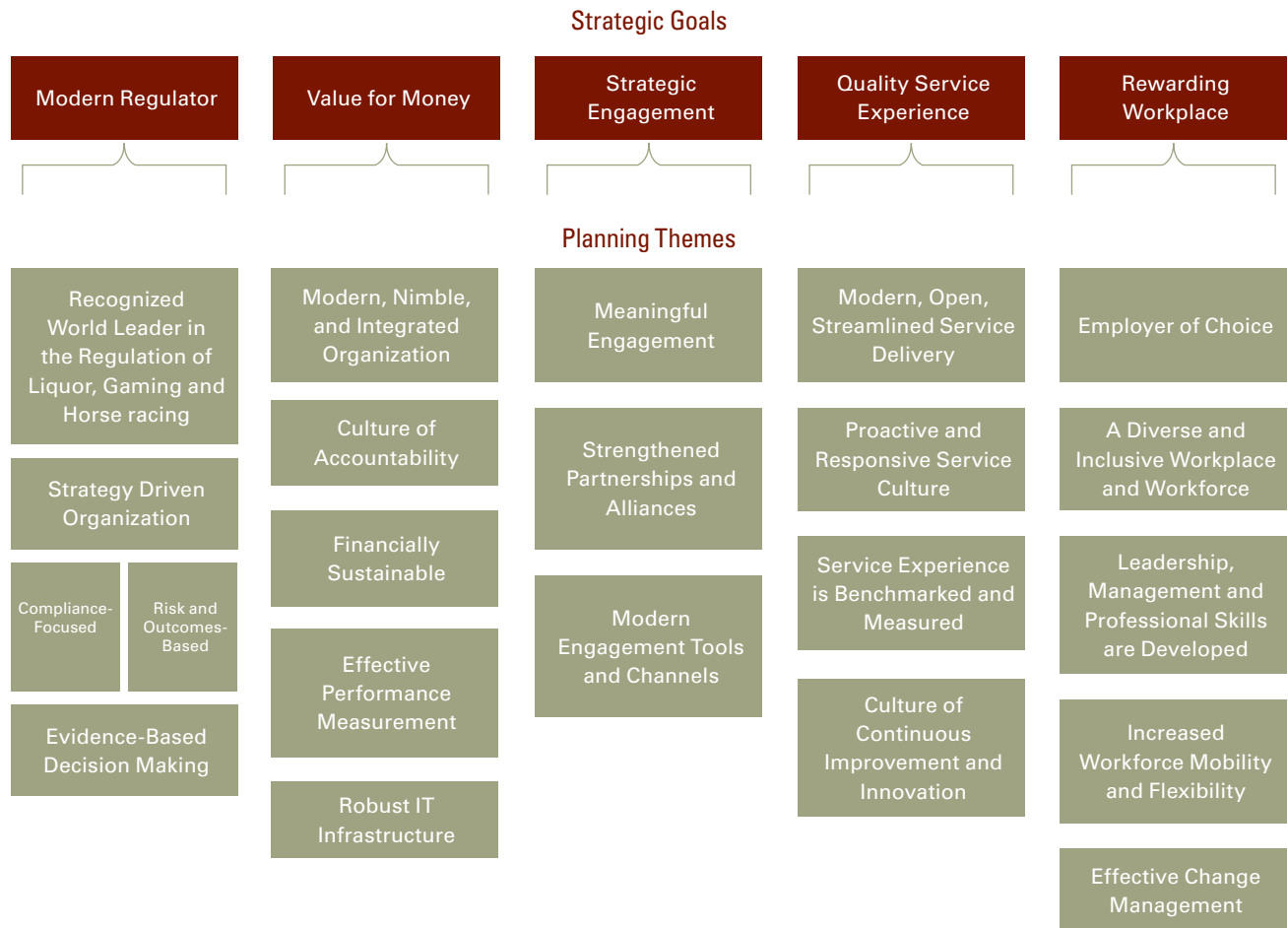
- 1. Modern Regulator**
- 2. Value for Money**
- 3. Strategic Engagement**
- 4. Quality Service Experience**
- 5. Rewarding Workplace**

The AGCO Strategic Plan is meant to act as a road map for achieving these goals and also involves anticipating potential challenges and opportunities within the AGCO's operating environment. Each Strategic Goal is supported by a number of more detailed and specific planning themes which help guide the identification, development, prioritization and implementation of strategies and initiatives. The planning theme refresh in advance of the merger with the ORC allowed for a seamless transition and continued realignment of horse racing regulation and adjudication to the AGCO Strategic Plan.

AGCO Strategic Goals and Planning Themes

AGCO Vision: A leader in the alcohol, gaming and horse racing sectors through effective regulation and services that are fair, responsive and in the broader public interest.

AGCO Mandate: To regulate the alcohol, gaming and horse racing sectors in accordance with the principles of honesty and integrity, and in the public interest.



Modern Regulator

The AGCO continues to modernize its regulatory approach, demonstrating leadership, innovation and effectiveness in the regulation of the alcohol, gaming and horse racing sectors. In order to achieve this objective, the AGCO will continue its ongoing transition towards risk-based, outcomes-based, and compliance-focused regulation. Building on its experience with foundational programs such as Risk-Based Licensing and Registration, and Risk-Based Enforcement, and consistent with its strategy of integration and convergence, the AGCO will develop a framework to guide the consistent use of risk-based methodologies and approaches across all lines of business, including horse racing.

A key modern regulatory initiative that is aligned with the modernized regulatory approach is the Standards-Based Approach. Under this approach the regulatory focus shifts from requiring gaming registrants to comply with a prescriptive set of rules and regulations, to providing standards that must be achieved. The Registrar's Standards for Gaming for the casino, iGaming, cGaming and lottery sectors are the articulation of the Standards-Based approach.

The AGCO continues to plan and coordinate the key activities needed to ensure the successful implementation of the Registrar's Standards for Gaming across various gaming sectors. Currently, the focus for 2016 has been to facilitate the operationalization of the Standards-Based Approach in land-based casinos and the lottery sector. By the end of 2016 all but one casino will have transitioned over to the Standards, and the lottery sector will transition early in 2017.

This is a fundamental change that delivers a modernized approach to gaming regulation and allows the AGCO to focus its resources on key risks and maintaining game integrity, while providing a degree of business flexibility and efficiencies for the industry. Ultimately, the goal is to strengthen regulatory outcomes in a way that does not unnecessarily burden regulated entities.

Following the AGCO-ORC merger, a comprehensive review of the current Rules of Racing is being conducted to align the Rules with the AGCO's modernized regulatory direction. The ultimate goal is to have a horse racing regulatory framework that is simpler, more flexible, and better focused on the mitigation of regulatory risks and the achievement of clear regulatory outcomes.

