

# MOVING FORWARD WITH PURPOSE

Action Plan for an Effective  
Public Service

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2023 - 2026

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Available in alternate formats upon request.

To contact us, visit [www.mbl.ca](http://www.mbl.ca)

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# LAND ACKNOWLEDGEMENT

Manitoba Liquor & Lotteries benefits from being on the original territories of the Anishinaabe, Cree, Oji-Cree, Dakota, Lakota, and Dene peoples, lands now known as Treaties One through Five – and the homeland of the Red River Métis.

We commit to respecting the treaties made on these territories while acknowledging the harms of the past and moving forward in partnership with Indigenous communities and a spirit of reconciliation.

While we acknowledge that territorial acknowledgements are only one step in cultivating greater respect for and inclusion of Indigenous Peoples, these words will accompany actions invested in building a future and community better for all.



*Photo by Buddy Prince, a member of Brokenhead Ojibway Nation.  
The Brokenhead River, on Brokenhead Ojibway Nation, 2023.*

# Message from the President & CEO



It is essential for Manitoba Liquor & Lotteries (MBLL) to continually be aware of change in our working environment, and to adjust when necessary to stay aligned with our commitments to government, customers, business partners and all Manitobans. The constant change of technology, consumer preferences and economic conditions highlights the need for businesses to adapt and respond to these changing dynamics, and MBLL is no exception.

One area that has been identified as an opportunity for growth is to enhance our commitment to public service. Serving the public effectively has always been a fundamental part of our success. MBLL understands the critical importance of adapting to meet evolving customer and business partner needs to satisfy our overall mandate. Manitobans want assurances that we are ready to support their changing needs and set plans in place to effectively manage them.

As part of the broader public service, this action plan will ensure alignment with the values and principles of *The Public Service Act* and guide the organization and our employees to support them. Over the coming years, these values will be enhanced, supporting government's goal for a consistent and effective public service that:

- Improves service
- Invites collaboration
- Fosters innovation
- Focuses on sustainability

The plan will play a critical role in ensuring the public is served in ways that are responsive, efficient, effective, fair, and merit based; connect employees to the people they serve; and drive policies and services to be more public-centric.

Our employees and business partners can feel confident that MBLL is responding to the evolving needs of the business and establishes a positive framework to improve the way we serve the public.

I invite all those who play a part in executing this plan to read further and see for yourselves what we'll be doing to improve our business practices to better serve Manitobans.

Let's work together to better serve the public.

Sincerely,

**GERRY SUL**  
*President & CEO*

# About Us

Manitoba Liquor & Lotteries is a provincial Crown corporation that contributes to the general revenue of the Province of Manitoba through the sale of liquor, gaming and cannabis. Programs and services like healthcare, education, social services, housing and infrastructure are funded through the Province of Manitoba's general revenue.

All liquor, gaming and cannabis sold by more than 3,300 private businesses in Manitoba is purchased through Manitoba Liquor & Lotteries.

We supply liquor and beer vendors, specialty wine stores, restaurants and bars, lottery retailers, cannabis retailers and other licensees.

We operate the network of Video Lottery Terminals (VLTs) found at private licensed establishments and First Nations sites, and supply equipment and oversight to First Nations casinos and the Shark Club Gaming Centre. Manitoba's PlayNow.com is managed under agreement with BCLC.

We distribute and sell lottery tickets as a member of the Western Canada Lottery Corporation (WCLC) and, by extension, the Interprovincial Lottery Corporation (ILC). We are the exclusive supplier of breakopen tickets and bingo paper in Manitoba.

We directly operate all Liquor Mart and Liquor Mart Express stores and the Casinos of Winnipeg.

Sustainability and social responsibility are central to our business approach. We promote healthy choices for consuming liquor, gambling and cannabis.

## Our Purpose

### To Enrich the Lives of Manitobans by:

- Meeting the needs of the Government by making the greatest possible contribution to the economic and social well-being of the Province of Manitoba.
- Anticipating the needs of customers.
- Enabling our employees.
- Engaging private sector partners and suppliers in sound business practices and mutually beneficial relationships.
- Supporting local communities in a way that matters to Manitobans.

# Our Values

We aspire to live these values in all that we do to enrich the lives of Manitobans.



## **CARING**

*Everyone Matters:*

We care about each other, our communities and the environment by being genuine, responsible and considerate.



## **COMMITTED**

*Keep Promises:*

We take pride and ownership in making and meeting our commitments.



## **COLLABORATIVE**

*Better Together:*

We work together in an open, respectful way to produce and deliver outstanding results.



## **CREATIVE**

*Courage to Explore:*

We foster an environment of idea sharing, continuous learning and improvement, and push beyond what we have today to what is possible tomorrow.



## **CUSTOMER FOCUSED**

*Great Experiences:*

We listen to our internal and external customers so we can anticipate, understand and respond to their needs.

# Taking Action

This action plan is our guide to improve public service effectiveness under the following pillars - improving service, inviting collaboration, fostering innovation, and focusing on sustainability.





