



Business

2019 | 22

Plan



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Board Chair & President and Chief Executive Officer Message

For more than 20 years, AGLC has been a regulatory leader in the management of Alberta's gaming and liquor industries. We are also evolving in a new industry, cannabis; and, our commitment to balancing choice and social responsibility continues.

At the core of our 2019-22 Business Plan are our four Strategic Directions: *Responsible Growth, Effective Regulation, Culture of Moderation* and *Organizational Strength*. They propel us forward and set our direction.

Providing Albertans with information on responsible gambling and responsible alcohol consumption, as well as education about responsible cannabis use, is fundamental to our approach.

We generate revenue for the benefit of Albertans by carefully identifying business priorities and performance targets with a balanced approach.

Modernizing and enhancing Alberta's gaming and liquor models also remain a priority. The Government of Alberta has supported and strengthened our Board, and organizational capacity and ability, so we can continue to serve Albertans and our many stakeholders.

We will continue to engage with Albertans and our industry partners on a broad range of opportunities designed to maintain and grow Alberta's liquor, gaming and cannabis industries in sustainable and responsible ways.

AGLC is committed to maintaining a modern regulatory environment that facilitates consumer choice and supports innovation and economic growth. We will invest in internal technologies, processes and people to increase our strength in serving Albertans.

Please review our 2019-22 Business Plan to learn more about our 19 priorities and 14 performance measures. As Chair of the Board, and as President & Chief Executive Officer, we are committed to the execution of this three-year plan and associated goals.

Alongside the Board, and AGLC employees, we will continue to deliver benefits to Albertans from gaming, liquor and cannabis by providing choices Albertans can trust.

Original signed by

Gael MacLeod
Chair of the Board



Original signed by

Alain Maisonneuve
President and Chief Executive Officer

Our Organization

Purpose

We are the Crown commercial enterprise that oversees the gaming, liquor and cannabis industries in Alberta. These core businesses are conducted in alignment with the priorities of the Government of Alberta and are established in accordance with the *Gaming, Liquor and Cannabis Act* (GLCA) and the Criminal Code (Canada).

Gaming	Liquor	Cannabis
		
<p>We regulate Alberta's charitable gaming activities. We also conduct and manage provincial gaming and lottery activities.</p>	<p>We regulate the manufacture, importation, sale, purchase, possession, storage, transportation, use and consumption of liquor in Alberta.</p>	<p>We regulate the cannabis industry in Alberta and are the wholesaler and online retailer. We also operate Alberta's only legal sales website albertacannabis.org.</p>

We work to sustain the long-term economic benefits of gaming, liquor and cannabis in a socially responsible manner, and consult with stakeholders and partners when developing and implementing policies.

Maintaining integrity in the gaming, liquor and cannabis industries is at the core of everything we do for Albertans.

Evolution

For more than 20 years, AGLC has been a regulatory leader in the management of Alberta's gaming and liquor industries. Our commitment to integrity and offering choices Albertans can trust continues as the cannabis industry evolves in Alberta.

Did you know?

On June 27th 2018 our legal name changed to **The Alberta Gaming, Liquor & Cannabis Commission**. However, we only use our formal name in legal documents. In most cases we are **Alberta Gaming, Liquor & Cannabis (AGLC)**.

Structure



Governance

The Board of AGLC provides governance and oversight to AGLC in accordance with its policy, monitoring, and regulatory roles as defined in the GLCA.

The Board consists of up to nine independent members, chosen from the general public by open competition, with a term of appointment of up to three years (and a maximum service of up to 10 years in total). The Lieutenant Governor in Council appoints members, acting on the recommendation of the President of Treasury Board and Minister of Finance.

The Board of AGLC functions independently of management and its members must remain free from any business relationship that would impede their ability to make decisions in the best interests of Albertans and AGLC.

Read biographies of our Board members at aglc.ca/about-us/board-directors/board-members.

Strategic Context

The objectives and priorities identified in this business plan are aligned with the strategic priorities of the Government of Alberta including priority one, diversifying the economy; and priority two, protecting vital public services.

Gaming, liquor and cannabis industries generate activities that support a diversified Alberta. The growth, maturity and evolution of these industries have resulted in economic benefits, including but not limited to income, employment and value added purchase of goods and services.

Current economic conditions are indicating stronger oil prices and continued improvement in Alberta's labour market. Rising costs, tighter mortgage regulations and climbing interest rates are weighing on household spending. Slow growth in consumer spending is expected.¹ Emerging competition and evolving technologies are impacting Albertans' expectations; and, population change is also an important economic influence. All of these factors combined may affect sales in gaming, liquor and cannabis industries.

