
Gaming

BUSINESS PLAN 2003-06

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2003 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 19, 2003 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

[Original Signed]

Ron Stevens, QC, *Minister of Gaming*
March 20, 2003

THE MINISTRY

The Ministry of Gaming includes the Department of Gaming, the Alberta Gaming and Liquor Commission, the Alberta Lottery Fund, the Alberta Gaming Research Council and responsibility for the *Horse Racing Alberta Act*.

The Ministry is responsible for ensuring the integrity of the gaming and liquor industries in Alberta and maximizing the benefits to Albertans from these activities. The Ministry contributes primarily to two of the goals in the Government Business Plan: Goal 7 – Alberta will have a prosperous economy; and Goal 12 – Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas.

Gaming activities contribute to Albertans' quality of life by providing opportunities for charitable groups to raise funds directly for their valuable work, by providing entertainment options to adults in Alberta, and by providing funding used by government to support community and volunteer initiatives. More than \$200 million was earned by charitable and religious organizations in 2001-02 through licensed gaming activities under Alberta's unique charitable gaming model. In addition, over \$1 billion was provided to volunteer groups and public and community-based initiatives through the Alberta Lottery Fund.

Alberta's unique privatized liquor industry has more than 900 stores and retails over 18,000 listed liquor products at some of the lowest prices in the country.

DEPARTMENT OF GAMING

The Department's primary responsibilities are strategic services, communications, and administering various lottery funded programs, including the Community Facility Enhancement Program and the Community Initiatives Program. The Department benefits from services provided by the Alberta Gaming and Liquor Commission in the areas of human resources and information technology and other administrative services provided through the Alberta Corporate Service Centre.

ALBERTA GAMING AND LIQUOR COMMISSION

The Alberta Gaming and Liquor Commission (AGLC), a commercial enterprise within the Government of Alberta, consists of a Board and a Corporation. The Corporation acts as the operational arm of the organization, while the Board is responsible for reflecting Government's direction through policy and regulatory matters. The Commission ensures that gaming and liquor activities in Alberta are conducted honestly, openly, and with the highest level of integrity. The Commission also endeavours to maximize the economic benefits of gaming and liquor activities in the province to the benefit of Albertans. The AGLC administers the Alberta Lottery Fund under the provisions of the *Gaming and Liquor Act*.

ALBERTA LOTTERY FUND

The Alberta Lottery Fund, established in 1989, comprises the government's portion of revenue from provincial lotteries (ticket lotteries, slot machines and video lottery terminals). Expenditures from the fund are voted on in the Legislature and support programs, projects and foundations administered by various ministries. The Ministry of Gaming oversees the Alberta Lottery Fund budget and administers lottery-funded programs.

ALBERTA GAMING RESEARCH COUNCIL

The Alberta Gaming Research Council is a broad-based advisory group to the Minister of Gaming. The Council is made up of six public representatives and one representative from each of the following organizations: Alberta Alcohol and Drug Abuse Commission (AADAC), Alberta Health and Wellness, and Alberta Gaming. The Council was established to help direct the research activities of the Alberta Gaming Research Institute. The Institute is an independent consortium of the Universities of Alberta, Calgary and Lethbridge that conducts research into various aspects of gaming, including the social and economic aspects of gaming, emerging gaming trends and problem gambling prevention and treatment.

HORSE RACING ALBERTA ACT

The Minister of Gaming is responsible for the *Horse Racing Alberta Act*. The legislation places responsibility for management and regulation of the horse racing industry in Alberta on a private, not-for-profit organization - Horse Racing Alberta. The Minister also appoints members to the Racing Appeal Tribunal.

KEY STRATEGIC INITIATIVES

Alberta Gaming continues to identify and work on major strategic initiatives related to gaming and liquor in the province. These initiatives include:

- managing the changing landscape of the maturing gaming industry as a result of the Gaming Licensing Policy Review;
- implementing and managing the policy related to gaming facilities on First Nations land;
- developing policies to ensure that the gaming and liquor industries continue to operate in a socially responsible manner; and
- building awareness of the Alberta Lottery Fund so that Albertans understand how the Fund benefits volunteer groups and public and community-based initiatives.

MINISTRY'S VISION

A province that strives to balance choice and responsibility in its gaming and liquor industries, uses revenues derived from these activities for the benefit of Albertans, and provides opportunity for competition and enhanced service in its liquor and gaming industries.