To support the AGCO's recently expanded mandate to regulate the horse racing sector, the newly created HRAP adjudicative body will continue to be focused on providing a fair, open and accessible process for parties to appeals under the Rules, and ensuring that it has procedural rules in place to support an efficient and responsive appeal process.

In the coming year, the HRAP is committed to building on the experience of its first year in operation and continuing to look for opportunities to improve its operating efficiency and effectiveness. One of the initiatives the HRAP will be exploring, is a participant survey to canvas those who have gone through the appeal process to better understand participants' needs and to identify areas where additional support and/or policy and procedural improvements could enhance service delivery and/or improve administration of the tribunal.

At the same time, internal efficiencies will continue to be identified for the HRAP, in particular by incorporating technological improvements where possible. For instance, work has already

commenced on a case management system and database that will help modernize and support the administration, organization and reporting of data. The new system should also help to automate routine processes.

Stakeholder access to the hearing venue has always been an important consideration, with most licensees traveling in from rural communities. The HRAP's hearing space continues to be held at a location that is easily accessible to the industry. Going forward, there are plans to renovate and restructure the space, which will involve among other things providing additional space for parties to have private meetings and conversations with their counsel or representatives.

The AGCO has developed a strategic approach that will set objectives that supports the modernization of all of the charitable gaming initiatives which include electronic raffles, electronic 50/50 draws and progressive raffles (e.g. Catch the Ace). The AGCO is committed to helping grow and sustain a healthy charitable gaming sector in Ontario, while ensuring that games are offered with honesty, integrity, and in the public interest.

The AGCO's regulatory framework for electronic raffles in Ontario will be developed through 2016-2017. The AGCO will be conducting extensive stakeholder consultations with charitable organizations, municipalities, electronic gaming manufacturers and suppliers and the responsible gambling community throughout the development process. The AGCO anticipates a broader implementation plan for electronic raffles in Ontario in spring 2017, following its development of a regulatory framework for electronic raffles in Ontario.

Continuing to move forward with the recommendations provided by the Premier's Advisory Council with respect to the distribution of beverage alcohol, the AGCO has done extensive policy, stakeholder engagement and other regulatory work to support the various initiatives which include the sale of wine, cider and fruit wines in farmers markets as well as the sale of wine, beer and cider in grocery stores. As of December 2016, the implementation of these initiatives has successfully commenced. Moving forward, as the government considers the work and recommendations of the Premier's Advisory Council on Government Assets for the distribution and retail of beer and wine in Ontario, the AGCO will have the opportunity to continue its regulatory modernization of the beverage alcohol industry in a way that supports new investment and innovation while upholding the public interest.

As well, the AGCO is committed to work with and support the Ontario government in the development of a framework for the legalization of marijuana in alignment with federal government legislation.

Value for Money

The AGCO is committed to remaining efficient and effective in its operations, and to be supported by best-in-class technology, strong governance and accountability structures with the focus of developing a modern, nimble and integrated organization. Continuing to develop foundational frameworks in the areas of funding and corporate governance ensures that the AGCO strengthens its culture of accountability and remains financially sustainable.

The AGCO employs a risk-based approach to its licensing, registration and compliance activities. By identifying which applicants, licensees and registrants pose an enhanced risk of non-compliance, the AGCO is better able to target its resources on the identified high-risk areas thereby allowing for improved efficiency and service delivery. Other initiatives that enhance governance and accountability include Board training and an accountability framework that outlines the AGCO's requirements related to government oversight. To support the agency's commitment to Value for Money and enhanced accountability, the AGCO is currently implementing the second phase of a uniform and integrated process to identify, analyze, evaluate, treat, and monitor key risks across the organization. Enhanced accountability and governance is achieved through risk identification, mitigation and monitoring. The Enterprise Risk Management Strategy and methodologies form a foundation to guide management decision-making processes. This ensures that the AGCO understands its business and operational risks and manages them to an acceptable level of exposure given its priorities and objectives.

More recently, the AGCO has also begun the development and implementation of a strategic and integrated approach to performance measurement in order to target, monitor and evaluate the extent to which the agency is accomplishing results. This enhanced approach to performance measurement will enable the AGCO to further improve program effectiveness by promoting a focus on results, service quality and Value for Money. This performance measurement framework will also help build the foundation for effective application of data analytics capabilities to evaluate and measure AGCO policies, programs and performance.

Along with building a foundation for effective application of data analytics through performance measurements, the AGCO has also modernized its technology infrastructure by successfully implementing a Regulatory Intelligence IT solution which will allow for more sophisticated data analytics capabilities. It currently includes data sources related to liquor regulation and iGaming will include additional data sources related to liquor, gaming and horse racing in the future. This solution will enable decision-making based on the analysis of relevant and meaningful data, thereby allowing for improved efficiency and service delivery.

Strategic Engagement

To further its commitment to Strategic Engagement, the AGCO continues to explore formal partnerships with other regulators, monitor and assess domestic and international trends in the alcohol, gaming and horse racing sectors, and coordinate strategic outreach to key partners and stakeholders.

In addition, 28 municipal police services from across the province are now participating in the Last Drink program. Under this program, Ontario police services inform the AGCO about any alcohol-related driving offences where the drivers named a licensed establishment as the last place where they consumed alcohol. This information allows the AGCO to identify educational opportunities to work with licensees to better meet their regulatory obligations.

The AGCO continues to proactively work with multiple governments, industry and public interest partners on liquor, gaming and horse racing matters. This proactive work includes engagement on various initiatives such as, the modernization of horse racing regulation and the modernization of

charitable gaming. AGCO released a consultation paper for horse racing regulation to the various stakeholders in Ontario's horse racing industry, followed by a series of roundtable sessions. This outreach gave the industry an opportunity to provide input on the steps AGCO can take to ensure fairness, integrity and safety in the horse racing industry while moving forward on opportunities to reduce the administrative burden on business and support the long-term sustainability of the industry. With a view to establishing a regulatory framework in 2017/2018, a consultation paper was released to stakeholders in the charitable gaming industry, followed by the commencement of roundtable sessions to ensure that electronic raffles will be conducted with honesty and integrity, and that eligible charities are able to benefit from the use of computers in their raffles and that electronic raffles are offered in the broader public interest.

Additionally, the AGCO continues to facilitate the ongoing Responsible Gambling Policy Roundtable that includes the OLG, Responsible Gambling Council, the Centre for Addiction and Mental Health and the Gambling Research Exchange Ontario. The roundtable was established to serve as a platform to discuss and evaluate the Registrar's Standards related to responsible gambling and provide a forum to discuss areas of shared interest and recent advancements in responsible gambling.