AGLC's internal and external operating environments are complex due to a shifting financial landscape, growing workforce, aging workspaces and emerging projects and priorities. The degree to which social media and public participation impacts policy is also evolving. Demand for transparency and public engagement is expected to grow, as is increasingly globalized markets and consumer expectations (for example online gambling). In keeping with the evolution of a new line of business in its infancy (cannabis) and rapid technological advances, there is a continuing need for investment in physical and technological infrastructure to meet both consumer and industry needs.

¹ Government of Alberta: www.alberta.ca/budget-economic-outlook.aspx

Stakeholders

It is crucial that AGLC continues to build strong connections with Albertans and our stakeholders. We work hard to ensure all voices are heard and our work is reflective of today's Alberta. We are proud of what we have accomplished and look for opportunities to proactively engage our stakeholders and to respond to their needs or concerns. We are committed to working closely with all Albertans to ensure we continue to offer choices they can trust.

Benefit to Albertans

We provide benefits to Albertans through our products and services, as well as our financial contribution to government. Our Board and employees take great pride in delivering a wide range of economic and social benefits across the province. Highlights include:

Effective Regulation

AGLC is responsible for ensuring integrity in Alberta's gaming, liquor, and cannabis industries. We work with our stakeholders to ensure that the regulatory environment reflects the expectations of Albertans.

Our Board conducts hearings, makes licensing and regulatory decisions, and develops policy to ensure that these industries remain well-managed. Through continuous policy reviews, we strive for a balanced regulatory environment that is effective in managing risk while allowing Alberta businesses to operate efficiently and informing consumers' choice.

Social Responsibility

We promote responsible gambling experiences and responsible liquor and cannabis consumption. Our programs include:

- *GameSense*, providing information about how gambling works, how the games work, support options, tools and resources.
- *DrinkSense*, promotes Canada's low-risk drinking guidelines.
- *SellSafe*, a mandatory certification program to ensure industry staff understand how to sell legal recreational cannabis in a responsible manner. Responsible cannabis use information brochures are also available.

Revenue Generation

We generate revenue for the benefit of Albertans. Net Operating Income from provincial lotteries and liquor operations for 2019-20 is estimated to be \$2.2 billion, \$26.9 million (1.2%) lower than the 2018-19 budget.

Net income is transferred to the Government of Alberta, delivering benefits to communities across the province through government programs and services.

Charitable Gaming

We are committed to maintaining and maximizing charitable gaming proceeds. Eligible charitable groups can receive licences to conduct charitable gaming activities such as bingo and casino events, as well as pull tickets and raffles.

In 2017-18, approximately 18,000 charitable gaming licences were issued to around 8,000 eligible charities, allowing them to earn a combined total of more than \$331 million. This includes First Nations communities supported through on-reserve casinos.

Our Vision, Mission, and Values

Vision

Driven by a balanced approach, AGLC will be a leader in creating gaming, liquor, and cannabis experiences trusted by Albertans.

Mission

Ensuring responsible gaming, liquor, and cannabis choices for the benefit of Albertans.

Values



Integrity: We play by the rules, do the right thing, and do what we say we'll do.



Respect: We create an environment where each individual is valued and heard, and celebrate the diversity that makes us stronger.



Collaboration: Together we are better. Working as a team and with our partners we achieve extraordinary results.



Innovation: We imagine the possibilities. We challenge ourselves to look beyond what is to what can be.



Excellence: We are all leaders. We work with passion, pride, and purpose and own our part in the success of the team.

Our Strategy & Performance

Our organizational strategy is captured within our four Strategic Directions:

Strategic Directions



Responsible Growth

We will responsibly generate and grow revenue for the benefit of Albertans.



Effective Regulation

We will ensure a relevant and balanced regulatory environment that manages risk and allows gaming, liquor, and cannabis businesses to operate efficiently.



Culture of Moderation

We will foster a culture of moderation by promoting responsible gaming experiences, and responsible liquor and cannabis consumption.



Organizational Strength

We will increase employee engagement and improve the technology and processes we use to serve Albertans.

Our Strategic Directions guide us as we strive to achieve our Vision and ensure responsible choices that benefit all Albertans. Our Board reviews our directions annually and sets them as the guiding principles for future business decisions and resource allocation.

The Strategic Directions form the basis for the 2019-22 AGLC Business Plan. They will propel us forward as an organization and set our direction for the next three years, with measurement of performance against these directions to be reported in future annual reports.

