



AGCO

Alcohol and Gaming  
Commission of Ontario

# Strategic Plan

2025–2028

[agco.ca](https://agco.ca)

Background photo: Scarborough Bluffs



# Introduction

**The Alcohol and Gaming Commission of Ontario (AGCO) is Ontario's regulatory body for alcohol, lottery and gaming, retail cannabis, and horse racing.**

In recent years, the AGCO has experienced significant growth in role and mandate across a more diverse set of sectors. From Ontario's expanded alcohol retail marketplace to the legalization of cannabis, to the focus on equine welfare and the expansion in digital gaming channels, our regulated sectors continue to change, mature and offer more choice to Ontario customers.

The AGCO leverages a common sense and outcomes-based approach. We work closely with Government and stakeholders to identify practical solutions that balance the imperative to safeguard the public interest and consumer safety with the need to foster a business environment that is dynamic and encourages innovation. Our track record as a nimble regulator reflects our success and commitment to responding to emerging and sometimes disruptive trends with straightforward strategies that fulfill our mandate to reduce public harm while maintaining a 'right sized' approach to regulation.

This new Strategic Plan continues to be grounded in the core pursuits of the AGCO to be a modern regulator that prizes customer service excellence and world class talent. It is designed to ensure that we continue to build the right capabilities now to ensure the organization is a world-leading regulator well into the future. To do this, and to continue to effectively deliver on our mandate, we will leverage and strengthen our foundation of building strong relationships with stakeholders, relying on innovative technology solutions, and investing in our responsive, efficient, and outcomes-oriented culture.



# About the AGCO

Established by the Government of Ontario in 1998, the AGCO is an arms-length, regulatory agency responsible for regulating the legal alcohol, lottery and gaming, retail cannabis, and horse racing sectors in Ontario. It combines three legacy agencies: the Liquor Licence Board of Ontario; the Gaming Control Commission; and the Ontario Racing Commission. Reporting to the Ministry of the Attorney General, the AGCO is governed by a Board of Directors appointed by the Government of Ontario.

Headquartered in Toronto, Ontario, the AGCO has eight divisions with a workforce of about 700 staff. This includes approximately 144 Ontario Provincial Police (OPP) officers in the Investigation and Enforcement Bureau that conducts investigations across all sectors regulated by the AGCO. Our activities are focussed on licensing and registration, compliance, inspections and investigations, auditing, officiating at horse races, policy development, education and training, stakeholder relations, and communications.





# About This Plan

This Strategic Plan will guide our organization as we continue to provide world-class regulation to diverse and maturing sectors. Aligned with our vision and mandate, this plan sets out the goals, initiatives, and outcomes that will lead the AGCO's focus over the next three years.

The development of this Strategic Plan was guided by business best practices and deep engagement with stakeholders, our Board and AGCO staff whose insights and perspectives are reflected in this plan.

To ensure that the AGCO achieves these goals, strategic initiatives have been established to further guide decision-making and prioritization of resources across the agency. Each strategic initiative has key outcomes to guide the organization's progress for the three years of the plan.

This Strategic Plan will help us achieve our vision of being a world-class regulator that champions the public interest, consumer safety, innovation, and talent.

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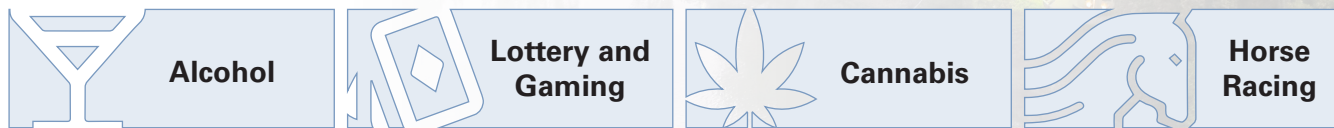
## Our Mandate

To regulate in accordance with the principles of honesty and integrity, and in the public interest.

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## Our Vision

A world-class regulator that is innovative, proactive, inclusive and socially responsible.