Following the Government of Canada's commitment to "legalizing, regulating and restricting" the use of marijuana in Canada, the AGCO is providing support to government in developing a regulatory framework for the distribution of recreational marijuana in Ontario.

The AGCO continues to make efforts to collaborate and, in some cases, work jointly with regulatory agencies in other provinces and foreign jurisdictions in order to conduct investigative work, establish and enforce common standards, and develop regulatory responses to new gaming products and emerging risks. Inter-jurisdictional collaboration among gaming regulators is facilitated through the negotiation of bilateral MOUs between regulatory and law enforcement agencies. The AGCO currently has MOUs in place with approximately 30 regulatory and law enforcement agencies around the world.

Quality Service Experience

Providing a high level of quality service experience is a commitment the AGCO strives to achieve by creating a strong service culture that is proactive and responsive while working toward continuous improvement and innovation across every aspect of its operations. The AGCO will continue to ensure that all interactions with, and within, the organization result in a quality service experience that is benchmarked and measured against service standards and that services are delivered in a manner that is fair, inclusive and responsive.

The implementation of a new Regulatory Assurance Solution is a central component of the Strategic Plan commitment to offer online modern and streamlined service delivery while also supporting broader government priorities of efficiency and accountability. This online portal will allow various stakeholders to easily request a licence/permit/registration for the alcohol, gaming and horse racing industries. The AGCO is also undertaking a review of its business processes to identify opportunities to provide a quality service experience and improve effectiveness in its regulatory activities. Extensive work will continue to enable the implementation of the initial phases of the online portal beginning in spring 2017 with SOP's and Liquor Manufacturers licences.

Rewarding Workplace

Transforming into an employer of choice is a key component of the AGCO's strategic goal to create a Rewarding Workplace that is diverse and inclusive. A Rewarding Workplace is one that supports an environment of high performing and empowered staff where people are valued and supported through effective talent management. This shift will occur by evolving the corporate culture over time so that it becomes second nature for all leaders and employees to consider and incorporate the fundamental principles embedded in an employer of choice organization.

The AGCO will continue to enhance its employee engagement and development activities, including the annual Town Halls, leadership coaching, mentoring programs and training opportunities.

6.2 Implementation Plan

The AGCO's enhanced planning process aligns the agency's major initiatives to the five Strategic Goals across all levels of the organization. This approach ensures that the work that is currently underway, as well as any future initiatives, will continue to align to the AGCO's Strategic Plan. This enhanced planning process is meant to track and report on progress of ongoing initiatives, while also informing the consideration of new initiatives. The AGCO has worked to ensure that horse racing initiatives are fully integrated in the AGCO planning process in a meaningful way.

Through the AGCO's enhanced planning process, the Corporate Plan aligns agency-wide initiatives with the five Strategic Goals. The Corporate Plan identifies major initiatives from across the organization, including project owners, key commitments, and deliverables, while also providing status updates on the projects. The status of the initiatives within the Corporate Plan is updated and reported quarterly to the CEO and AGCO Board of Directors. As many of the Corporate Plan initiatives transition into the implementation phase, there continues to be an emphasis on excellence in implementation.

Division-level planning has also been reformatted to support the agency's Strategic Plan, with all initiatives realigned to the five Strategic Goals. Along with corporate-level initiatives, the Divisional Plans also report on division-level initiatives which support the achievement of the agency's Strategic Goals. The next stage in divisional planning is the development of branch or project plans where appropriate.

7. Human Capital Plan

The AGCO recognized that capable and motivated employees are critical to achieving business objectives and increasing capacity to better deliver services. As a result, the AGCO is committed to fostering a work environment where:

- Employees believe that their contributions are valued;
- Employees are supported by their managers;
- Managers are focused on achieving outcomes vs task-based management; and
- Creativity and openness in giving and receiving feedback are encouraged.

Strategy and Alignment

The primary focus in the coming year is the continued work to strengthen the newly merged organization. In 2017/18 it will be time to build upon that foundation and take steps to ensure that the AGCO and ORC workforce is united, while recognizing and appreciating the uniqueness of both the staff roles and the industries we regulate.

In addition several new initiatives will receive focus in the areas of:

- Further developing the concept of “Outcomes-Based Management” to align the AGCO’s management approaches to its business approaches of standards/risk-based regulation;
- Respond to issues identified in the 2016 Employee Engagement Pulse Survey including, improving recognition at the manager/staff level, providing flexible work arrangements and improving open and honest communication;
- Continuing to implement the Diversity and Inclusion plan initiatives;
- Measuring the impact of Human Resource (HR) programs on the organization;
- Modernizing HR by implementing human resources automated products in payroll, time and attendance management, talent acquisition and performance management; and,
- Supporting the human side of Human Resources as AGCO continues on its transformation and modernization agenda over the next year and supporting its leaders and people with the implementation of the first of four phases of the Regulatory Assurance Solution, an electronic service delivery portal.

Resources Needed to Meet Goals and Objectives

The AGCO’s fiscal and human resource needs for 2017/18 are driven by a number of factors, including:

- Successive mandate expansions such as the transfer of authority for the regulation of horse racing from the ORC;
- Changes to the framework for liquor regulation stemming from the Premier’s Advisory Council on Government Assets, including the sale of beer, wine and cider in grocery stores;
- Eligibility assessments of applicants for registration under the GCA required to continue supporting the OLG and government’s gaming modernization initiatives (e.g. private sector involvement) including the transition to a standards-based regulatory environment, proposals for new games and ongoing education;
- Project management support with the development and implementation of operational programs including Electronic Raffles and iGaming; and,
- Transitioning to a modern regulator and successfully managing the people through change.

Talent Acquisition

AGCO’s workforce demographics is also changing as 86% of the senior Executive Team and 17% of staff across the organization are eligible for retirement in the next five years. In 2016, 25 AGCO employees retired. This turnover will present a challenge and an opportunity for workforce planning.

Ensuring that the leaders and staff possess the requisite skills through knowledge transfer and succession planning is essential, particularly as AGCO continues its significant organizational transformation.

The talent acquisition process will be streamlined and automated through the introduction of a new applicant tracking/talent acquisition software product. This will result in improved and efficient internal processes and reduced time to screen candidates applying to AGCO vacancies.

Proactive strategies are also being developed in order to attract highly trained and skilled talent, including developing more creative and inclusive recruitment strategies and profiling the AGCO as an employer of choice.