Summary

Vision

Driven by a balanced approach, AGLC will be a leader in creating gaming, liquor, and cannabis experiences trusted by Albertans.

Mission

Ensuring responsible gaming, liquor, and cannabis choices for the benefit of Albertans.

Values

Integrity
Respect
Collaboration
Innovation
Excellence

Strategic Directions



Objectives

<ul style="list-style-type: none"> • Meet Albertans' expectations 	<ul style="list-style-type: none"> • Modernize online presence 	<ul style="list-style-type: none"> • Educate Albertans 	<ul style="list-style-type: none"> • Inspire employee engagement
<ul style="list-style-type: none"> • Generate stable revenue 	<ul style="list-style-type: none"> • Enhance charitable gaming and liquor models 	<ul style="list-style-type: none"> • Update self-help tools 	<ul style="list-style-type: none"> • Invest in technology, systems & processes
<ul style="list-style-type: none"> • Stabilize & support cannabis line of business 	<ul style="list-style-type: none"> • Refine the regulatory model for cannabis 	<ul style="list-style-type: none"> • Collaborate with partners 	<ul style="list-style-type: none"> • Build a strong brand & reputation

Business Priorities			
Performance Measures			

<ul style="list-style-type: none"> • Gaming net operating income 	<ul style="list-style-type: none"> • Stakeholder satisfaction 	<ul style="list-style-type: none"> • <i>GameSense awareness</i> 	<ul style="list-style-type: none"> • AGLC reputation index
<ul style="list-style-type: none"> • Liquor net operating income 	<ul style="list-style-type: none"> • Compliance: charitable gaming activities 	<ul style="list-style-type: none"> • <i>DrinkSense awareness</i> 	
<ul style="list-style-type: none"> • Cannabis net operating income 	<ul style="list-style-type: none"> • Compliance: liquor licensees 	<ul style="list-style-type: none"> • Responsible drinkers 	
	<ul style="list-style-type: none"> • Compliance: cannabis licensees 	<ul style="list-style-type: none"> • Responsible gamblers 	
		<ul style="list-style-type: none"> • Cannabis responsible use program awareness 	
		<ul style="list-style-type: none"> • Responsible cannabis consumers 	

Responsible Growth

We will responsibly generate and grow revenue for the benefit of Albertans

AGLC is committed to promoting responsible growth of the gaming, liquor, and cannabis industries for the benefit of Albertans. Growth leads to increased benefits for Albertans through expanded choice and options with respect to gaming, liquor, and cannabis, as well as an increased overall financial contribution to government. We also manage responsible growth through our focus on reducing potential harms related to gaming, liquor, and cannabis.

We achieve growth by meeting the expectations of Albertans, continuing to innovate for the future and consulting with key stakeholders, industry leaders and associations to ensure AGLC is as transparent, responsive and as efficient as possible.

Objectives

- To meet Albertans' expectations for gaming, liquor, and cannabis
- To generate stable revenue to benefit Albertans
- To stabilize and support evolving cannabis line of business

