



# Strategic Plan

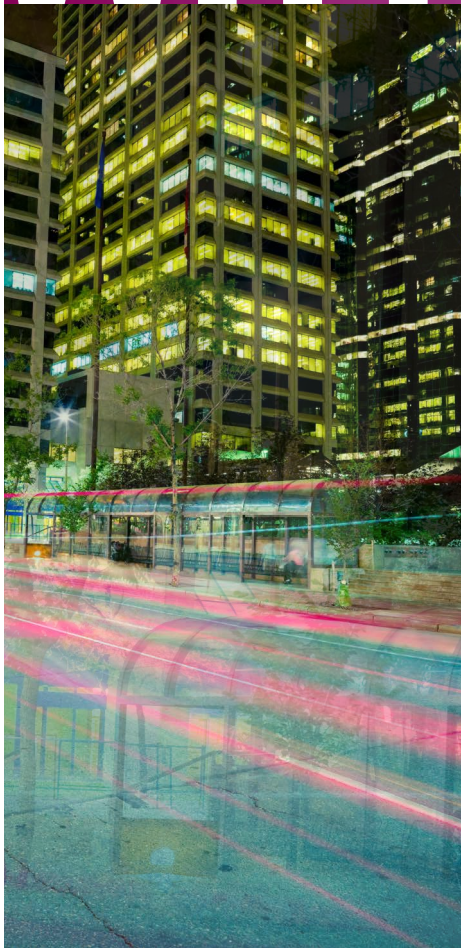
2022-27





# WHY

## a five-year strategic plan?



It is imperative that Alberta maintains its position as the best place to do gaming, liquor and cannabis business with choices Albertans can trust. Global market disruptors, economic challenges and the pace of technological advancements are expected to be key drivers of change in the next five years.

Revenue earned through Alberta's gaming, liquor and cannabis industries provides substantial social and economic benefits to Albertans and the communities where they live. AGLC's commitment to social responsibility is imperative to overall success now and into the future.

This plan outlines AGLC's strategic focus to continue strengthening Alberta to be at the forefront of industry advancements while stewarding a balanced environment where stakeholders thrive and the interests of Albertans are protected.

## AGLC's concept of a shared ecosystem

AGLC's strategies are rooted in being a modern organization that provides evidence-based solutions focused on customer-centricity and drivers of stakeholder success.

This means advancing supports for customers with the consumer at the heart of AGLC's progress. It means reinforcing Alberta as a leader in gaming, liquor and cannabis to aid industry in furthering local innovation.

As joint partners in the gaming, liquor and cannabis ecosystems, AGLC and industry stakeholders must leverage strategic partnerships building synergy and knowledge to uncover and harness shared value. Through this collaboration, AGLC will strengthen Alberta's economy and its collective ability to support emerging provincial priorities, providing choices Albertans can trust.



## **AGLC is guided by:**

### **AN ENTERPRISE RISK MANAGEMENT PROGRAM**

AGLC is willing to take calculated risks to maintain Alberta's position as the best place to do gaming, liquor and cannabis business while balancing the associated risks with a commitment to social responsibility.

Market dynamics are anticipated to create both enterprise opportunities and risks. Changing consumer behaviour, economic conditions, political landscapes, and technology are potential risks AGLC will closely monitor to deliver on the family of strategies.

AGLC is committed to enterprise risk management through continuous identification, measurement and monitoring of risks. This includes considering both the positive and negative aspects of risk by identifying threats and opportunities to achieve win-win strategic outcomes that provide value for Albertans.

### **PRINCIPLES OF ACCOUNTABILITY AND TRANSPARENCY**

Complementing the strategic plan, the AGLC business plan identifies the specific priorities, initiatives and target measurements that will be undertaken over the next three years.

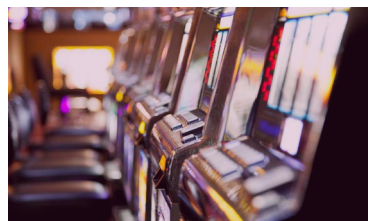
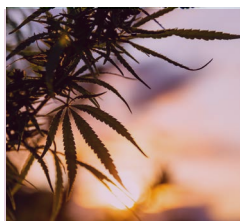
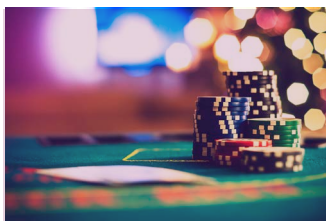
AGLC's annual report will demonstrate the results achieved.

### **SOCIAL RESPONSIBILITY**

Embedded within the plan is AGLC's commitment to social responsibility. With a focus on GameSense, DrinkSense and CannabisSense, AGLC provides choices to Albertans founded on education and research. Public education focuses on information and tools required by Albertans to effectively navigate the landscape of gaming, liquor and cannabis.