MINISTRY'S MISSION

To ensure integrity and accountability in Alberta's gaming and liquor industries, and to achieve the maximum benefit for Albertans from gaming and liquor activities.

GUIDING PRINCIPLES

The Ministry has adopted the following guiding principles for gaming and liquor in Alberta. These guiding principles are subject to ongoing review, to ensure they continue to reflect Albertans' values.

1. The integrity of gaming and liquor activities will be ensured.
2. Gaming and liquor policies will reflect a commitment to social responsibility.
3. Gaming and liquor policies will be supported by sound research and consultation with the public and stakeholders.
4. The collection and use of gaming and liquor revenue will be open and accountable.
5. Gaming activities will meet standards of quality to protect the integrity of gaming activities, provide gaming entertainment value to consumers and help to keep gaming dollars in Alberta.
6. Alberta's liquor industry will continue to be among the most progressive and competitive in the country and continue to lead the nation in terms of supply, distribution, pricing and customer service.
7. The financial return to eligible groups from charitable gaming and from provincial lotteries is to be maximized for the benefit of Albertans.

CORE BUSINESSES, GOALS, STRATEGIES AND PERFORMANCE MEASURES

The Ministry of Gaming has three core businesses.

1. Develop provincial gaming and liquor legislation and policy, and regulate the gaming and liquor industries in accordance with legislation and policy.
2. Manage the Alberta Lottery Fund and administer designated lottery-funded programs to support Alberta communities.
3. Support leading-edge research on gaming and liquor issues in Alberta and partner to build awareness of the social aspects of gaming and liquor.

1 Develop provincial gaming and liquor legislation and policy, and regulate the gaming and liquor industries in accordance with legislation and policy.

The Ministry is committed to developing gaming and liquor legislation and policy that strike a balance between choice and responsibility in gaming and liquor activities in Alberta. The Ministry ensures the regulation of the gaming and liquor industries through the provisions of the *Gaming and Liquor Act* and Regulation.

GOAL 1.1 Alberta gaming and liquor policy balances social responsibility and economic benefit to Albertans.

Key Strategies

- Monitor the gaming and liquor industries to identify emerging issues and trends, and, where necessary, develop policies to address the social and economic implications of these issues.
- Monitor gaming and liquor policies in other jurisdictions and establish benchmarks and best practices.
- Continue to research aspects of social responsibility and economic benefit to influence policy development.
- Ensure Albertans are aware of gaming and liquor policy and are consulted with respect to major policy initiatives.
- Implement and manage First Nations gaming policies and ensure policies are consistent with the charitable gaming model and the government's Aboriginal Policy Framework.

GOAL 1.2 The gaming and liquor industries operate in compliance with legislation and policy.

Key Strategies

- License and regulate liquor activities in the province.
- License and regulate charitable gaming activities.
- Conduct and manage provincial gaming activities in accordance with the *Criminal Code of Canada*, provincial legislation and policy.
- Provide opportunities for community input during the licensing process of gaming and liquor activities.
- Ensure the accountability of Horse Racing Alberta with respect to its delegated responsibilities and funding provided through the Racing Industry Renewal Initiative.

Performance Measures

	2001-02 Target	2001-02 Result	2002-03 Target	2003-04 Target	2004-05 Target	2005-06 Target
Percentage of Albertans surveyed who are satisfied with the conduct of the liquor business in Alberta.	70%	80%	75%	80%	80%	80%
Percentage of Albertans surveyed who are satisfied with the conduct of legal gaming in Alberta.	65%	69%	70%	70%	70%	70%

2 Manage the Alberta Lottery Fund and administer designated lottery-funded programs to support Alberta communities.

All provincial government gaming revenue is directed to the Alberta Lottery Fund and identified for use in specific volunteer groups, and public and community-based initiatives. The Department of Gaming coordinates development of the Lottery Fund budget and administers designated lottery-funded programs. The Alberta Gaming and Liquor Commission (AGLC) is responsible for administration of the Alberta Lottery Fund, including collection of revenues and disbursement of revenues according to an *Appropriation Act*. Alberta Lottery Fund expenditures support programs, projects and foundations administered by various ministries.

GOAL 2.1 Lottery funds support volunteer groups and public and community-based initiatives.