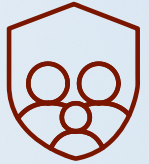


# Our Strategic Goals

These four goals are intended to be broad enough to capture the AGCO's overarching ambitions, yet specific enough to be actionable.



# Reduce the Risk of Harm



Reducing the risk of harm is central to the AGCO's purpose and mandate and this Strategic Plan builds on this pillar by prioritizing proactive harm reduction and a strong approach to combatting illegal markets. These initiatives will assure Ontarians that our markets are safe and responsible, while also supporting our legal operators and licensees by leveraging key partnerships to eliminate illicit actors.

The AGCO will bolster its proactive approach to monitoring emerging risks across sectors through robust harm reduction frameworks and standards. This includes deepening our collaboration and partnership with social responsibility, public health, and law enforcement stakeholders to enhance strategies to eliminate illegal markets and protect minors and communities.

## Strategic Initiatives

### Enhance proactive harm reduction

### Strengthen our approach to combatting illegal markets

## Three-Year Outcomes

- AGCO's harm reduction framework is successful at identifying key risks to the public and delivers appropriate and meaningful protections in each of the sectors it regulates.
- AGCO is recognized by its stakeholder ecosystem as a leader in regulatory effectiveness with best-in-class methodologies and regulatory approaches.
- AGCO has leveraged partnerships and taken meaningful steps to reduce and contain illicit market actors and activity.
- Government and sector stakeholders gain clarity on AGCO's regulatory oversight role and recognize it as a key partner in combatting illegal markets.



# Foster Industry Sustainability and Innovation



The AGCO is focused on fostering competitive, safe, and fair markets that balance robust regulatory oversight with competitive markets that bear minimal regulatory burden and offer expanded consumer choice. We are committed to identifying and advocating for the removal of regulatory barriers, expanding our support of innovation in regulated sectors, and strengthening our operational readiness to be responsive to evolving market trends and needs.

Our regulatory frameworks are key enablers to facilitating innovation and healthy participation in our markets. By identifying and responding to emerging needs and mitigating risks, we put licensees at the centre of our programs and are committed to providing services that reduce unnecessary burdens on businesses while maintaining a focus on social responsibility.

## Strategic Initiatives

## Three-Year Outcomes

### Identify and advocate for removal of regulatory barriers

- AGCO's regulatory frameworks facilitate market participation while targeting material risks and driving positive outcomes.
- AGCO's regulatory frameworks are transparent and plain language with a 'right-size' regulatory approach.
- AGCO puts its customers at the centre of its programs and delivers its services in ways that respond to their evolving needs.

### Enable innovation in our regulated sectors

- The AGCO has an agile and responsive regulatory framework that encourages regulated sectors to innovate, compete and provide consumer choice.

### Strengthen our operational readiness to be responsive to external factors

- AGCO uses its regulatory expertise and operational maturity to support government in achieving its economic objectives for the regulated sectors.



# Strengthen Our Organizational Foundation



As our existing sectors evolve and diversify and new sectors emerge, the AGCO remains committed to adapting our operational approaches and building upon our strength as an agile regulator. This commitment extends to building an organization foundation that reflects the same focus on outcomes, efficiency, and innovation that the AGCO uses in its regulatory approach.

We will enhance our decision-making and governance frameworks to support the adoption of increasingly responsive operating models that meet the needs of our stakeholders while driving organizational excellence and regulatory effectiveness.

Digital enablement of the AGCO's strategic goals and continued integration of technology into our core work and culture is a key focus of the organization. Our increasingly digitized operating models improve our performance by creating efficiencies, streamline how we interact with our stakeholders, and enable the AGCO to leverage data to support and inform decision-making. This ensures new initiatives and service updates accurately reflect the needs of our stakeholders and provides an array of sophisticated tools to monitor and assess compliance programs, market trends, and customer and employee satisfaction.

