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Mr. Carmine Nigro
Chair
Liquor Control Board of Ontario
100 Queens Quay East, 9th Floor
Toronto, ON M5E 0C7

Dear Mr. Nigro,

I am pleased to share our government's 2023-24 priorities for the Liquor Control Board of Ontario (LCBO).

As Chair, you play a vital role in helping the LCBO achieve its mandate. It is important that your agency's goals, objectives, and strategic direction continue to align with our government's priorities and direction. As part of the government of Ontario, agencies are expected to act in the best interests of the people of Ontario and ensure that they provide value for money to taxpayers. Agencies are also required to adhere to government policies and directives.

Per the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for the LCBO for 2023-24. These priorities include:

1. **Competitiveness, Sustainability and Expenditure Management**

- Identifying and pursuing opportunities for revenue generation through partnerships, where appropriate.
- Identifying efficiencies and savings through innovative practices, and/or improved program sustainability.
- Complying with applicable direction related to supply chain centralization, including contract harmonization for planned and pending procurements, accounting practices and realty interim measures for agency office space.
- Leveraging and meeting benchmarked outcomes for compensation strategies and directives.

2. **Transparency and Accountability**

- Abiding by applicable government directives and policies and ensuring transparency and accountability in reporting.
- Adhering to accounting standards and practices, and responding to audit findings, where applicable.
- Identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability.

3. Risk Management

- Developing and implementing an effective process for the identification, assessment, and mitigation of agency risks, including COVID-19 impacts and any future emergency risks.

4. Workforce Management

- Optimizing your organizational capacity to support the best possible public service delivery, including redeploying resources to priority areas, where needed.

5. Diversity and Inclusion

- Developing and encouraging diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
- Adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making.

6. Data Collection

- Improving how the agency uses data in decision-making, information sharing and reporting, to inform outcome-based reporting and improve service delivery.
- Increasing data sharing with Supply Ontario when applicable regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

7. Digital Delivery and Customer Service

- Exploring and implementing digitization for online service delivery to ensure customer service standards are met.
- Using a variety of approaches or tools to ensure service delivery in all situations, including pursuing delivery methods that have evolved since Covid-19.

These are the government-wide commitments for board-governed provincial agencies. Please see the attached guide for further details of each priority.

I am also sharing several priorities specific to the LCBO:

1. Ensuring LCBO retail spaces are receptive and responsive to the needs of Ontario consumers, the people that we all serve.
2. Helping shape a more sustainable Ontario by pursuing opportunities that support the well-being of Ontario's communities, minimize LCBO's environmental impacts, and lead positive change in the beverage alcohol industry.
3. Promoting local Ontario products through collaborative marketing and merchandising efforts both in-store and online in response to consumer demand.

4. Supporting the government's objectives and policy development activities related to improving choice and convenience for consumers while modernizing Ontario's beverage alcohol retail marketplace, including facilitating analysis of the sector through data sharing between the LCBO and Ministry of Finance.
5. Reviewing and acting on opportunities for red tape reduction for beverage alcohol producers.
6. Helping ensure the LCBO and government meet our financial and social objectives as they relate to the control and sale of alcohol. This includes engaging with social responsibility and public health partners to reduce alcohol related risks and ensure consumers can make informed decisions related to alcohol consumption.
7. Investing in technology to support LCBO's modernization and operations.

I would be pleased to discuss these priorities during our next meeting, and I look forward to hearing how they will be reflected in the agency's upcoming business plan and in ongoing agency operations.

Thank you and your fellow board members for your continued commitment to the LCBO. Your work and ongoing support is invaluable to me and the people of Ontario.

Should you have any questions, please feel free to contact Richard Clark, Chief of Staff, Ministry of Finance at (416) 325-0400 or Richard.Clark@ontario.ca.

Sincerely,



Peter Bethlenfalvy
Minister of Finance

Attachment: Government Priorities for Agency Sector Chart

- c: George Soleas, President and CEO, Liquor Control Board of Ontario
Richard Clark, Chief of Staff, Minister's Office, Ministry of Finance
Greg Orencsak, Deputy Minister, Ministry of Finance
Nancy Mudrinic, Associate Deputy Minister, Office of Regulatory Policy and Agency Relations, Ministry of Finance
Erin McGinn, Assistant Deputy Minister, Ministry of Finance
Tom McKinlay, Director (A), Legal Services Branch, Ministry of Finance