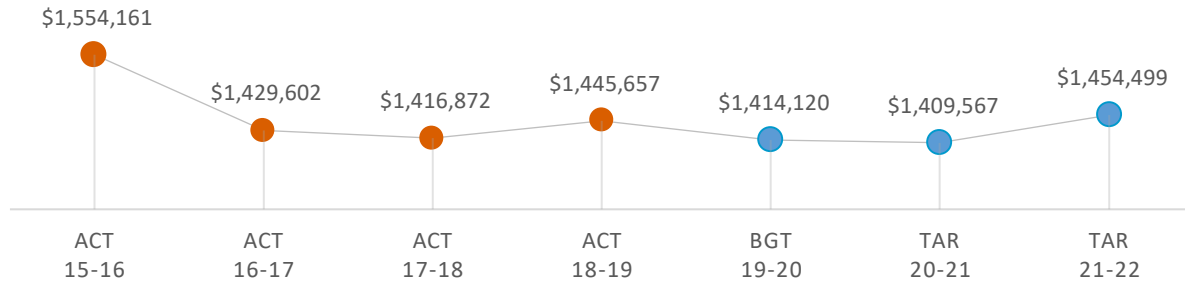
Business Priorities for 2019-22

1. Complete the roll-out of the Casino Modernization Program for all Alberta casinos	<ul style="list-style-type: none">○ Continue to update and modernize casino-related technologies and central system to better meet evolving expectations, address obsolescence, protect revenue and support Winner's Edge
2. Evolve Winner's Edge player loyalty program in casinos	<ul style="list-style-type: none">○ Complete implementation of the program and facilitate the delivery of responsible gambling information
3. Make strategic investments in gaming terminal technology	<ul style="list-style-type: none">○ Continue to modernize electronic gaming machines through a multi-year strategic investment to respond to player expectations and grow revenue
4. Enable an effective and efficient liquor warehouse network to ensure stable liquor distribution	<ul style="list-style-type: none">○ Consolidate secondary warehouse sites○ Implement updated liquor warehousing and distribution contracts
5. Stabilize and support the growth of cannabis retail operations in Alberta	<ul style="list-style-type: none">○ Refine the cannabis model to support retailers and online sales through albertacannabis.org○ Ensure Alberta's cannabis model is positioned to support the evolution of product offerings
6. Ensure stable revenue generation	<ul style="list-style-type: none">○ Upgrade gaming, liquor, cannabis, and other revenue-related technologies○ Launch and conduct online gambling in Alberta

Performance Measures

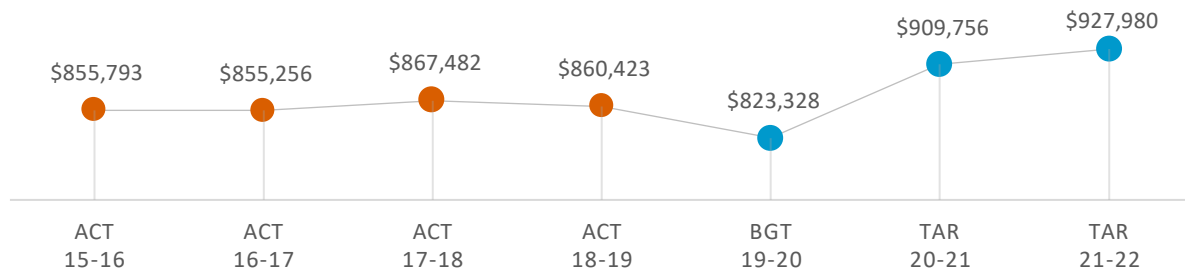
Gaming Net Operating Income

(thousands of dollars)



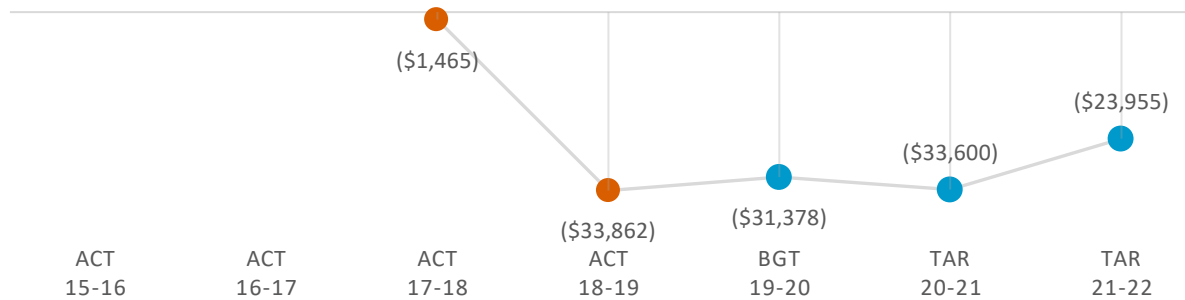
Liquor Net Operating Income

(thousands of dollars)



Cannabis Net Operating Income

(thousands of dollars)



ACT: Actual BGT: Budget TAR: Target

Effective Regulation

We will ensure a relevant and balanced regulatory environment that manages risk and allows gaming, liquor, and cannabis businesses to operate efficiently

AGLC is dedicated to a balanced regulatory environment that maintains our commitment to compliance and reducing unnecessary barriers for our licensees and industry. We also remain relevant and effective in reducing social harms and mitigating risks.

We engage with stakeholders as a best practice, working closely with Alberta's gaming, liquor and cannabis industries, as well as charities, to understand the key issues and expectations of both consumers and business operators. As a modern regulator we are committed to being responsive to stakeholder needs and feedback. Therefore regulations and policies are continuously reviewed to ensure that they meet Albertans' current expectations and that they provide for an effective balance.