Staff Numbers

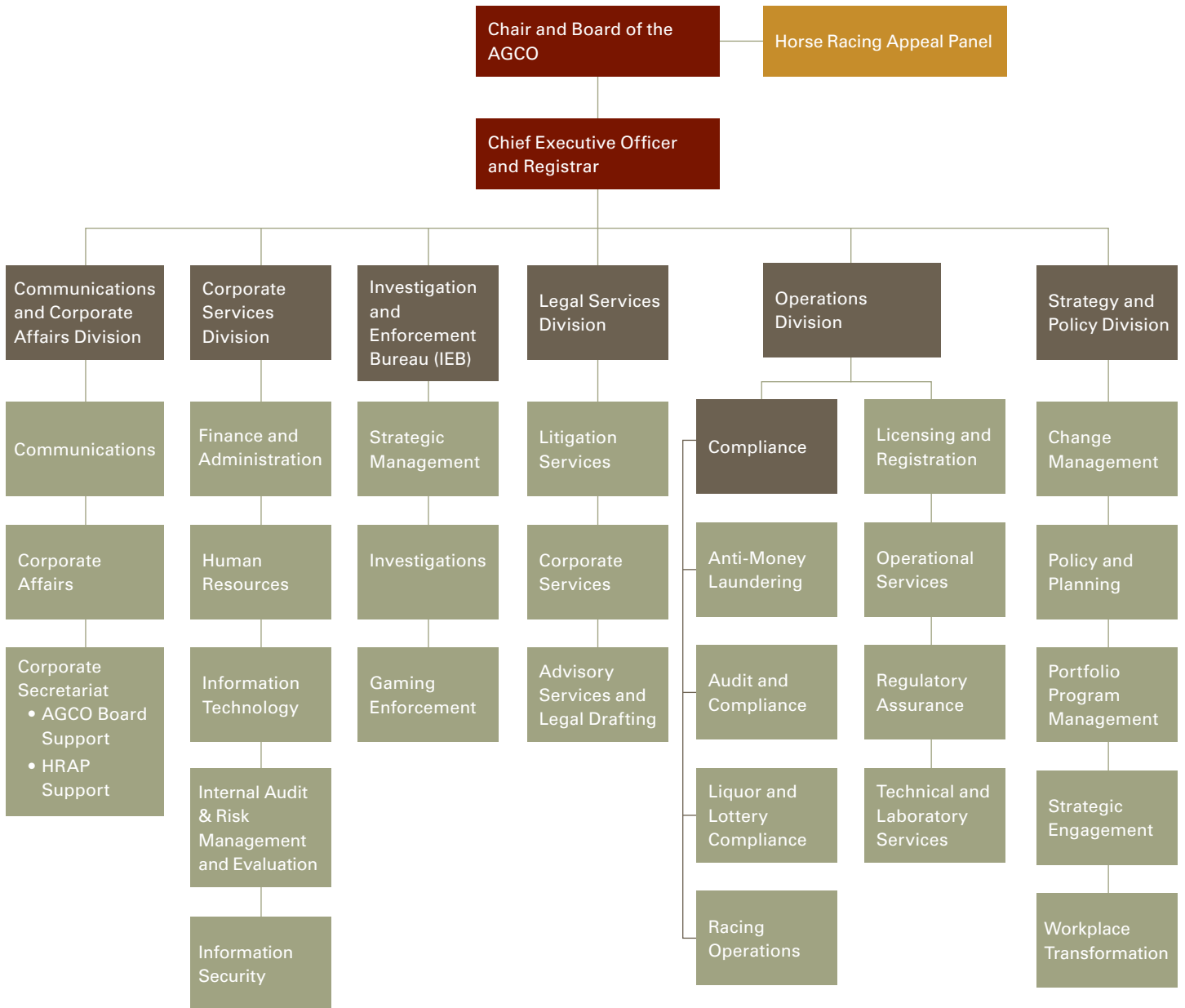
The total number of AGCO employees is determined by adding the number of active employees employed as of the end of a month. Employees on a leave of absence are included in the headcount. Employees on long-term disability are excluded. This chart provides a breakdown of headcount by employment status.¹

Staff Numbers ²				
	Management	Union	Non-Union	TOTAL
AGCO				
Permanent:	77	318	32	427
Part-time Permanent:	0	18	3	21
Contract:	1	38	9	48
Temporary:	0	0	10	10
Seconded from other agencies/ ministries:	2	0	1	3
AGCO TOTAL	80	374	55	509
OPP	0	0	0	140
OIC (Board of Directors)	0	0	7	7
Horse Racing Appeal Panel Members	0	0	7	7

¹ The AGCO has typically experienced turnover rates of less than 6%. Research indicates that the average turnover rate for all industries in 2011 was over 11%.

² Staff numbers projected as of December 31, 2016

Organizational Chart – As of December 31, 2016



8. Initiatives Involving Third Parties

The AGCO remains committed to developing new partnerships with third parties nationally and internationally, and will continue to foster existing relationships through available channels.

Within Ontario, the AGCO continues to partner and engage across the alcohol, gaming and horse racing sectors.

In the past year, the AGCO and LCBO have collaborated on launching the Beer, Wine and Cider in Grocery Stores initiative working closely to align each other's components of the program (LCBO's competitive bidding process and AGCO's regulatory authorization process) to provide one cohesive experience for grocers. A significant portion of this work included proactive stakeholder education for grocers and liquor manufacturers that are impacted by both the AGCO and LCBO's elements of this initiative.

Looking ahead to 2017, in May, the AGCO is planning to launch Phase 1 of the new electronic service online solution, beginning with Special Occasion Permits and liquor manufacturers. This will involve AGCO working with the LCBO during a transition phase moving from paper-based applications to electronic applications submitted online by the end of 2017. Liquor manufacturers will also be able to begin to apply for licence renewals using the new e-channel in spring 2017.

AGCO engages stakeholders through working groups with membership from a range of third-party representatives including the responsible gambling, horse racing, and charitable gaming sectors. Regular meetings and communication with these groups helps the AGCO to maximize its ability to be responsive to stakeholder needs, feedback and public interests.

The AGCO continues to organize and execute significant stakeholder consultation activities in all three sectors. Specifically, the AGCO has consulted widely on initiatives related to Rules of Racing, ongoing liquor modernization and work to transition the charitable gaming industry to electronic raffles. Engagement in all three of these initiatives has included a wide range of third parties, from licensees and registrants to industry associations, and social responsibility groups. On a longer horizon, the AGCO continues to engage with stakeholders impacted by the rollout of its electronic service delivery, with the implementation to be phased-in over the next few years. In addition to its leading its own stakeholder engagement activities, the AGCO continues to actively participate in stakeholder and industry association meetings and conferences in an effort to promote a two-way dialogue with the sectors that it regulates.