## IMPROVING SERVICE

### PROVIDE SERVICES FAIRLY, RELIABLY AND COMPETENTLY

- Enhance customer experience and engagement by aligning offerings with the changing needs of customers
  - Customer satisfaction targets will be achieved:
    - Liquor Marts – Maintain 90%
    - Casinos – 2% over 22/23 baseline
    - Lottery – 2% over 22/23 baseline
    - VLT sites – 5% over 22/23 baseline
    - PlayNow.com – 5% over 22/23 baseline

### FOCUS ON QUALITY AND OUTCOMES TO ACHIEVE PERFORMANCE STANDARDS

- Ensure all financial metrics are achieved for annual business plans
- Improve access to products and services in all lines of business
  - The Lottery Retail network will be expanded
  - Two new online channels will be available for lottery product purchases (LottoSpot! app and eRetailer)
  - A fully functional Playnow.com mobile app will be released
  - Liquor sales through private sector participation will increase
  - The optimal number of cannabis retail stores will be achieved
  - 50% of cannabis will be distributed through third-parties

### BE TRANSPARENT TO ENABLE PUBLIC SCRUTINY

- Increase awareness of our contributions to the Province
  - Public awareness targets will be achieved – 8% over 21/22 baselines for:
    - Percentage of Manitobans who value Manitoba Liquor & Lotteries' economic contributions to the province
    - Percentage of Manitobans who agree they would speak favourably about Manitoba Liquor & Lotteries
    - Percentage of those who consume alcohol in Manitoba who are aware of Manitoba Liquor & Lotteries' social responsibility programming
    - Percentage of gamblers in Manitoba who are aware of Manitoba Liquor & Lotteries' social responsibility programming
- Make our annual report and quarterly financial statements available to the public
- Ensure external audits are performed
- Make our Corporate Business Plan available to the public
- Disclose compensation
- Publish a corporate responsibility report that illustrates our commitment to environmental and social impacts





## INVITING COLLABORATION

### INVITE TEAMWORK AND COLLABORATION TO MAXIMIZE STRATEGIC INVESTMENT IN DELIVERING SERVICE

- Support business partners
  - Partner satisfaction targets will be achieved – 2% over 21/22 baselines for:
    - Liquor channel partners
    - Retailers
    - VLT siteholders
    - Lottery retailers
- Focus on diversity, equity and inclusion
  - The workforce will reflect the diversity of the Manitoba population by meeting or exceeding employment equity group targets.
  - The representation of equity groups in management positions will increase.
  - The percentage of employees who feel a sense of belonging will increase to 75% (from 72% in 2021 survey)
- Focus on employee safety and wellness
  - Workplace safety incidents will be reduced to 10 incidents per 100,000 hours worked (from target of 12.1 in 21/22)
- Prioritize employee attraction, retention and recognition
  - Employee Engagement will increase to 75% (from 71% in 2021 survey). The percentage of employees who feel valued will increase to 64% (from 58% in 2021 survey)

### ENGAGE AND COLLABORATE WITH THE PUBLIC TO PROVIDE THE OPPORTUNITY TO INFORM, DEVELOP AND IMPLEMENT SERVICES

- Annual Public Meetings
- Public consultations for each business line

### ADVANCE RECONCILIATION THROUGH CONCRETE AND CONSTRUCTIVE PARTNERSHIPS WITH INDIGENOUS PEOPLES

- Deliver on Truth and Reconciliation Commission Calls to Action by developing a roadmap with the following objectives:
  - Implement recommendations from Truth and Reconciliation Commission Calls to Action
  - Engage and build further relationships with Indigenous peoples and communities
  - Reduce cultural bias and increased cultural competency within the organization
  - Improve support for Indigenous employees and future employees
  - Increase representation of Indigenous employees at all levels within the organization
  - Collaborate on solutions for diversity, equity and inclusion matters faced by Indigenous peoples in Manitoba



## FOSTERING INNOVATION

**BE FLEXIBLE AND CREATIVE IN THE DELIVERY OF PUBLIC SERVICES SO AS TO ADAPT QUICKLY AND EFFECTIVELY TO CHANGES IN PRIORITIES AND NEEDS OF THE PUBLIC**

- Review liquor supply chain and pricing model
  - Put in place a robust wholesale pricing and retail pricing model

**ENGAGE IN STRATEGIC AND PREDICTIVE DECISION-MAKING**

- Improve strategic planning and capacity management
  - 80% of initiatives planned will be completed on time and on budget

**EXPERIMENT AND MEASURE RESULTS TO IDENTIFY OPPORTUNITIES FOR NEW RESPONSES TO COMPLEX PROBLEMS**

- Modernize technology
  - 100% of Information Technology projects will be represented in the Technology Roadmap plan



## FOCUSING ON SUSTAINABILITY

**EXERCISE SKILL AND JUDGMENT IN THE USE OF PUBLIC RESOURCES IN DELIVERING SERVICES**

- Minimize environmental impacts
  - Greenhouse Gas Emissions will be reduced by 21% from the 2017 base year
- Alignment with GRI (Global Reporting Initiative) for corporate social responsibility

**CONTINUALLY EVALUATE SERVICES TO DETERMINE IF THOSE SERVICES ARE MEETING THE NEEDS OF THE PUBLIC IN AN EFFICIENT AND RESPONSIVE MANNER**

- Implement continuous improvement
  - A baseline for tracking savings in time, cost or quality will be set



# Conclusion

Manitoba Liquor & Lotteries has aligned our values to those in *The Public Service Act*, creating this action plan to guide us so we can respond and adapt effectively to our evolving business needs.

This action plan is our pledge to the people of our province that Manitoba Liquor & Lotteries is committed to doing better. We will continue to foster a culture that encourages openness and accountability, enhances public participation, and creates a more efficient and responsive organization.

Service, collaboration, innovation, and sustainability will remain organizational priorities for years to come, and with this roadmap to set our path, we will together strive to be a more effective public service – a key part of how we Enrich the Lives of Manitobans.





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LIQUOR  
& LOTTERIES