Objectives

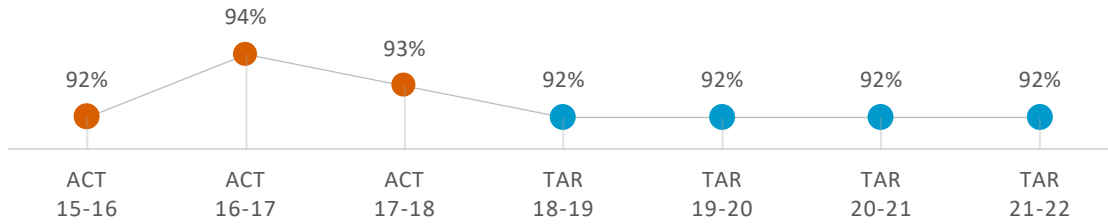
- To provide efficient and effective stakeholder interactions with a modernized online presence
- To enhance Alberta's charitable gaming and liquor models
- To refine Alberta's regulatory model for cannabis sales

Business Priorities for 2019-22

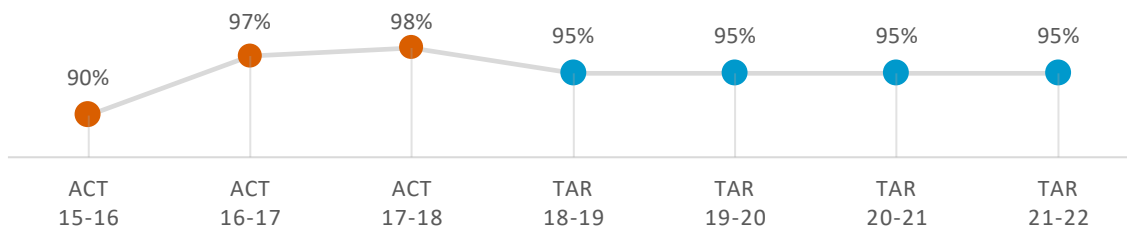
1. Modernize AGLC systems	<ul style="list-style-type: none">○ Expand online service delivery to enable a streamlined licensing process, including case management system replacement○ Invest in new technologies and infrastructure that will improve AGLC's ability to serve Albertans, enable increased self-service, and support retailers, licensees and stakeholders○ Expand website capabilities to facilitate stakeholder engagement
2. Continue liquor policy modernization	<ul style="list-style-type: none">○ Modernize liquor policies to meet the needs of the liquor industry, while ensuring public safety
3. Modernize Alberta's charitable gaming model	<ul style="list-style-type: none">○ Increase transparency of charitable gaming use of proceeds○ Engage with Albertans and stakeholders to ensure the model reflects Albertans' priorities○ Support bingo transition plans
4. Develop tools to support liquor licensees and stakeholders	<ul style="list-style-type: none">○ Implement liquor payment alternatives and improve processes to ensure efficient revenue collection○ Support Alberta liquor manufacturers through Alberta Manufacturer Improvements (AMI) and Beverage Container Management Board (BCMB) system upgrades
5. Evolve the regulatory model for cannabis sales in Alberta	<ul style="list-style-type: none">○ Refine the regulatory framework for cannabis to meet expectations of Albertans, the Government of Alberta, and federal legislation, including evolution of products.

Performance Measures

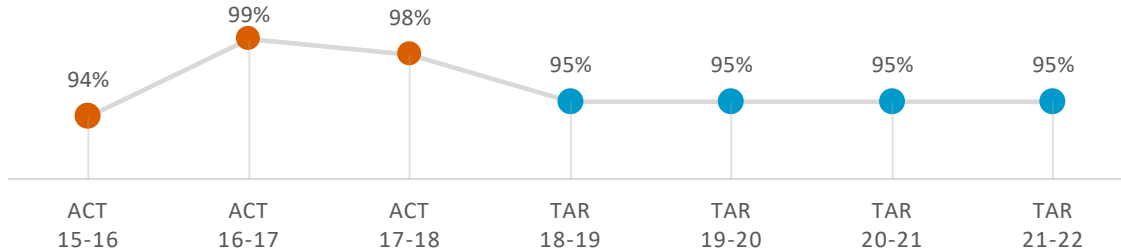
Stakeholder Satisfaction



Compliance: Charitable Gaming Activities¹



Compliance: Liquor Licensees¹



Compliance: Cannabis Licensees¹

Note: Cannabis licensee compliance targets will be set once a baseline has been established with at least 2 years of results.

ACT 15-16	ACT 16-17	ACT 17-18	TAR 18-19	TAR 19-20	TAR 20-21	TAR 21-22
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1. Measures compliance with legislation, regulation, and policy.

ACT: Actual TAR: Target

Culture of Moderation

We will foster a culture of moderation by promoting responsible gaming experiences and responsible liquor and cannabis consumption

By promoting a culture of moderation in Alberta, AGLC aims to reduce social harms related to gambling, liquor, and cannabis. We focus on public awareness and education to enable responsible consumption. We keep Albertans informed and educated to help Alberta consumers make healthy and informed choices.