### **LEGISLATION**

AGLC operates in accordance with the *Gaming, Liquor and Cannabis Act (GLCA)*, Gaming, Liquor and Cannabis Regulation (GLCR), and the Criminal Code (Canada), as well as aligning with the Government of Alberta's priorities.





# WHAT

will AGLC's family of strategies focus on?

## Desired outcomes



### CUSTOMER

Improved collective intelligence to understand responsible choice while meeting market needs and growing Alberta's competitive advantage.



### INDUSTRY

Increased economic opportunities by prioritizing modernization and automation, positioning Alberta as the best place to do business.



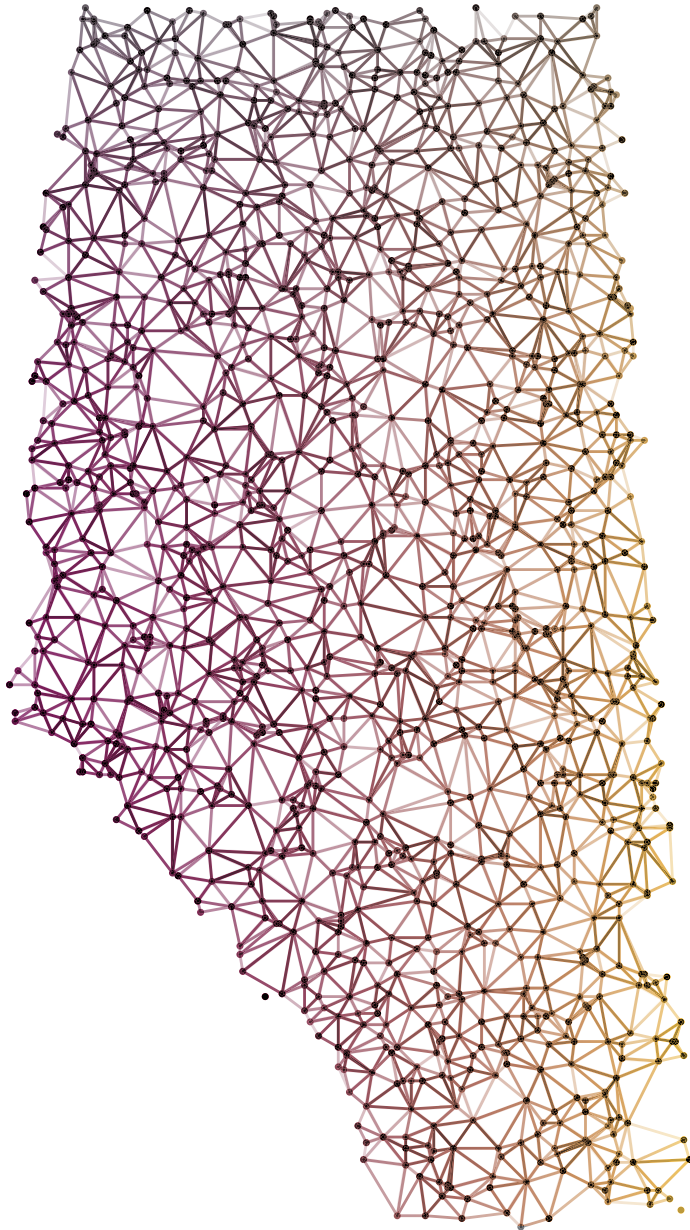
### DIGITAL

Integrated IT initiatives that advance AGLC as a modern organization delivering measurable benefits.



### PEOPLE

Transformed culture that values customer experience and innovation by leveraging digital fluency and technical skills to address current and future workforce needs.



## Indicators of success

- Relationships are established with consumers, non-consumers and stakeholders to identify solutions, uphold public health and social responsibility commitments. In partnership with industry, expectations are addressed using timely and robust data.
- Policies are modernized to support positive outcomes for stakeholders, with a focus on measurable benefits that support future private and charitable sector growth. Digital solutions are created that support industry self-service and automation.
- Opportunities are expedited through agile, lean solutions with decisions focused on fairness, advancing profit growth and return on investment (ROI), validated by direct and indirect economic indicators. Trust is earned through a balanced approach that manages risk and promotes responsible choices.
- AGLC staff are rewarded in their pursuits to advance digital and technical skills, share knowledge and operate in teams that are diverse and inclusive. Collaboration between employees and digital transformation is optimized through significant investments in systems and people development.



**AGLC's integrated family of strategies are all connected. Together, they will focus the organization on achieving its vision and mission.**

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## **VISION**

Strengthen Alberta through its leading-edge gaming, liquor and cannabis industries.

## **MISSION**

Create an environment for responsible choices to deliver economic and social benefits for Albertans.

## **VALUES**

Integrity

Respect

Collaboration

Innovation

Inclusion



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