The AGCO will remain committed to building and maintaining partnerships with law enforcement agencies across Ontario. Whether through regular contact between members of the OPP Bureau assigned to the AGCO, specialized educational seminars and materials on liquor enforcement for front-line police officers, information sharing on liquor, gaming and horse racing investigations, the AGCO values their partnerships with law enforcement agencies.

Internationally, the AGCO continues to be a well-respected member organization of both the International Association of Gaming Regulators (IAGR) and the North American Gaming Regulators Association (NAGRA). Nationally, the AGCO is a member organization of the Association of Liquor

Licensing Authorities of Canada (ALAC), the Canadian Partnership for Responsible Gambling (CPRG), and other regulatory associations. The AGCO is committed to engaging with other regulators in Ontario and abroad on pursuing additional memorandums of understanding (MOUs) and formal agreements of cooperation where opportunities exist to support greater collaboration or support regulatory outcomes of each party.

9. Communication Plan

9.1 Context & Strategy

The AGCO believes effective and timely communication and engagement is key to fulfilling its regulatory mandate in the alcohol, gaming and horse racing sectors. Communication with stakeholders and the public, as well as internally to AGCO employees, must be timely, clear and concise.

The Strategic Communications Plan, developed in 2013/14, supports the AGCO's objectives and activities, and supports the organization's Strategic Plan and its five Strategic Goals. As the AGCO is tasked to take on additional regulatory responsibilities, such as wine, beer, and cider in grocery stores, the communications plan is updated to reflect the changing business and new stakeholder needs.

The AGCO's stakeholder engagement activities are also supported by coordinated communications activities and planning. To provide clear, consistent information and education to a diverse population of stakeholders across all three sectors, the stakeholder engagement activities are developed with consideration of the AGCO's overall strategic communication priorities.

Comprehensive communication and engagement strategies will be designed and implemented to manage change, both externally and internally. This will provide stakeholders and AGCO staff with information they need related to the purpose, progress and operational impacts of new developments in regulation. These plans will include new and innovative strategies, such as the use of video streaming and an increased presence on social media, as appropriate.

The AGCO has completed the redesign of its intranet site, which makes it easier for staff to keep up to date on operational and industry changes. The redesign of the external website is in progress and is focussed on making the site user-centred, mobile-friendly and easy to navigate. The new site will also be in line with standards set by the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA).

Traditional print and electronic communications channels will continue to be used, including information bulletins, newsletters, notices and stakeholder consultation updates. Communications activities will also include issues management, media relations, social media and various public strategies, while supporting the AGCO's overall transformation and modernization agenda.

On April 1, 2016 the ORC's regulatory responsibilities were integrated with the AGCO. AGCO communications activities played a key role in ensuring a smooth transition by providing updates and information to former ORC staff, as well as to racing industry stakeholders and to the public

throughout the transition. Going forward, the review of the Rules of Racing and engagement with the horseracing industry will require ongoing communications support.

Clear, targeted and timely communications will also be key to supporting the phase-in of the Regulatory Assurance Solution, an online portal which will standardize the AGCO's processes and technology across all lines of business and provide a higher standard of service for all AGCO stakeholders by providing online services.

As part of the regulatory modernization of the liquor industry regular updates will be made available to stakeholders and to the public.

9.2 Roll-out and Products

Redesign of AGCO Internet Site

The AGCO's website (www.agco.on.ca) is the primary vehicle through which the AGCO communicates with stakeholders and the general public. It provides timely information about laws, regulations and policies administered by the AGCO. In 2015/16, there were 494,653 visits to the site. In the first half of 2016/17 there were 262,691 visits to the site, an increase of 8% over the same period the previous year.

Plans are under way for the design and construction of a new, fully integrated website that is both user- and mobile-friendly. Phase one of this initiative, which included the merging of the former ORC web site with AGCO's was completed on April 1, 2016.

Phase two is currently in progress and will include the overall design of the new AGCO site, expected to be complete and live by May 2017. The redesign is focusing on user needs and experiences and will be aligned with the government AODA standards. The AGCO website will also become the access point for the new electronic service delivery solution.

Communications Support for AGCO Initiatives

Communications initiatives are provided to support a variety of AGCO program and stakeholder initiatives. Each initiative relies on clear and timely communications to share objectives, updates and other important information with stakeholder groups. In the past year, initiatives have been launched with the support of information bulletins, Q&A's, background sheets and the creation of dedicated webpages on the AGCO site. These supports will continue to be offered for all relevant initiatives in the year ahead.

Webinars have also proved to be useful communication tools when needing to review initiatives with external and internal stakeholders. These two-way communication channels allow AGCO to summarize and explain objectives, plans and outcomes while inviting and responding to questions from participants. Responses to questions not addressed during the webinar are developed following the event and are shared back with participants.

The initiatives requiring communications support in the coming year include:

- **Electronic Service Delivery Solution**

The electronic service delivery solution will have a profound impact on the way that licensees, registrants and the public interact with the AGCO. Most notably, it will introduce a wide range of new, online service capabilities, provide a simpler application and renewal process and ultimately serve as a one-stop shop for compliance work and business communication with customers.

Internal communications is playing a critical role by proactively keeping all staff informed as to the status of the implementation schedule and progress, while helping highly-impacted staff understand the implications to their functions. A special webpage has been established on the AGCO intranet, which is refreshed and updated at key points in the initiative's implementation.

Externally, communications initiatives will ensure all external stakeholders affected by the roll-out of the online portal are aware of its implementation schedule, understand the implications and benefits for them and are provided with relevant, timely information and helpful resources to use the online portal effectively.

Ultimately, an effective public roll-out of the online portal will contribute to the AGCO's reputation as a modern regulator with a strong service culture.

- **Liquor Modernization, Beer, Wine and Cider Sales in Grocery Stores**

In recent years, the government has taken a series of important steps to modernize the regulation of Ontario's beverage alcohol industry. This effort includes modernizing how beer, wine and cider are sold, by introducing sales in grocery stores. Over the coming years, up to 450 grocery stores could be authorized to sell beer and cider, and up to 300 to sell wine.

As the AGCO is responsible for ensuring that these products are sold responsibly, effective communication programs will play an important role. Strategic communications targeting the beverage alcohol industry and the buying public will ensure that there is an awareness and understanding of regulatory requirements. AGCO communication initiatives will include ongoing information updates on the AGCO website, information bulletins, as well as exploring the effectiveness of video and appropriate opportunities for using social media to deliver key messages.

