

ONTARIO LOTTERY AND GAMING CORPORATION

# Responsible Gaming

▶ POLICIES AND PROGRAMS



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## Commonly Used Acronyms

<b>AGCO</b>	<b>Alcohol and Gaming Commission of Ontario</b> An agency of the Ontario Ministry of Government Services - with the statutory mandate to ensure that casino and charitable gaming is conducted in the public interest, with integrity, and in a manner that is socially and financially responsible.	<b>MARGI</b>	<b>Mobile Access to Responsible Gaming Information</b>
<b>ATM</b>	<b>Automatic Teller Machines</b>	<b>MSCR</b>	<b>Marketing, Communications and Stakeholder Relations</b> OLG department responsible for the bulk of RG programs
<b>CAMH</b>	<b>Centre for Addiction and Mental Health</b> CAMH is Canada's leading Addiction and Mental Health teaching hospital. Its mandate: to transform the lives of people affected by addiction and mental illness.	<b>MOU</b>	<b>Memoranda of Understanding</b>
<b>CPRG</b>	<b>Canadian Partnership for Responsible Gambling</b> A collaboration of non-profit organizations, gaming providers, research centres and regulators working to find and promote effective ways to reduce the risk of problem gambling.	<b>OLG</b>	<b>Ontario Lottery Gaming</b>
<b>CSS</b>	<b>Customer Service System</b> Database installed at all OLG facilities to record interactions with players	<b>OPGRC</b>	<b>Ontario Problem Gambling Research Centre</b> The OPGRC is mandated to enhance the collective understanding of the nature and causes of problem gambling, and improving the scope and effectiveness of related treatment and prevention responses.
<b>CSR</b>	<b>Corporate Social Responsibility</b>	<b>PG</b>	<b>Problem Gambling</b>
<b>FR</b>	<b>Facial Recognition</b> A facial recognition system is a computer application for automatically identifying a person from a digital image or a video frame from a video source.	<b>RG</b>	<b>Responsible Gaming</b>
<b>GMS</b>	<b>Gaming Management System</b> The GMS is a software suite which is responsible for managing the back-end operations of all OLG gaming sites, including slot machine operations, loyalty card memberships, and financial accounting.	<b>RGC</b>	<b>Responsible Gambling Council</b> An Ontario-based non-profit organization committed to development and implementation of problem gambling prevention programming.
<b>ICC</b>	<b>Informed Choice Card</b> Player cards that provide players with tools and information related to Responsible Gaming	<b>RGRC</b>	<b>Responsible Gaming Resource Centre</b> The RGRCs are run by the RGC, and provide a friendly and confidential atmosphere for individuals to learn and ask questions concerning problem gambling.
<b>ILC</b>	<b>Interprovincial Lottery Corporation</b> Operates national lottery games in Canada.	<b>RGSC</b>	<b>Responsible Gambling Sub-Committee of the Interprovincial Lottery Corporation</b>
		<b>SE</b>	<b>Self Exclusion</b> SE is a program by which players voluntarily agree to stay out of all slot facilities and casinos in Ontario. Participants make a written commitment to stay away for a minimum term of their choice.
		<b>VLT</b>	<b>Video Lottery Terminal</b>

# Introduction

## Operating Context

### PROVINCIAL MANDATE

OLG is a provincial agency which operates and manages province-wide lotteries, casinos and slot facilities at horse racing tracks in Ontario. The legislative authority of the corporation is set out in the Ontario Lottery and Gaming Corporation Act, 1999.

Classified as an Operational Enterprise Agency, Ontario Lottery and Gaming Corporation (OLG) has a single shareholder, the Government of Ontario, and reports through its Board of Directors to the Minister of Finance.

### CORPORATE GOVERNANCE

Members of the Board of Directors and its chair are appointed by the Lieutenant Governor in Council from various communities across the Province of Ontario. The chair and members of the board do not serve full-time and none are members of management. The Board of Directors' mandate is to set policy for the corporation and to counsel the Chief Executive Officer and senior executives, who oversee the corporation's business operations.

### CORPORATE MANDATE

The full purpose of OLG is encompassed in four equal priorities:

**Public Trust** — being guardians of the public trust through integrity of operations and promotion of RG

**Player Experience** — providing high-quality, entertaining gaming experiences

**Partnerships** — being great partners in the communities in which we operate, including helping our partner businesses and communities to thrive

**Profit** — returning dividends to support public initiatives that visibly benefit the people of Ontario

The primary focus of RG is contributing to a positive *player experience*. The program is delivered through formal *partnerships* with independent agencies and other provincial gambling operators. A strong RG program aims to contribute to a sustainable *profit* base that focuses on players who gamble free of problems, and credible efforts to increase *public trust*.

