

Business Plan

2023-24

SASKATCHEWAN LIQUOR AND GAMING AUTHORITY

Saskatchewan! 

Statement from the Minister



*The Honourable Lori Carr
Minister Responsible for Saskatchewan Liquor and Gaming Authority*

I am pleased to present the Saskatchewan Liquor and Gaming Authority's (SLGA) 2023-24 Business Plan.

SLGA's business will change in 2023-24. Gaming operations will transfer to Lotteries and Gaming Saskatchewan (LGS), and private businesses will provide all liquor retailing in the province. SLGA's net income will be less than in the prior year because of these changes. Other factors that may impact SLGA's net income include:

- liquor volumes returning to pre-pandemic levels; and
- inflation impacting the spending habits of average citizens.

In 2023-24, SLGA is budgeting a net income of \$223.5 million¹. SLGA's net income will support Government programs and services and actions in *Saskatchewan's Growth Plan, The Next Decade of Growth 2020-30 (Growth Plan)*, by:

- maximizing SLGA's net income;
- increasing business growth; and
- reducing red tape.

SLGA will continue to develop strategies for the safe and responsible distribution of liquor and regulation of liquor, gaming, and cannabis across the province. As these sectors continue to evolve, SLGA's focus will be to:

- continue to provide strong customer service, and
- improve its programs and services.

I am committed to report on the progress made towards this business plan in the 2023-24 Annual Report.

¹ SLGA's net income has been reduced by more than half compared to the 2021-22 fiscal year. The reduction of net income is primarily due to gaming operations being transferred to LGS. Liquor retail store closures accounted for a minimal amount of net income.



2023-24 Budget Highlights

1	SLGA's budgeted net income for 2023-24 is \$223.5 million ² .
2	Liquor wholesaling is budgeted to provide \$269.6 million in net revenue. This is consistent with the prior year budget.
3	Regulatory is budgeted to provide \$4.8 million in net revenue. This is an increase of \$0.7 million from the prior year budget. This increase is due to a rise in the number of cannabis permits.
4	Expenses for liquor wholesaling, regulatory, administration, and third-party grants is budgeted at \$51.1 million. This represents the amount needed to maintain operations under the new SLGA structure.

² SLGA's net income has been reduced by more than half compared to the 2021-22 fiscal year. The reduction of net income is primarily due to gaming operations being transferred to LGS. Liquor retail store closures accounted for a minimal amount of net income.

Government Vision and Goals

Saskatchewan's Vision

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"...to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

>> Government Goals

A Strong Economy

Strong Communities

Strong Families

Saskatchewan's vision and three goals provide the strategic direction for organizations to align their programs and services to build a strong Saskatchewan.

All organizations will report on progress in their 2023-24 annual reports.

Saskatchewan Liquor and Gaming Authority Overview

Mission

We serve Saskatchewan people with excellence contributing to economic growth through the socially responsible distribution of liquor products and the regulation of liquor, gaming, and cannabis.

Vision

The best liquor distributor and regulator of liquor, gaming, and cannabis in Canada.

Goal 1: Maximize SLGA's net income³

Among the goals outlined in the Growth Plan is a balanced budget and strong economy. As a provider to the General Revenue Fund, SLGA's net income helps Government meet these goals. The net income also supports government objectives in health, education, and infrastructure.

Strategy: *The approach we will take to achieve our goal*
Maximize liquor net income.

Key Actions: *What we will do to get there*

- Ensure the cost of service aligns with the costs of managing the liquor supply chain.
- Create marketing, pricing and assortment strategies that help maximize wholesale net income.
- Complete the wind-up of SLGA Retail Inc.

Performance Measures: *What success looks like*

SLGA net income

The majority of SLGA's net income is from the wholesale distribution of liquor products. SLGA net income helps fund Government of Saskatchewan initiatives.

Target net income: \$223.5 million.

³ SLGA's net income has been reduced by more than half compared to the 2021-22 fiscal year. The reduction of net income is primarily due to gaming operations being transferred to LGS. Liquor retail store closures accounted for a minimal amount of net income.

Goal 2: Alcohol, gaming, and cannabis products and services are provided safely and fairly

Alcohol, gaming, and cannabis products and services come with risks if not used safely. SLGA regulates these industries and works to ensure that businesses operate in a safe manner, are responsible, and have knowledge of responsible use practices. These practices help to protect the integrity of each business and promote community well-being.

Strategy: *The approach we will take to achieve our goal*

Improve the safe and fair provision of alcohol, gaming, and cannabis products and services.

Key Actions: *What we will do to get there*

- Update processes to improve service based on results from the 2022-23 regulatory customer satisfaction survey.
- Work with new liquor retail store permit holders to support the opening of their business.
- Continue to operate the Minors as Test Shoppers programs to increase liquor and cannabis retail store permittee compliance with Saskatchewan laws prohibiting sales and service to minors.

Performance Measures: *What success looks like*

Retail store permittee compliance with Saskatchewan laws

SLGA employs minors who attempt to buy liquor and cannabis products from retailers. The results help to assess retail store compliance with Saskatchewan laws.

Target: increase compliance by five percentage points compared to the prior year for liquor and establish a benchmark for cannabis.

Goal 3: Provide a great customer experience with efficient and effective programs and services

SLGA works with businesses to distribute and regulate products and services. Working together allows SLGA to identify areas to improve its programs and services. These improvements can support the growth of businesses and reduce red tape in alignment with the goals set out in the Growth Plan.

Strategy: *The approach we will take to achieve our goal*

Meet or exceed customer expectations by improving the efficiency and effectiveness of programs, processes, and services.

Key Actions: *What we will do to get there*

- Continue to engage customers to understand their needs and improve overall satisfaction.
- Continue to work with LGS to ensure an effective transfer of gaming operations from SLGA to LGS.
- Modernize and improve business processes through updated technology to create efficiencies and provide a great customer experience.
- Continue to develop and implement strategies to support and grow the Saskatchewan craft alcohol industry.

Performance Measures: *What success looks like*

Customer satisfaction

Customer satisfaction measures how well a customer's experience meets their needs. The results can lead to improvements and a better customer experience.

Target: 80 per cent or higher for all customer groups with established benchmarks.

Goal 4: Maintain a culture that consistently reflects SLGA's core values

SLGA employees are the heart of its organization. SLGA's core values of one team, respect and integrity, serving citizens, and excellence and innovation help to encourage an environment where employees are engaged and enabled to do their best in support of SLGA's vision and mission.

Strategy: *The approach we will take to achieve our goal*

Continue to build an engaged and enabled workforce that reflects corporate values.

Key Actions: *What we will do to get there*

- Assess steps to maintain and attract employees in a competitive environment.
- Administer the 2023 Employee Engagement and Culture Survey and develop and implement action plans based on survey results.

Performance Measures: *What success looks like*

Employee engagement index score (Index)

Employees who feel connected to their organization work harder, stay longer, and motivate others to do the same. The Index is a set of specific questions asked of employees to determine their level of engagement. Improvements in the Index can help SLGA succeed in achieving its goals and vision.

Target: five percentage point increase from 2021 survey.

Number of medical aid and time loss injuries

Providing a safe workplace can help to increase employee satisfaction and productivity.

Target: zero workplace injuries.

Financial Summary

SLGA's Plan supports key actions that help the Government achieve its goals. The main financial outcome for SLGA is its net income⁴ target. SLGA's main source of net income is profits from the liquor wholesale sector and revenue from the regulation of liquor, gaming, and cannabis.

Links to More Information

- [Saskatchewan Liquor and Gaming Authority](#)
- [Government of Saskatchewan Budget, Planning, and Reporting](#)

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