## Strategic Initiatives

**Enhance strategic, enterprise and financial decision-making frameworks**

**Transform digital capabilities to drive business agility and regulatory effectiveness**

## Three-Year Outcomes

- AGCO's strategic planning framework and practices effectively support business needs and program delivery models.
- Increased access to high-quality data that results in the creation of intelligence for making predictive and evidence-based regulatory and business decisions.
- The AGCO's operating model is digitally enabled to support operational effectiveness, customer experience and program delivery.
- The AGCO embraces innovation and agile development, encourages experimentation and intelligent failure, and proactively addresses evolving risks and opportunities.



# Attract, Retain and Develop Our People



Our people play a key role in ensuring the AGCO remains a leading regulator with modern, efficient and effective processes. To ensure our work environment embodies the agility with which we regulate, we will further build and invest in the talent and capabilities of our team to offer best-in-class services to our customers and stakeholders.

By being open to new ways of working, prioritizing employee well-being, and ensuring our values translate into our culture, we will attract and retain top talent with in-demand skills and help build an optimal workplace culture to deliver on our mandate. In doing so, we are committed to establishing a team reflective of Ontario's demographic diversity, prioritizing inclusiveness, and fostering a workplace that is increasingly free of discrimination and harassment.

## Strategic Initiatives

## Three-Year Outcomes

### Attract and retain top talent to deliver on the AGCO's evolving role

- AGCO attracts and retains specialized skills and dedicated team members that enable it to respond to expanding areas of oversight and deliver best-in-class customer service to the people of Ontario and our stakeholders.

### Invest in developing our people

- Consistent investment and coaching for AGCO's talent pool leads to increased employee motivation, greater job satisfaction and improved productivity, enabling the AGCO to remain a top employer and world class regulator.
- AGCO builds an organization of digitally competent leaders and staff who understand required digital skillsets and learning to support current and future operating models.

### Champion a culture of diversity, inclusion and accessibility

- AGCO has a workforce reflective of Ontario's demographic diversity, a strong culture of inclusion, and a workplace that is increasingly free of discrimination and harassment.

# Performance Measurement

The AGCO has developed a series of outcome-based performance measures to evaluate our efforts and assess alignment with the goals set out in our strategic plan. These measures offer insight into our overall direction, highlight successes and identify emerging risks, enable data driven

decision-making, and strengthen our ability to be agile and drive continuous improvement in a dynamic environment. We will prioritize collecting and analysing new data sets to establish baselines where needed to enable this critical element of our new Strategic Plan.

## Performance Measure

### Average Compliance Rate Related to Youth Protection

*# of findings of non-compliance with youth access standards (liquor, cannabis, lottery & land-based gaming)*

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### Service Standard Achievement

*Frequency that service and processing standards are met*

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### Digital Maturity

*Scored index reflecting overall digital capability maturity across strategic, service delivery and enabling capabilities*

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### Employee Engagement Score

*Aggregate score indicating engagement of employees across the organization*



# Implementation Approach

To enable the implementation of this Strategic Plan, an integrated planning framework will be used to execute this strategy through executive support and accountability and cross divisional collaboration. Under this framework, each initiative will have enterprise projects and programs aligned to achieve the desired outcomes. Decision making and prioritization will be data-driven and consider impacts across our talent, digital capabilities and financial resources. An enterprise-wide approach that accounts for interdependencies between initiatives, will be foundational to the governance structure.

Implementation progress will be closely monitored by management and reported to the AGCO Board. In conjunction with this Strategic Plan, we will continue to evolve an enterprise performance measurement system linked to the four organizational goals and corresponding strategic initiatives. Over the duration of this Strategic Plan, this will enable the identification and improvement of internal functions and the resulting outcomes, ensuring that AGCO is equipped with the relevant insights to make decisions that reinforce our strategic direction.

As the AGCO's integrated planning framework matures, the governance model to achieve the Strategic Plan will provide a holistic view of our organization that will inform evidence-based decision making that ensures sustainable and appropriate use of resources. It will enable us to significantly enhance our approach to risk identification and mitigation planning and equip the agency to respond to external factors with minimal disruption to core operations and the key priorities identified in this Strategic Plan.

The successful execution of this Strategic Plan will position the AGCO to evolve and be responsive to a dynamic environment, maintaining its reputation as a world-class regulator and employer.