## RG Program Position and Strategy

### RG PROGRAM POSITION

Most players can gamble free of problems. However, a small proportion of players are either “at-risk” for problems or are problem gamblers. OLG does not want problem gamblers playing our games, so we seek to prevent problems from occurring, while providing a bridge to assistance for those who need and seek it.

The overall goals for OLG's RG program are to reduce incidence of problem gambling through prevention efforts, and to curb harm for those who may have developed a problem by providing a gateway to complementary external services and community resources.

### RG PROGRAM STRATEGY

To work toward these goals, OLG seeks: *To educate and enable current and future players to make informed decisions and develop responsible play habits, and to provide support for those who seek assistance.*

This strategy is based on the role that OLG can play as the “conduct and manage” operator of gambling and lottery schemes in Ontario. Derived from its place within a government-sponsored gambling model, OLG contributes to the overall provincial effort to prevent and mitigate problem gambling. Its contributions are defined by formal partnerships with publicly-funded agencies, and a role that is determined by points of contact with players.

### Applying the Strategy

OLG has contact with all types of players, including people at the early stages of risk for developing a problem, others who may be experiencing a moderate problem, and those with serious problems. Delivering the corporate RG strategy means that relevant staff must understand what they can do to support players directly, and identify the points at which they should refer people to other professionals. OLG's key points of contact with players include interactions on the gaming floor, lottery sales representatives' relations with independent retailers, and call centre staff who speak with players and the public.

To help educate and enable players, OLG uses direct channels to inform and motivate people to understand facts

about the realities of gambling, and to understand how they play our games. These activities include educating players on: gambling facts and myths, personal play habits, and safe and responsible play habits.

For players who may be experiencing a gambling problem, relevant staff are trained be able to address risk factors when “red flag” warning signs appear, and where appropriate direct players to the appropriate services, including OLG’s SE program, local treatment providers, credit counselors, and other community agencies.

As an organization that is constantly evolving its RG program through evidence-based research and emerging best practices, OLG seeks to build knowledge about how to best support players by gathering and using data strategically, and where possible, working with partners to advance understanding of problem gambling prevention and mitigation.

### Operational Integration of RG

In March 2005, OLG released its “Code of Conduct”, providing a formal public expression of its corporate commitment to RG. This document outlines broad goals about education, creating a responsible environment, and training staff, and cited the role of partnerships with independent agencies.

### Executive Leadership

Overall guidance and direction for RG begins with senior management. Roles and responsibilities are as follows:

ROLE	RESPONSIBILITY
Board of Directors	Committee that oversees Social Responsibility and reviews overall plans
CEO	Provides overall corporate direction for RG as an integral part of OLG business
Executive Committee Members	Approve RG strategy, provide resources to integrate RG program into their divisions
Senior Vice President — MCSR	Oversight of team with primary responsibility for delivery of RG objectives
Senior Director — Stakeholder Relations, MCSR	Lead for RG

## The RG Core Team

Responsibility for the strategy and direction of the RG program belongs to the division of Marketing, Communications & Stakeholder Relations (MCSR). Program plans are set in consultation with a “Core Team” of representatives from across all divisions of OLG - this group implements the program into day-to-day operations:

ROLE	RESPONSIBILITY	% OF JOB DEDICATION
Director of Policy	Management lead for enterprise-wide RG program. Responsible for strategy, implementation, reporting, integration across lines of business, and stakeholder relations	90%
Director of Gaming Programs	Manages RG operations in Gaming division	10%
Director of Security Services – Office of Player Protection	Management of the SE program	12.5%
Director of Customer Experience and Social Responsibility Marketing	Management lead for RG within Lottery division	15%
Director of Communications	Manages communications of RG matters for employees and public	20%
Senior Manager of Corporate Marketing	Manages RG marketing communications initiatives	40%
Bingo Stakeholder Liaison Manager	Management lead for RG within Bingo operations	5%
Director of Gaming Marketing	Coordinates and integrates RG marketing into gaming marketing operations	20%

## Management and Operation of RG

Thousands of OLG employees play a role in delivering RG as an integral part of customer service. The following group of managers leads the delivery of activities across each area of the organization:

ROLE	RESPONSIBILITY	% OF JOB DEDICATION
Manager of RG & Stakeholder Relations – MCSR division	RG marketing, communications, relations with research stakeholders, support for Lottery division	100%
Assoc. Manager of RG – MCSR division	Employee engagement, manage relations with addictions treatment stakeholders, support for Gaming division	100%
Senior Manager of Responsible Gaming	Leading creation of RG platform for Internet Gaming, and charitable expansion	100%
Responsible Gaming Analyst – MCSR division	RG research/benchmarking, policy, support for SE	100%
Manager of Policy & Stakeholder Relations	Creation of Internet Gaming RG platform and internet standards	75%
Senior Manager Insight & Research	Provide support for RG benchmarking instruments	10%
Market Research Manager		30%
Senior Market Research Manager		5%
Market Research Manager		5%
Senior Manager Communications	Lead manager for RG communications	30%

ROLE	RESPONSIBILITY	% OF JOB DEDICATION
Manager of Internal Communications	Strategic direction/support for RG communications to employees	5%
Communications Planner	Provides support for RG communications to OLG employees	30%
Manager of Responsible Gaming – Gaming Division	Manage RG for Gaming division, Manage Responsible Gambling Resource Centres (RGRCs), RG teams employee engagement in Gaming division	100%
Senior Manager of Operational Excellence	Provide direction for RG programs in Gaming division	20%
Project Manager - Gaming	Provides project management for RG initiatives	80%
Associate Manager - Gaming Promotions	Provides support for RG campaign/promos at gaming sites	2%
Associate Advertising Manager	Provide support for RG advertising	1%
Customer Relations Management	Provide RG support/guide implementation of Host Training Program	20%
Associate Promotions Manager, Lottery	Ensure RG program elements are integrated across lines of business: training/marketing & communications	20%
Marketing Coordinators	Coordinates RG messaging across various lottery channels/ player touch points	5%
Director of Retail Planning and Implementation	Provide support for the education and training of RG to retailers and Sales Force	10%
Security staff	Provides SE administration at site	8800 hours <sup>1</sup>
Surveillance staff	Provides support with regards to SE	10%
Senior Manager - Corporate Learning	Provides Learning support for RG training programs	10%
Assoc Manager - Corporate Learning		30%
Senior Manager - Gaming HR	Provides HR Gaming support for RG	5%
Manager - HR Programs	Provides HR support for RG	15%
HR Manager Site	Provides HR support for RG at sites	15%
Design Specialist	Provides design support for RG	1%
Senior Manager - Training & Development	Provides support for RG training initiatives	7%
Regional Manager - Training	Provides support for RG training initiatives	15%
Legal Counsel	Provides advice on RG and Self Exclusion program	40%
I.T. Project Manager	Provides support for iTrak database, facial recognition	15%
I.T. Architect	Provides support for facial recognition	75%

<sup>1</sup> The above estimates are conservative, and do not account for time spent dealing with SE patrons who are caught breaching, speaking to people about the SE program/providing other RG information, or observing players for signs of problem gambling.

## Funding

### CONTRIBUTION TO THE PROVINCE

The foundation of all RG and problem gambling prevention efforts in Ontario is a funding base that is generated by OLG. Based on Ontario government policy, two % of gross slot revenues are allocated from slot revenue earned at casinos and slot facilities to the Ministry of Health and Long Term Care, and the Ministry of Health Promotion. These ministries use these funds to support research, treatment and prevention programs. The allocation for the 2009/10 fiscal year was \$40 million. The estimated amount for 2010-2011 is \$40.8 million.

### OLG'S RESPONSIBLE GAMING PROGRAM

In addition, OLG invests further human and financial resources into the company's internal RG gaming initiatives. These costs include staff time, technology, training, corporate research and marketing communications.

Estimated costs associated with delivering these initiatives are:

FISCAL YEAR <sup>2</sup>	OLG'S INTERNAL RG BUDGET
2004 - 2005	\$6.4 million
2005 - 2006	\$9.7 million
2006 - 2007	\$7.8 million
2007 - 2008	\$6.9 million
2008 - 2009	\$9.5 million
2009 - 2010	\$9.8 million
2010 - 2011	To be confirmed

<sup>2</sup> The fiscal year runs from April 1 to March 31



# 1 Program Element 1 — Research

## CORPORATE RESEARCH MANDATE

OLG supports impartial, evidence-based data to inform the development of its RG policies, programs and procedures. OLG's multi-faceted approach to research is underpinned by formal Memoranda of Understanding (MOU) with the Responsible Gambling Council (RGC) and the Ontario Problem Gambling Research Centre (OPGRC). Both are provincially funded agencies mandated to enhance the collective understanding of problem gambling, and to improve the scope and effectiveness of treatment and prevention responses.

Guided by its RG strategy and the principles of these MOUs, OLG actively promotes, supports and learns from innovative research through:

- Active participation in the RG research agenda to fill key information gaps
- Commissioning research directly where it relates to OLG's RG strategy and areas of operational focus
- Taking strategic steps to combine research capability across gaming jurisdictions.