- Key Strategies**
- Allocate Alberta Lottery Fund proceeds according to government policy.
 - Provide Community Facility Enhancement Program (CFEP) matching grants to improve Alberta's public-use facilities.
 - Provide support to project-based initiatives through the Community Initiatives Program (CIP).
 - Provide support to the Racing Industry Renewal Initiative.
 - Implement the government's commitment to directed use of lottery funds (e.g., Electronic Bingo).

GOAL 2.2 Albertans are aware of the initiatives supported by the Alberta Lottery Fund.

- Key Strategies**
- Implement an information and awareness campaign about the Alberta Lottery Fund and how it is used to benefit Albertans.
 - Continue to use the Internet as a key information source about the Alberta Lottery Fund and the initiatives it supports.
 - Work with other ministries to enhance awareness of lottery-funded initiatives.

Performance Measures

	2001-02 Target	2001-02 Result	2002-03 Target	2003-04 Target	2004-05 Target	2005-06 Target
Percentage of Alberta Lottery Fund disbursements committed to supporting volunteer groups, and public and community-based initiatives.	100%	100%	100%	100%	100%	100%
Percentage of administration costs of lottery-funded programs administered by the Department of Gaming.	Less than 2% of program disbursements	1.2%	Less than 2% of program disbursements	Less than 2% of program disbursements	Less than 2% of program disbursements	Less than 2% of program disbursements
Percentage of Albertans who are aware that the Alberta Lottery Fund supports volunteer groups, and public and community-based initiatives.	Establish baseline	44%	Increase over 2001-02 baseline	46%	48%	50%
Percentage of Albertans who are satisfied with how the Alberta Lottery Fund is used.	N/A	N/A	Establish baseline	Increase over 2002-03 baseline	Increase over 2003-04 target	Increase over 2004-05 target

Support leading-edge research on gaming and liquor issues in Alberta and partner to build awareness of the social aspects of gaming and liquor.

Alberta is committed to being a key partner in supporting gaming and liquor related research. The Ministry established the Alberta Gaming Research Council to help direct the research activities of the Alberta Gaming Research Institute - a consortium of the Universities of Alberta, Calgary and Lethbridge. The Institute is funded through the Alberta Lottery Fund to conduct research into various aspects of gaming, including the social and economic aspects of gaming, emerging gaming trends and problem gambling prevention and treatment.

Through legislation, policy and partnerships, the Ministry also enables the responsible use and enjoyment of alcohol and gaming entertainment.

GOAL 3.1 Leading-edge gaming and liquor research supports policy development.

- Key Strategies**
- Collaborate with the Alberta Gaming Research Institute and the Alberta Gaming Research Council to identify priority research needs.
 - Support research into the priority areas of the various aspects of gaming and liquor.
 - Use available research in policy development.

GOAL 3.2 Albertans understand the responsible use and enjoyment of alcohol and gaming entertainment.

- Key Strategies**
- In partnership with the Alberta Alcohol and Drug Abuse Commission, the gaming and liquor industries, and others, ensure consumers of alcohol and gaming products are aware of prevention and treatment programs for problem gambling and alcohol abuse.

Performance Measures

	2001-02 Target	2001-02 Result	2002-03 Target	2003-04 Target	2004-05 Target	2005-06 Target
Percentage of partners who are satisfied with level of support and cooperation for research, prevention and treatment programs.	Establish baseline	86%	Increase over 2001-02 baseline	90%	90%	90%
Percentage of Albertans surveyed who are aware of prevention and treatment programs for problem gambling and alcohol abuse.	Establish baseline	86%	Increase over 2001-02 baseline	90%	90%	90%

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	Comparable 2002-03 Forecast	2003-04 Estimates	2004-05 Target	2005-06 Target
EXPENSE						
Core Business						
Develop Legislation, Regulations and Policy for the Gaming and Liquor Industries	1,359	1,382	1,382	1,633	1,700	1,735
Manage the Alberta Lottery Fund and administer Designated Lottery Programs	1,034,877	1,113,017	1,118,517	1,099,638	1,209,031	1,208,992
Support Gaming and Liquor Research	1,738	1,784	1,784	1,829	1,839	1,843
MINISTRY EXPENSE	1,037,974	1,116,183	1,121,683	1,103,100	1,212,570	1,212,570

