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Heidi Reinhart
Chair
iGaming Ontario
heidi.reinhart@igamingontario.ca

Martha Otton
Executive Director
iGaming Ontario
martha.otton@igamingontario.ca

Dear Heidi Reinhart and Martha Otton:

I am pleased to share our government's 2025-26 priorities for iGaming Ontario (iGO).

Agencies are a part of government and 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, agencies are required to align goals, objectives and strategic direction with our government's priorities and direction. As Chair, you must ensure that iGO's business plan demonstrates the agency's plans in fulfilling the expectations and government priorities below and that progress and achievements are reported through your annual report. Compliance with these requirements is reported to Treasury Board/Management Board of Cabinet annually.

This letter sets out my expectations for 2025-26 that iGO is innovative, sustainable and accountable through the following direction:

Innovative

1. Simplify client/customer interactions.
2. Expand and optimize digital service offerings.
3. Improve client/customer satisfaction.
4. Share data with Supply Ontario, when requested, regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

Sustainable

5. Strengthen public service delivery by optimizing organizational capacity and directing existing resources to priority areas.
6. Use Public Resources efficiently and
 - a) Operate within agency's financial allocations.
 - b) Prudently and responsibly manage workforce size. Where an agency requires a material increase in workforce size, the agency must provide the Minister with an HR plan for approval that provides the rationale based on government priorities and/or agency mandate.

Accountable

7. Develop and report on outcome-focused performance measures to effectively monitor and measure performance.
8. Protect individual, business or organization data by actively managing data and cybersecurity and reporting Artificial Intelligence uses.
9. Report all high risks including effective mitigation plans.
10. Align hybrid work policies with the OPS and identify and assess office optimization opportunities to reduce office realty footprint and find cost reductions
 - a) Collaborate with MOI to identify office space opportunities
 - b) Align with the MBC Realty Directive and the OPS Modern Office Space (OMOS) Standards.
11. Develop and encourage diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
12. Increase non-government, non-fare, non-fee revenue, in the form of net income, by a percentage to be selected by the Minister in consultation with the Chair.

These are the government-wide commitments for board-governed provincial agencies. Please see the attached guide for further details of each priority and the accompanying performance measures that can be utilised if measurements are not currently in place.

I am also sharing several priorities specific to iGO:

1. Continue to develop and execute on initiatives that foster market competitiveness, operational efficiencies, and revenue generation as iGO becomes a standalone agency while working with the Alcohol and Gaming Commission of Ontario (AGCO) to ensure continued regulatory compliance for operators and operational transition matters required as the parent-subsidiary relationship between AGCO and iGO dissolves.
2. Further develop iGO as a leader in market data and consumer insights to inform future government policy decisions and equipping operators and consumers with the information needed to continue capturing market share from the illegal market.

3. Work with Ontario Lottery and Gaming Corporation (OLG) to ensure a coordinated government approach on Responsible Gaming, centralized self-exclusion and anti-money laundering measures.
4. Support the government's objectives and policy development activities to drive increased growth and enhanced consumer choice in the igaming framework, including supporting regulated igaming markets in other provinces.
5. Continue to work with government to support relationships with First Nation partners, including the Ontario First Nations Limited Partnership, to continue to improve information-sharing and continued good faith discussions on revenue sharing and other priorities.
6. Continue to work with government and agency partners on opportunities for red tape reduction including to permit data-sharing where appropriate, improve the customer experience, and increase revenue while complying with all legal and regulatory requirements and government directives.

At our next meeting, I would be pleased to discuss these priorities, 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 iGO. Your work and ongoing support is invaluable to our government and the people of Ontario.

Should you have any questions, please feel free to contact Jane Mallen, Assistant Deputy Attorney General, Policy Division at jane.n.mallen@ontario.ca.

Sincerely,



Doug Downey
Attorney General

Enclosure

- c: Patrick Schertzer, Chief of Staff to the Attorney General
Jane Mallen, Assistant Deputy Attorney General, Policy Division
Stan Cho, Minister of Tourism, Culture and Gaming
Creed Atkinson, Chief of Staff to the Minister of Tourism, Culture and Gaming