- **Racing Reform Initiative**

In the spring of 2016, the AGCO launched Moving Ahead: Horse Racing Regulation in Ontario, an initiative directed at identifying and moving forward on common-sense reforms to the regulatory rules that govern horse racing. A series of roundtables were conducted across the province. The goal was to listen to stakeholder concerns and ideas on reducing the administrative burden for industry participants, while ensuring integrity, safety and the protection of the public interest as they relate to horse racing.

Ongoing communication support and regular updates to stakeholders and AGCO staff have contributed to the success of this initiative.

- **Charitable Gaming – Electronic Raffle Program and Catch the Ace**

The AGCO is in the process of developing a regulatory framework for Ontario that will allow eligible charitable or religious organizations to be licensed to conduct and manage electronic raffles, including electronic 50/50 draws. This process marks a significant step forward in modernizing the approach to charitable gaming in Ontario. It will require the careful examination of a variety of complex issues and the impact of these issues on both the AGCO and charities.

As part of its commitment to keep stakeholders informed of this initiative, a variety of communications activities will be introduced in the coming year, including information bulletins, appropriate social media activity and updates to the webpage specific to the Electronic Raffle Program.

In September of 2016, the AGCO launched a two year pilot program that allows eligible charitable organizations to conduct and manage a Catch the Ace progressive (accumulating jackpot) raffle. This pilot was a direct response to consultations with stakeholders and is intended to provide greater flexibility for charities. It supports the AGCO's commitment to modernizing the charitable gaming industry.

With the popularity of progressive raffle games in other Canadian jurisdictions, it is expected that Ontario charities and the public at large will be keenly interested in the operational aspects of the game. Regular communication initiatives, such as Q&A's and updates on the AGCO website will help provide assurances that the games are conducted fairly and with integrity.

9.3 External Communications

Effective communication with the industry and the general public continues to be a priority for the AGCO. The AGCO uses a wide variety of channels to provide information and educational opportunities to its stakeholders, licensees and registrants in order to assist them in remaining compliant with the laws governing their respective sectors. Additionally, the AGCO will explore new and innovative ways to provide its external audiences with relevant, timely information, such as the use of video and expanded use of social media.

Issues Management

An integral part of the AGCO's communications strategy and issues management process is to ensure that potentially contentious issues are identified as early as possible and addressed in a timely and proactive manner. This allows the AGCO to anticipate, mitigate and respond to emerging issues while providing accurate, timely and factual information to the Board, the Minister, stakeholders and the public. Typical issues may relate to changes in legislation and regulations or to policy and compliance measures.

Media Relations

The AGCO's media relations strategy aims to communicate with media outlets (print, radio, television, online publications) in a timely fashion. The media in turn uses the information provided by the AGCO to inform and educate the public, licensees, registrants and other stakeholders about the AGCO's responsibilities and activities relating to regulation of Ontario's liquor and gaming and horse racing industries.

Key activities in this area include responding to interview requests by the media on a variety of topics including changes to liquor and gaming legislation, regulations and policy as well as to orders by the Registrar suspending or revoking liquor licences and other regulatory activities.

As the OLG Modernization initiative continues to advance and private-sector involvement in the operation of casinos increases, the AGCO will continue providing public assurance that the Ontario gaming market is safe and effectively regulated. As a result, it is anticipated that the AGCO may take on a greater public role, especially through increased media presence.

Ongoing Communications Programs

Newsletters, Bulletins and Notices

- Licence Line is a newsletter prepared for liquor sales licensees and is published at least four times a year in English and French. Covering a variety of issues important to liquor sales licensees, Licence Line focuses on providing information on recent changes to liquor legislation and regulations and is an important source of industry news and tips for stakeholders.
- Lottery Line is a newsletter for lottery retailers and is published a minimum of three times a year in English, French and Korean. It provides information and tips to educate sellers on the laws and regulations governing the sale of OLG lottery products and break-open tickets.
- The AGCO issues information bulletins and notices targeting liquor, gaming, and horse racing stakeholders who are impacted by decisions of the Registrar and Board of Directors, as well as by changes to the regulatory frameworks governing these sectors. A variety of channels are used to distribute bulletins and notices, including the AGCO's website and distribution to stakeholders through their industry associations.

Social Media

- The AGCO continues to evaluate social media and its effectiveness in engaging the public on educational and informational topics. This has been an important step in the AGCO's channel strategy to reach different groups of registrants in new and perhaps more effective ways. In May 2017, a review of the impact and results will be conducted in order to determine the next steps with this program.

Education Training Awareness (ETA)

- The AGCO will continue to implement the ETA strategy to support stakeholder education and understanding of the laws that apply to them. The ETA strategy aims to improve regulatory compliance and outcomes across all lines of business. As appropriate, existing education initiatives will be revised to ensure the content is consistent with the AGCO's modernized approach to regulation, and opportunities for new initiatives will be identified.

Webinars

- The AGCO first conducted webinars in 2015 to engage stakeholders about new activities and programs. The webinars have proved popular and will continue to be one of the communication strategies used to support a variety of AGCO initiatives, as noted earlier. Additional webinars will be hosted in 2017/18 on a variety of educational and informational topics. When appropriate, recordings of the webinars are posted to the AGCO website, providing the opportunity for further review and to serve as an archive for future reference.

Partnerships

- The AGCO is committed to building and enhancing its partnerships with law enforcement agencies across Ontario. Through ongoing communications and collaboration between the AGCO and local law enforcement, effective strategies continue to be developed to mitigate risk and maintain public safety. For example, the publication titled *Liquor Enforcement in Ontario: A Guide for Police Officers* was developed with input from police services to better serve police officers in responding to violations and dealing with licensed establishments.

Communications Initiatives for 2017/18

- Looking ahead, there are a number of initiatives that will be supported with communications initiatives. These include the roll-out of the AGCO's Education, Training and Awareness Program, the development of a comprehensive stakeholder channel strategy, the Gaming Modernization and Liquor Modernization initiatives and support for ongoing initiatives such as the Employer of Choice and organizational change management plans.

9.4 Internal Communications

The AGCO has employees with diverse expertise and backgrounds working in over 20 offices and gaming sites across Ontario. For this reason, the AGCO continues to value comprehensive internal communications using a variety of channels, including the AGCO's new Intranet site, enterprise-wide emails and webcasts to employees.

Annual Town Hall meetings and employee/workplace engagement surveys are other opportunities to share information and answer staff questions. Technology supports internal communication efforts through SharePoint/Team Central collaborative platforms, the CEO's blog, emails from the Office of the CEO and in support of regular employee and management workshops, seminars and training sessions. New technologies, such as Microsoft Lync and Skype for Business will further improve internal opportunities to share information and to connect effectively through secure channels.