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	Comparable 2002-03 Forecast	2003-04 Estimates	2004-05 Target	2005-06 Target
REVENUE						
Net Income from Commercial Operations						
Net Gaming and Lottery Revenue	1,039,868	1,107,206	1,112,206	1,093,229	1,202,699	1,202,699
Net Liquor and Related Revenue	489,194	538,178	533,178	545,899	549,589	549,589
Investment Income						
Lottery Fund Interest Revenue	9,553	6,000	6,000	6,000	6,000	6,000
Other Revenue						
Various	5,175	-	-	-	-	-
MINISTRY REVENUE	1,543,790	1,651,384	1,651,384	1,645,128	1,758,288	1,758,288
EXPENSE						
Program						
Ministry Support Services	1,761	1,787	1,787	2,118	2,206	2,250
Gaming Research	1,551	1,600	1,600	1,600	1,600	1,600
Lottery Funded Programs	113,649	94,759	120,259	146,601	146,513	146,469
Lottery Fund Payments to Other Ministries	921,013	1,018,037	998,037	952,781	1,062,251	1,062,251
MINISTRY EXPENSE	1,037,974	1,116,183	1,121,683	1,103,100	1,212,570	1,212,570
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	505,816	535,201	529,701	542,028	545,718	545,718

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	Comparable 2002-03 Forecast	2003-04 Estimates	2004-05 Target	2005-06 Target
Ministry Revenue	1,543,790	1,651,384	1,651,384	1,645,128	1,758,288	1,758,288
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
Consolidated Revenue	1,543,790	1,651,384	1,651,384	1,645,128	1,758,288	1,758,288
Ministry Program Expense	1,037,974	1,116,183	1,121,683	1,103,100	1,212,570	1,212,570
<i>Inter-ministry consolidation adjustments</i>	(921,013)	(1,018,037)	(998,037)	(952,781)	(1,062,251)	(1,062,251)
Consolidated Program Expense	116,961	98,146	123,646	150,319	150,319	150,319
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	1,426,829	1,553,238	1,527,738	1,494,809	1,607,969	1,607,969

ALBERTA GAMING AND LIQUOR COMMISSION BUSINESS PLAN 2003-06

The Alberta Gaming and Liquor Commission (AGLC), a commercial enterprise within the Government of Alberta, consists of a Board and a Corporation. The Corporation acts as the operational arm of the organization while the Board is responsible for policy and regulatory matters. The Board consists of a Chairman and six members. The responsibilities of the Board of the Alberta Gaming and Liquor Commission are defined in the *Gaming and Liquor Act*. These responsibilities are:

1. Ensuring that the operations of the Commission are carried out in accordance with the legislation and Board direction.
2. Establishing policies for the operations of the Commission. The Board also takes policy direction from the Minister and develops strategies and plans for that policy direction to be implemented effectively.
3. Reviewing and approving liquor and gaming licences and registrations.
4. Conducting hearings into matters involving licences and registrations and breaches of legislation.

The Corporation consists of administrative and operational units responsible for the day-to-day functioning of the Commission.

AGLC VISION

The AGLC, an agent of the Government of Alberta, works to achieve the vision of the Ministry of Gaming, namely:
A province that strives to balance choice and responsibility in its gaming and liquor industries, uses revenues derived from these activities for the benefit of Albertans, and provides opportunity for competition and enhanced service in its liquor and gaming industries.

AGLC MISSION

To ensure that gaming and liquor activities in Alberta are conducted with integrity and social responsibility and to maximize long term economic benefits for Albertans.

AGLC VALUES

The AGLC is committed to operating according to the following values. We will:

1. Act with integrity and in a fair and impartial manner;
2. Strive to balance social and economic responsibilities to the people of Alberta;
3. Foster clear, open and courteous communications and consultations with stakeholders;
4. Achieve excellence in customer service;
5. Nurture a working environment that is characterized by teamwork, collaboration, and open communication;
6. Be an innovative and adaptable organization that focuses on continuous improvement in the quality, effectiveness, and efficiency of our products, services and business processes; and
7. Be responsible stewards of assets entrusted to us, maintaining our accountability to the Province of Alberta.

AGLC CORE BUSINESSES

The AGLC has three core businesses:

1. License and regulate liquor activities.
2. License and regulate charitable gaming activities.
3. Conduct and manage provincial gaming activities.

The AGLC is also responsible through a memorandum of understanding (MOU) with Alberta Revenue to provide enforcement and investigative services with respect to the *Tobacco Tax Act* and for Criminal Code investigations of theft and fraud in relation to the *Tobacco Tax Act* and the *Fuel Tax Act*.