To manage research requests by third-parties who are not associated with the OPGRC, OLG has a policy whereby OPGRC vets all research submissions to ensure the highest standards of integrity. The OPGRC reviews each request to determine the scientific rigour of the proposed research, including the: qualifications of researchers and supervisors, methodology, ethics review process limitations of the research, and the presence of standard infrastructure to support and monitor research involving human subjects.

## OLG Research Projects

OLG's Corporate Research department provides analysis and advice to its internal stakeholders, and liaises with external vendors who are commissioned to conduct research on the organization's behalf. The RG team works closely with the Corporate Research department to establish ongoing research needs based on program objectives, and provides insight into the most effective approaches to achieving meaningful results. The Corporate Research team assists in delivering the following OLG research projects.

### RG Annual Public Awareness Survey

Every year, the RG team and the Corporate Research department engage an external vendor to conduct an RG Awareness Survey designed to measure player and public awareness, beliefs and perceptions of OLG's RG program

and related initiatives. The survey is conducted at the end of every fiscal year via telephone to approximately 900 Ontarians. A baseline was established in 2005 and subsequent annual surveys are intended to measure the effectiveness of RG initiatives, year over year, and identify gaps for future improvement.

## SURVEY OBJECTIVES

Historically, OLG has not set defined targets for public survey results, but rather used survey results to formally gauge:

- Public perception of: problem gambling in Ontario, OLG's social responsibility efforts, and general opinion of OLG
- Awareness of: "Know Your Limit. Play Within It" tagline, OLG's RG advertisements, OLG's RG Code of Conduct, education resources and tools
- Knowledge of: myths and facts about slot machine play

## EVALUATION

Year over year tracking shows significant increases in awareness of OLG initiatives, particularly among people who gambled. These results validate RG efforts in several areas including:

- In 2009, 62% of people surveyed were aware of the tagline "Know Your Limit, Play Within It" compared to the benchmark 41% in 2005
- 55% of people were aware of the Ontario Problem Gambling Helpline (up 17 per cent from benchmark levels in 2005).

However, survey results have also helped to identify program gaps. For example, the 2009 results show that misconceptions about slot machines and lotteries, while above benchmark levels in 2005 have increased in recent years, suggesting that this is an area in need of enhanced information to increase awareness about gambling myths.

These results validate the direction OLG is taking to enhance customer education initiatives. Moving away from a mass media approach to educate the general public, OLG is now more focused on using communication channels to reach players directly. The newly launched *It Pays to Know* communications platform (see Program Element 7 for more details on *It Pays to Know*) will help OLG to better target players and increase their awareness and knowledge of RG behaviours.

## FUTURE TARGETS

The 2010 RG annual study, OLG will be modified to focus more specifically on players – their RG awareness and related behaviours. Going forward, OLG will combine Public Survey results with ongoing on-site intercept research and other possible methodologies to set meaningful program targets across areas that allow for measurable quantitative progress. Examples of specific program targets can be seen throughout sections of this report.

### Direct Communications Strategy – Player Research

In 2009, OLG researched the effectiveness of a communications platform to promote RG and to educate players about the various tools and supports available to them. Working with a creative agency, four concepts were developed, each targeted to regular players with messages designed to link RG to a healthy approach to gambling.

To identify the strongest concept that resonated most with players, OLG worked with an independent research firm to conduct a series of qualitative focus groups.

## RESEARCH OBJECTIVES

The primary research objectives were to:

- Determine what would emerge as the leading, most credible, relevant, and informative concept
- Understand players' overall impressions of the concepts
- Explore areas for improvement

Six focus groups were conducted, with four to six participants per group who were moderate to heavy gamblers (defined as players who visit a gaming site at least twice per month). Research participants overwhelmingly agreed that the *It Pays to Know* concept best communicated RG messages in a clear, easily understandable and visually appealing way. The majority believed this approach would be the most effective way to communicate RG messages to players in a gaming environment. Also, research participants considered the straightforward approach of the concept to be the most sincere and transparent. As one participant noted: "...this is such an honest approach. They have to tell people this. I have more respect for OLG because of this ad."

## EVALUATION

Based on these research findings, in January 2010, OLG adopted *It Pays to Know* as a new umbrella communication concept. Since then, a series of digital ads and brochures has been introduced across OLG gaming sites and at lottery retail locations. Plans to extend the concept to its eBingo centres are underway. Preliminary research results show the *It Pays*

to *Know* platform and related messages to be successful and resonating with players.