We partner with cross-jurisdictional & multi-disciplinary organizations to support national responsible play, responsible drinking and cannabis education efforts. We run effective social responsibility programs to inform and educate Albertans.

Objectives

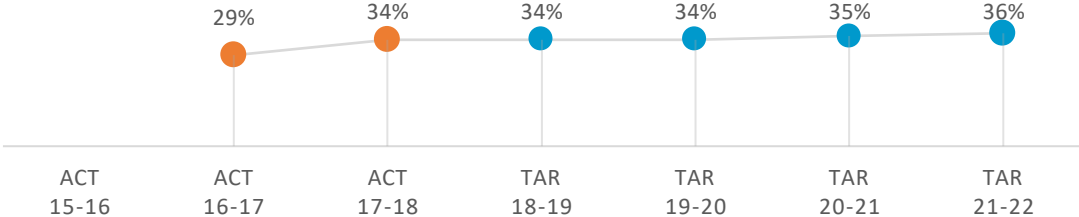
- To educate Albertans about responsible gambling experiences, and responsible liquor and cannabis consumption
- To provide access to self-help tools to reduce harm
- To collaborate with partners to promote moderation

Business Priorities for 2019-22

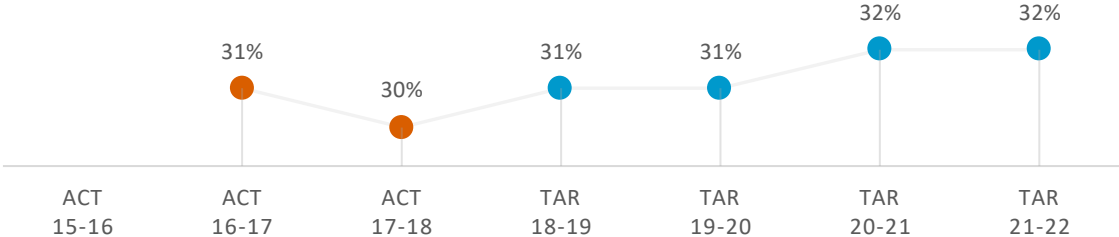
- | | |
|---|---|
| 1. Update the cannabis education program to reflect evolution within Alberta's cannabis model | <ul style="list-style-type: none">○ Modify cannabis public education programs to support the evolution of product offerings○ Refine the SellSafe program to support cannabis retailers as product offerings evolve |
| 2. Update Alberta's self-exclusion program for casinos | <ul style="list-style-type: none">○ Enhance the effectiveness of self-help tools for players who wish to regulate their gambling behavior |
| 3. Promote responsible gambling, and responsible liquor and cannabis consumption in collaboration with partners | <ul style="list-style-type: none">○ Engage with casinos and other gaming venues to promote the <i>GameSense</i> brand○ Explore opportunities to further promote the <i>DrinkSense</i> brand○ Collaborate to raise awareness of the cannabis education program○ Encourage integration of responsible messaging among gambling, liquor and cannabis stakeholders |

Performance Measures

GameSense Awareness



DrinkSense Awareness

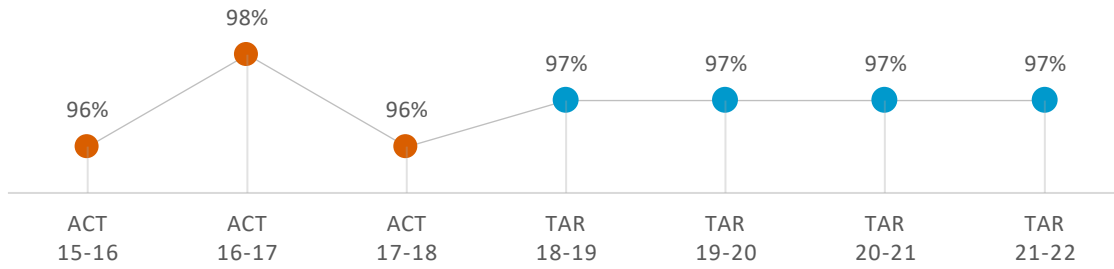


Cannabis Responsible Use Program Awareness

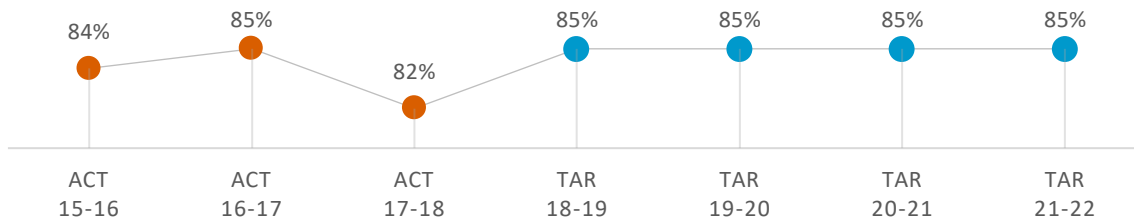
Note: Cannabis related targets will be set once a baseline has been established with at least 2 years of results.