CORE BUSINESSES, GOALS, KEY STRATEGIES AND PERFORMANCE MEASURES OF THE AGLC

The AGLC licenses, registers, regulates and monitors all liquor activities in the province according to the Gaming and Liquor Act and Regulation, other provincial and federal legislation, and AGLC policies.

CORE
BUSINESS
ONE

1 License and regulate liquor activities.

GOAL 1.1 **Liquor policy and licensing activities comply with the *Gaming and Liquor Act* and Regulation.**

- Key Strategies**
- Ensure integrity of liquor activities through regular reviews of policy, Terms and Conditions and Operating Guidelines.
 - Assess applications in accordance with legislation, policies and procedures.
 - Educate licensees and registrants about the legislation, operating guidelines and policies related to licenses and registrations.

GOAL 1.2 **The manufacture, importation, distribution, sale and consumption of liquor products comply with legislation, regulation and policy.**

- Key Strategies**
- Ensure compliance with federal customs and excise legislation.
 - Ensure all liquor revenues are collected and distributed according to legislation and Board policy.
 - Conduct inspections of licensed premises and investigate all complaints concerning liquor activities.
 - Work in collaboration with communities, the liquor industry, police organizations and AADAC to develop new campaigns and initiatives that encourage the responsible sale and consumption of liquor.
 - Ensure beverage container management within the liquor industry is conducted according to the Beverage Container Recycling Regulation.

Performance Measures

	2001-02 Target	2001-02 Result	2002-03 Target	2003-04 Target	2004-05 Target	2005-06 Target
Licensees comply with legislation, regulations and policy.	85%	98%	87%	90%	95%	95%
Percentage of licenses and registrations approved within established timeframes.	95%	99.8%	97%	98%	98%	98%
Percentage of liquor industry clients who are satisfied with the level of service provided by AGLC.	Establish baseline	95%	Increase over 2001-02 baseline	95%	95%	95%

2 License and regulate charitable gaming activities.

Alberta is a leader with its unique charitable gaming model for casino, pull ticket, raffle and bingo events. These gaming activities only occur when eligible religious and charitable organizations apply for and receive licenses to conduct gaming activities. Alberta's charitable gaming model ensures proceeds from gaming activities provide a benefit to the community.

GOAL 2.1 Gaming policy and activities comply with the *Criminal Code of Canada* and the *Gaming and Liquor Act* and Regulation.

- Key Strategies**
- Ensure policy, Terms and Conditions and Operating Guidelines are designed to protect the integrity of gaming activities through the regular review of policies.
 - Ensure due diligence in the licensing process related to eligibility and use of proceeds by charitable organizations.
 - Ensure due diligence in the licensing process including complete criminal and financial background reviews for Licensed Facility Operators and Gaming Suppliers.
 - Educate licensees and registrants on gaming legislation, policy, Terms and Conditions and Operating Guidelines.
 - Work closely with First Nations during the licensing process to ensure First Nations gaming policy provides an opportunity for First Nations casinos to operate within the charitable gaming model.

GOAL 2.2 All gaming activities are conducted in accordance with legislation, regulation and policy.

- Key Strategies**
- Maintain the charitable gaming model and ensure compliance with respect to casino, bingo, raffle, and pull ticket events.
 - Manage changes in charitable gaming policy arising from the implementation of the Gaming Licensing Policy review.
 - Manage new policy on eligibility criteria and use of proceeds by charitable organizations.
 - Ensure charities receive all funds to which they are entitled and that proceeds received from licensed gaming activities are used for purposes consistent with the requirements of the Criminal Code and Board policy.
 - Conduct inspections and audits of gaming licensees and activities.
 - Investigate all complaints and alleged violations concerning gaming activities.
 - Increase sharing of information among enforcement agencies and stakeholders.

Performance Measures

	2001-02 Target	2001-02 Result	2002-03 Target	2003-04 Target	2004-05 Target	2005-06 Target
Charitable gaming activities are conducted in accordance with legislation, regulations and policy.	80% to 90%	93% to 99%	92%	95%	95%	95%
Percentage of licenses and registrations completed within established timeframes.	95%	98%	97%	98%	98%	98%
Percentage of gaming industry clients who are satisfied with level of service provided by AGLC.	Establish baseline	95%	Increase over 2001-02 baseline	95%	95%	95%



Conduct and manage provincial gaming activities.