10. Diversity and Inclusion Plan

The AGCO’s Diversity and Inclusion Plan supports the agency’s progress towards meeting the Strategic Goals outlined in the Strategic Plan. Building a culture of inclusion as an employer and service supplier aligns with the Strategic Goals of creating a Rewarding Workplace and providing a Quality Service Experience.

AGCO has provided training to both managers and staff on the Ontario Public Service (OPS) Inclusion Lens and delivered 6 sessions on Cultural Competency. The intent is to increase awareness of and sensitivity to diversity and inclusion matters that may affect AGCO staff and stakeholders.

Diversity, Inclusion and Accessibility Plan as of December, 2016



In addition, this strategy will help the AGCO to fulfill its broader mandate to regulate the alcohol, gaming and horse racing sectors in accordance with the principles of honesty and integrity, and in the public interest by ensuring that accessibility and inclusion are fundamental to the agency’s operations. A key goal in the next fiscal year is to conduct a demographic survey to gain a better understanding of the AGCO’s workforce and to work towards developing plans for bridging gaps that are identified through the survey.

11. Multi-year Accessibility Plan

The AGCO's Accessibility Plan and Policies was first published in January 2013 and was developed in accordance with the Integrated Accessibility Standards Regulation (IASR) under the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA). It outlines the AGCO's commitment and strategy to prevent and remove barriers and improve opportunities for people with disabilities, and address the current and future requirements of the AODA. The plan serves as a framework for how the AGCO will continue to educate and engage its employees in identifying, preventing and removing barriers to aid the organization to better serve the public, and refine its policies and practices with respect to accessibility.

Since the initial publication of the AGCO's Accessibility Plan and Policies, it has implemented many of the requirements outlined in the plan and participated in various activities, including consultation sessions with persons with disabilities and the organizations that serve, represent or advocate for them. These activities have assisted the AGCO better understand the barriers that persons with disabilities often experience when accessing the services, and have informed mitigation strategies and the ongoing review and development of AGCO's Accessibility Plan and Policies.

Most recently, as part of the AGCO's merger with the former ORC, a review of the AGCO's accessibility policies was undertaken to ensure that its policies and practices aligned with those previously in place at the ORC. The AGCO's plan and policies were updated where necessary to ensure that information continues to be accessible and the needs of all stakeholders, including persons with disabilities, continue to be met.

In addition, the AGCO's accessibility training policies for staff were updated to reflect July 1, 2016 amendments to the IASR under the Customer Service standard. Specifically, the AGCO updated its policies to confirm that any new AGCO employees and volunteers, anyone involved in developing policies, and anyone who provides goods, services or facilities on behalf of the AGCO will continue to be trained on the Customer Service standard.

To ensure the AGCO continues to meet the requirements under the AODA, and that its policies remain effective, the AGCO has implemented a number of ongoing initiatives and policies in recent years. For example, all current and new employees have received training on the requirements of Ontario's accessibility laws, including the IASR and the *Ontario Human Rights Code, 1990*. These accessibility training resources and materials, as well as supplementary accessibility information and e-training modules, are available to staff at all times via the AGCO's intranet.

The AGCO has also taken steps to ensure that its employees and the public are aware of the availability of accommodations for disabilities, where needed, to support participation in all areas, including, for example, undertaking a critical review of the AGCO's recruitment processes to ensure all those interested in potentially joining the AGCO as an employee are aware of the AGCO's policies with respect to accessibility and accommodations for persons with disabilities. This included reviewing and updating several policies such as the AGCO's Accommodation and Return to Work Policy and the Short-Term Income Protection Policy, and the Absence and Disability Management Program to help employees further manage their health and wellness.

In the coming year, the AGCO will continue to work on redesigning its website, and ensuring it conforms to the Web Content Accessibility Guidelines (WCAG) 2.0 Level AA. More information on the AGCO's planned and ongoing activities with respect to accessibility is available via its website. The AGCO's multi-year plan and its policies are reviewed annually and updated where necessary to inform the public on the AGCO's progress.

12. Three-year Financial Plan

As an agency reporting to MAG, the AGCO's annual spending authority comes from the Ministry's printed estimates, as approved by the Legislature, and all revenues are remitted to the Consolidated Revenue Fund. The AGCO Board reviews the annual budget.

The recent expansion of the AGCO's mandate has necessitated a strategic and comprehensive review of the AGCO's funding framework. Initial work on the funding framework includes potential fee proposals which are under consideration. The proposed fee changes help ensure regulatory fees more accurately correspond to AGCO's actual cost of regulation, account for growth in inflation and aim to move the AGCO closer to full-cost recovery.

AGCO Revenue (\$thousands)						
	2016-17 Budget	2016-17 YE Forecast	Variance \$	2017-18 Budget	2018-19 Budget	2019-20 Budget
FEES						
Liquor - related	9,916.60	9,735.37	(181.23)	11,870.73	14,263.86	15,525.43
Gaming - related	10,808.85	10,813.11	4.26	11,389.74	11,339.70	11,658.03
Sub-Total	20,725.45	20,548.48	(176.97)	23,260.47	25,603.55	27,183.46
LEVIES						
Liquor - related	4.50	4.50	-	4.50	4.50	4.50
Gaming - related (Provincial Fee on Break Open Tickets)	5,412.91	5,136.61	(276.30)	4,982.52	4,882.87	4,882.87
Sub-Total	5,417.41	5,141.11	(276.30)	4,987.02	4,887.37	4,887.37
Total Fees and Levies	26,142.86	25,689.60	(453.26)	28,247.49	30,490.92	32,070.83

AGCO Revenue - Key Explanations:

- The 2016/17 Budget to Year-End Forecast variance is mainly due to changes in timing to the roll-out of beer, wine and cider sales in grocery stores, as well as lower Break Open Ticket sales across the industry.
- Out years assume the approval of proposed fee changes. The Gaming fees reflect registration fees paid by proponents engaged in the OLG gaming bundles procurement process and registration fees per gaming site for successful service providers.