ACT: Actual TAR: Target

Responsible Gamblers¹



Responsible Drinkers¹



Responsible Cannabis Consumers

Note: Cannabis related targets will be set once a baseline has been established with at least 2 years of results.

Year	Category	Year	Category	Year	Category	Year	Category
15-16	ACT	16-17	ACT	17-18	ACT	18-19	TAR
						19-20	TAR
						20-21	TAR
						21-22	TAR

1. The methodology for the responsible gamblers and responsible drinkers performance metrics has been amended to exclude Albertans that do not gamble or consume alcohol.

ACT: Actual TAR: Target

Organizational Strength

We will increase employee engagement and improve the technology and processes we use to serve Albertans

AGLC is a values-driven organization that is dedicated to serving Albertans. We do so by investing in our employees, and in our systems, processes and technology, to be more effective and efficient in all that we do.

We are focused on the modernization of our operations and streamlining our service delivery where possible. Living our values inspires engagement in our employees. By investing in technology and processes we build our capacity to deliver benefits. Combined with our dedication to continuous improvement we strive to increase our ability to serve Albertans better.

Objectives

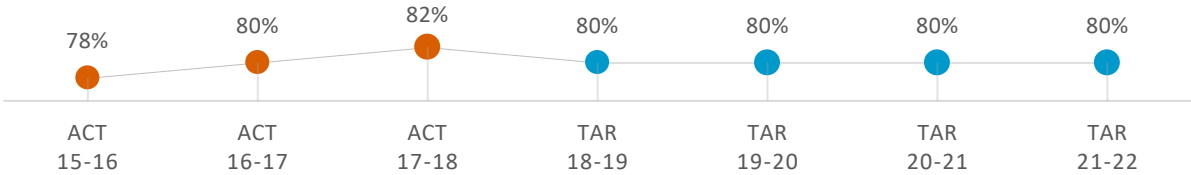
- To inspire engagement in the workplace through a strong corporate culture
- To implement technology, internal systems, processes, and capabilities that increase organizational efficiency and effectiveness
- To maintain a strong brand and reputation

Business Priorities for 2019-22

1. Support increased employee engagement	<ul style="list-style-type: none">○ Enhance programs focused on employee training and growth, health and wellness, and succession planning○ Sustain a positive corporate culture across AGLC's multiple locations
2. Invest in the core internal technologies, including replacement of legacy systems	<ul style="list-style-type: none">○ Upgrade and replace AGLC legacy internal systems to reduce risk and gain efficiencies○ Initiate replacement of the Enterprise Resource Planning (ERP) system
3. Invest in technology and infrastructure to increase efficiency and better serve Albertans	<ul style="list-style-type: none">○ Invest in systems and tools to support procurement, better manage enterprise risk, and policy development○ Retrofit AGLC warehouse
4. Develop organizational capabilities required to support the evolution of AGLC's lines of business	<ul style="list-style-type: none">○ Continue recruitment and selection efforts to ensure AGLC has the right capabilities and competencies to accommodate roles and responsibilities○ Enhance records management program
5. Enhance awareness of AGLC's role in serving Albertans	<ul style="list-style-type: none">○ Enhance community engagement efforts with an increased presence in communities○ Foster employee community involvement, including United Way participation

Performance Measure

AGLC Reputation Index



Note: AGLC's Reputation Index is comprised of a series of questions that assess feedback on six separate dimensions: Emotional Appeal, Financial Performance, Vision and Leadership, Workplace, Social Responsibility, and Products and Services. Questions from multiple surveys of our licensees and the public, as well as an internal employee survey, factor into the Reputation Index calculation.

ACT: Actual TAR: Target

Our Operations

We have offices in St. Albert, Calgary, Edmonton, Grande Prairie, Lethbridge, Red Deer and Stettler. AGLC's workforce is over 1,000 and our team takes great pride in serving Albertans.