The AGLC is responsible for the conduct and management of electronic gaming in Alberta under the authority of the *Criminal Code of Canada*, provincial legislation and policy. The AGLC owns and operates video lottery terminals and electronic bingo in licensed premises, and slot machines in casino facilities and racing entertainment centres. The AGLC, in partnership with the Western Canada Lottery Corporation (WCLC), also conducts and manages ticket lotteries and Keno in the province.

GOAL 3.1 All provincial gaming activities are conducted in accordance with legislation and policy.

- Key Strategies**
- Ensure the availability of gaming products and activities is consistent with consumer demand and community standards.
 - Reduce the number of video lottery terminal retail sites by 10% to 15%.
 - Assess and incorporate effective responsible gaming features to electronic gaming terminals.
 - Implement electronic gaming in First Nation casinos in accordance with First Nations Gaming policy.
 - Monitor Internet gaming and update the longer-term strategy regarding the use of the Internet to facilitate gaming activities.
 - Develop and implement responsible gaming programs for all provincial lotteries in partnership with AADAC and gaming industry stakeholders.
 - Ensure the regular review of policies, Terms and Conditions and Operating Guidelines for provincial gaming activities to maintain integrity.

GOAL 3.2 Gaming operations are efficient and effective.

- Key Strategies**
- Upgrade the video lottery network by replacing terminals and central monitoring system.
 - Implement an asset management strategy for all electronic gaming equipment.
 - Ensure the integrity of electronic gaming equipment through tracking key performance indicators and responding to anomalies.
 - Implement the recommendations from the casino security review to ensure the integrity of gaming operations.
 - Review and reformulate the roles and responsibilities of the AGLC and the WCLC to ensure efficiencies.

GOAL 3.3 The return to charitable gaming is enhanced by the introduction of provincial gaming.

- Key Strategies**
- Examine future opportunities to provide electronic gaming to enhance the charitable gaming model.
 - Work in collaboration with charities to implement new provincial gaming activities within the charitable gaming model.

Performance Measures

	2001-02 Target	2001-02 Result	2002-03 Target	2003-04 Target	2004-05 Target	2005-06 Target
Retailer satisfaction with AGLC services related to VLTs, slot machines and ticket lotteries.	80%	98%	90%	92%	95%	95%
Percentage of gaming integrity issues resolved within established timeframes.	80%	82%	85%	90%	90%	90%

SUPPORTING CORE BUSINESSES AND CORPORATE OBJECTIVES

The strategies and actions that are undertaken to carry out the core businesses are supported by services in human resources, information systems and finance and administration. The AGLC is reviewing opportunities to use the Alberta Corporate Service Centre where a business case supports this action.

HUMAN RESOURCE DEVELOPMENT STRATEGIES

The AGLC cares about its employees' health, their professional and personal development and the contribution they make to the community. The human resource strategy includes ensuring that the knowledge, skills and abilities are in place to meet current business objectives and future challenges.

Key strategies include:

- continuing alignment of human resource strategies with those of the government's Corporate Human Resource Development Strategy,
- developing and implementing succession planning to address issues such as the overall aging of the public service,
- attracting, motivating and retaining the right skill mix to achieve the organization's business objectives,
- providing opportunities for employees to develop a healthy balance between their professional commitments and their personal lives by continuing to examine workload issues.

INFORMATION SYSTEMS STRATEGIES

The AGLC is an innovative user of current technology in support of our business requirements. Key information system strategies include:

- protecting revenue streams by maintaining all gaming systems with the highest level of availability, security and integrity;
- investigating emerging technologies to ensure that our systems meet the growing and changing business requirements of the organization;
- implementing, where appropriate, electronic service delivery; and
- support skills development among staff to ensure the tools are being used effectively and efficiently, and
- continuing to review alternative service delivery mechanisms for various functions such as equipment maintenance and data processing.

FINANCE AND ADMINISTRATION

The AGLC is committed to efficient and effective management of resources entrusted to it. The finance and administration functions encompass revenue collection and banking, financial reporting and payments, purchasing and product pricing, property and asset management, warehouse management and information security. These support areas combine effective controls, timely reporting and budgeting to assist other units in achieving the overall goal of meeting operating expense budgets and revenue projections. Overall financial management and control will be enhanced through the continued development and evolution of the following areas:

- business resumption planning;
- facility provisioning;
- financial transaction processing; and
- casino liaison for slot anomalies.