AGCO Expenditures (\$thousands)

	2016-17 Budget	2016-17 YE Forecast	Variance \$	2017-18 Budget	2018-19 Budget	2019-20 Budget
OPERATING						
Salaries and Wages	63,254.40	59,362.36	3,892.04	64,106.30	64,622.90	64,622.90
Benefits	10,969.40	11,614.98	(645.58)	11,234.40	11,355.40	11,355.40
ODOE (OTHER DIRECT OPERATING EXPENSES)						
Transportation and Communications (T&C)	2,912.00	2,296.15	615.85	2,950.00	2,976.30	2,976.30
Services	19,430.60	10,268.71	9,161.89	16,785.18	10,236.46	10,038.46
Supplies & Equipment	1,698.30	1,239.84	458.46	1,698.30	1,698.30	1,698.30
Gross Expenditures	98,264.70	84,782.03	13,482.67	96,774.18	90,889.36	90,691.36
Recoveries	(68,438.10)	(54,955.43)	(13,482.67)	(65,894.10)	(59,394.10)	(59,394.10)
Total	29,826.60	29,826.60	(0.00)	30,880.08	31,495.26	31,297.26

AGCO Expenditures - Key Explanations:

- 2016/17 Operating Expenditure Budget to Year-End Forecast variance is caused by ordinary turnover, eligibility assessments, delays to the OLG Gaming Modernization schedule and funding of the Regulatory Assurance Solution Capital Asset Project.
- Increases in expenditures from 2016/17 and out years reflect the regulation of beer and wine in grocery stores. The increase in recoveries reflects monies recovered from the horse racing industry since April 1, 2016, which had previously been collected by the ORC before its integration into the AGCO. ODOE expenditures for 2016/17 and 2017/18 include one-time expenditures for iGaming (2016/17) and Eligibility Assessments related to Gaming Modernization, both of which are fully cost recoverable.

AGCO Capital Assets – (\$ thousands)

	2016-17 Budget	2016-17 YE Forecast	Variance \$	2017-18 Budget	2018-19 Budget	2019-20 Budget
IT Hardware	173.90	173.90	-	350.00	367.03	480.30
RAS - Regulatory Assurance Solution	4,098.00	5,799.20	(1,701.20)	7,800.85	3,334.10	-
Deferred Revenue Contributed Assets	(4,098.00)	(5,799.20)	(1,701.20)	(7,800.85)	(3,334.10)	-

2016/17 Capital Expenditure Budget to Year-End Forecast variance is related to the implementation of RAS, the electronic service delivery solution, which is anticipated to be fully implemented in 2018/19. The capital expenditures for the online service solution in 2017/18 through 2018/19 will be revised upon approval.

13. Performance Measures & Targets

The AGCO's approach to performance measurement enables the agency to further improve program effectiveness by promoting a new focus on results, service quality and value for money through continued targeting, monitoring and evaluation of results. This performance measurement framework builds on the foundation for effective application of data analytics capabilities to evaluate and measure AGCO policies, programs and performance. A rigorous approach to performance measurement will be a continued focus for the AGCO in the coming years to ensure that government and internal agency objectives are being met.

Appendix B includes 2015/16 results of the Strategic Plan performance measures along with their linkage to the AGCO's five Strategic Goals.

AGCO Strategic Plan Performance Measures

Performance measures are an integral component of the AGCO’s strategic planning process. Effective strategic planning requires continuous feedback on progress towards achieving stated objectives, which can be gained from performance measures based on the five Strategic Goals established during the strategic planning process.

In keeping with the principle of a ‘critical few’ performance measures, the selected measures are intended to provide a broad overview of the AGCO’s activities, but are not intended to measure all facets of the agency’s operations. As part of the enhanced planning framework, performance measures will continue to be developed for the corporate and divisional plans which are intended to be more granular and project-specific in nature.

The AGCO is committed to ensuring that agency-wide performance measures support the Strategic Goals outlined in the Strategic Plan. To meet this commitment, the AGCO will continue to engage in multi-year goal setting and continue to refine its approach to linking resource planning and performance measurement, creating a results-oriented organization.

Appendix A: AGCO Board of Directors

Name	Position	Original Appointment	Current Term Start Date	Current Term Expiry Date	Residence
Elmer Buchanan	Member (Part Time)	July, 2015	July 22, 2016	July 21, 2017	Havelock
S. Grace Kerr	Member (Part Time)	July, 2007	July 25, 2016	July 24, 2017	London
	Vice Chair (Part Time)	December, 2013	July 25, 2016	July 24, 2017	
Eleanor Meslin	Member (Part Time)	November, 2000	February 19, 2016	February 18, 2017	Toronto
	Chair (Part Time)	February, 2011	February 19, 2016	February 18, 2017	
Linda Nagel	Member (Part Time)	December 2016	December 7, 2016	December 6, 2018	Toronto
Eric Anthony Clear (Tony) Williams	Member (Part Time)	July, 2015	July 22, 2016	July 21, 2017	Alton

Appendix B: Performance Measures

Strategic Goal Supported	Performance Measure	Five Year Planning Cycle Target	Results 2015/16
Modern Regulator	Percentage of compliance matters resolved through the LOI process without a request for hearing.	Maintain the ratio of compliance matters resolved through LOI process without request for hearing at an average of 90%.	89%
	Percentage of high-risk infractions following transition to a compliance-based operating model.	Maintain an average 30% decrease in infractions compared to benchmark data.	57% decrease
Value for Money	Average gaming and liquor application turnaround time.	Average turnaround time meets or is lower than AGCO Standard (30 days).	Liquor: 32 days Gaming: 13 days
	Average electronic gaming lab testing turnaround time.	Average turnaround time meets or is better than comparable jurisdictions (New Jersey = 53 days, Michigan = 52 days, and Nevada = 35 days).	34 days
Strategic Engagement	Percentage of stakeholders indicating a high level of engagement following AGCO consultations using a Stakeholder Engagement Plan.	Percentage stakeholders reported feeling engaged/highly engaged during stakeholder consultations averages 80%.	86%
	Number of national and international committees and working groups with AGCO representation.	Increase AGCO participation by 5%.	Increased number of committees and working groups with AGCO participation from 6 to 18.
Quality Service Experience	Percentage of gaming suppliers indicating very good/excellent level of service provided by AGCO testing and lab services.	Increase percentage of gaming suppliers indicating very good/excellent level of service to 75%.	60%
	Percentage of gaming operators indicating very good/excellent level of satisfaction with AGCO testing and lab services.	Increase percentage of gaming operators indicating very good/excellent level of service to 75%.	100%
	Percentage of stakeholders indicating AGCO Education, Training and Awareness session increased their awareness of Ontario's Liquor Laws	Percentage of stakeholders indicating session increased their knowledge averages 89%.	94%
Rewarding Workplace	Retention rate of permanent, full-time AGCO employees.	Increase employee retention rate to 95%.	94%
	Time to Fill Vacancies (Weeks)	Average time to fill vacancies meets or is better than AGCO internal target (9 weeks)	8 weeks
	Number of Training Hours Per Employee	Average number of training hours taken per employee meets or exceeds AGCO target (15.75 days)	16 days