AGLC's Fiscal Plan and Capital Plan for 2019-22 contain budgets and targets for these years. These are integrated financial summaries of our plans for the next three years, founded in our strategic directions, constructed with our corporate priorities and supported with our resources. It reaffirms our dedication to making judicious and thoughtful investments over this timeframe to solidify our ability to provide effective oversight of Alberta's gaming, liquor and cannabis industries. It also illustrates our commitment to deliver benefits across the province.

Budget and Target Years - Assumptions

Revenue projections for gaming, liquor and cannabis are based on predictive models of consumption. Factors that impact this include Alberta's projected population and provincial unemployment rates. Assumptions are drawn from projections from the Government of Alberta.¹

Enterprise Risk Management

AGLC employs a detailed enterprise risk management (ERM) program to identify the scope and scale of risks that may impact our operations. The program enables us to identify, and to track over time, the environmental elements that may impact our business operations and our ability to achieve our strategic goals. We also monitor for emerging risks that could have an influence on operations. Our ERM program reinforces the need for effective controls for risk and enables us to plan for actions to address and mitigate risks so that we may continue to deliver on our priorities.

¹ Government of Alberta Budget 2018; Fiscal Plan, Economic Outlook
<https://open.alberta.ca/dataset/budget-2018>

Our Budget and Targets

The summary table below presents AGLC's 2019-20 budget, as well as 2020-21 and 2021-22 targets.

(in thousands)	Actuals		Budget		Variance		Target	
	2018-19	2019-20	\$	%	2020-21	2021-22		
Gaming Net Revenue								
Casino Gaming Terminals	\$ 796,853	\$ 815,850	\$ 18,997	2.4	\$ 871,800	\$ 891,831		
Video Lottery Terminals	496,698	513,931	17,233	3.5	485,332	482,833		
Electronic Bingo	8,128	7,793	(335)	(4.1)	-	-		
Online Gambling	-	-	-	-	1,788	24,568		
PEP Points Credit	(8)	(3,537)	(3,529)	-	(6,310)	(525)		
Gaming Net Revenue	1,301,671	1,334,037	32,366	2.5	1,352,610	1,398,707		
Liquor Net Revenue								
Spirits	355,231	353,407	(1,824)	(0.5)	394,582	402,414		
Beer	300,344	276,541	(23,803)	(7.9)	295,590	301,458		
Wine	174,611	181,552	6,941	4.0	188,926	192,676		
Ciders/Coolers	56,705	53,119	(3,586)	(6.3)	61,789	63,016		
Liquor Net Revenue	886,891	864,619	(22,273)	(2.5)	940,887	959,564		
Cannabis Net Revenue								
Wholesale	3,116	10,340	7,224	-	11,055	21,485		
eCommerce	1,621	1,891	270	16.7	2,203	2,208		
Cannabis Net Revenue	4,737	12,231	7,494	158.2	13,258	23,693		
Operating Expenses								
Salaries, Wages and Benefits	107,069	113,611	6,542	6.1	113,090	115,341		
Supplies and Services	89,311	113,983	24,672	27.6	119,394	121,134		
Leased Gaming Equipment	23,086	29,262	6,176	26.8	27,855	28,582		
Amortization	67,072	78,113	11,041	16.5	90,683	89,292		
Operating Expenses	286,538	334,969	48,431	16.9	351,022	354,348		
Net Income from Ticket Lottery								
Net Sales	946,227	909,050	(37,177)	(3.9)	909,050	909,050		
Direct Expenses	560,813	541,776	(19,037)	(3.4)	541,776	541,776		
Operating Expenses	47,354	53,728	6,374	13.5	53,728	53,728		
Other Income	2,719	2,355	(364)	(13.4)	2,355	2,355		
Net Income from Ticket Lottery	340,779	315,901	(24,878)	(7.3)	315,901	315,901		
Other Revenue								
Miscellaneous Revenue	26,669	18,339	(8,330)	(31.2)	17,397	17,377		
Gain/(Loss) on Disposal	(1,991)	(4,088)	(2,097)	105.3	(3,308)	(2,370)		
Other Revenue	24,678	14,251	(10,427)	(42.3)	14,089	15,007		
NET OPERATING INCOME	\$ 2,272,218	\$ 2,206,070	(66,148)	(2.9)	\$ 2,285,723	\$ 2,358,523		

¹ Net revenue is gross sales less prizes, cost of sales, commissions and federal payments.

² Electronic Bingo adjusted for Keno Charity Commission Expense.

Our Contact Information



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AGLC.Alberta



AGLC



Alberta Gaming, Liquor & Cannabis

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