## FUTURE TARGETS

Please see Program Element 7, Player Education for more detailed information.

### Gamer's RG Awareness & Behaviour – On-Site Intercept Research

With RG's sharpened focus on more targeted player education, including the newly launched *It Pays to Know* platform, in July 2010, OLG initiated a quantitative research study to gather a richer, more robust pool of RG player data.

## RESEARCH OBJECTIVES

This research will be used to establish meaningful benchmark measures related to players':

- Beliefs regarding the sufficiency and relevance of RG communications at gaming sites; including whether or not these communications help to change player attitudes and/or gambling behaviours
- General awareness of key gambling concepts and how games work
- Attitudes and behaviours that correlate to healthy and/or "at-risk" play habits.

## EVALUATION

The survey was developed by OLG and administered by an external vendor who conducted 900 interviews across nine OLG Slots and Casino locations. Benchmark results showed that:

- 80% of patrons surveyed feel that OLG provides enough information about the risks of problem gambling, but this information had not changed the thinking or behaviour of most players
- 78% of visitors are aware of the Ontario Problem Gambling Helpline and 62% of KnowYourLimit.ca website but very few have called or visited these resources
- 47% of OLG visitors had read an OLG brochure about safe gambling but only 21% wanted to learn more – most felt the information did not apply to them or they already knew what they needed to know
- Overall, one-third of patrons had noticed the *It Pays to Know* campaign on the digital displays; one-fifth had read the message in the ads which were perceived to be interesting, useful and effective.

With respect to player behaviour:

- Many patrons (69%) were making smaller bets so they could play longer
- About 4-in-10 (38%) sometimes gambled to win back losses

- Some (27%) gambled on days they felt “lucky”
- Relatively few (14%) had ever borrowed to gamble
- Three-in-ten (29%) felt that OLG encouraged players to spend beyond their limit
- Very few viewed gambling as a source of income (4%)
- Most players usually set money limits, but many spent more time than they had planned to at least some of the time.

### FUTURE TARGETS

A follow-up survey will be administered in October 2010 to determine progress across key areas. Going forward, OLG will use this data – combined with Public Survey data to set player education program targets.

### Annual Employee RG Survey

Since December 2005, OLG has administered an annual on-line survey to approximately 1,300 employees. OLG administers the survey internally and an external vendor, Research Strategy Group, provides analysis of the findings.

### SURVEY OBJECTIVES

The objectives of this survey are to:

- Provide year-over-year tracking (first started in 2005 and successfully executed survey every year up to 2009)
- Broadly provide a way to measure the effectiveness of RG employee training programs and adoption of RG policies and procedures
- Use credible independent, third-parties for the research
- Achieve a response rate of 80% or greater
- Ensure the survey takes no longer than 12 minutes to complete (which is a research industry benchmark for on-line surveys).

The survey is comprised of a series of statements for which employees are asked to indicate their level of agreement or disagreement. Employees are asked to provide responses that indicate how they personally feel about OLG’s RG program.

Two separate surveys were developed, one for Corporate Services, Lottery and Bingo employees and one for Gaming Division employees. The surveys are slightly different to accommodate the differences in the type of RG Training offered to the two groups.

### EVALUATION

The 2009 annual employee survey on OLG’s RG Training program achieved a successful response rate of 89%, with most employees completing the survey in 10 minutes or less. This is comparable to response rates and average time spent on survey in previous years.

### AMONG GAMING EMPLOYEES

Overall, the performance scorecard of Gaming employees tells a relatively positive story. However, most of the composite scores are lower in 2009 than in previous years. This result may be attributable to the fact that corporate resources in 2007 through 2009 were developing new training and employee engagement programs that were not implemented until 2010.

GAMING EMPLOYEES INDEX SCORE %	2009 (912) %	2008 (813) %	2007 (995) %	2006 (1033) %
Knowledge about the <i>RG Code of Conduct</i>	80	85	87	87
OLG as a Socially Responsible Corporation	77	78	82	80
Support from Supervisors and OLG	75	77	78	73
Knowledge about the Crisis Intervention Model	78	72	75	-
Awareness of RG Tools and Training Resources	78	-	-	-

### AMONG NON-GAMING EMPLOYEES

Non-gaming employees perform favourably in 2009 with the key measures, as shown below. Similar to gaming employees, declining scores may be attributable to a relative absence of new employee engagement programs from 2007 to 2009.

NON-GAMING EMPLOYEES INDEX SCORE %	2009 (497) %	2008 (489) %	2007 (449) %	2006 (489) %
Knowledge about the <i>RG Code of Conduct</i>	80	85	87	85
OLG as a Socially Responsible Corporation	77	80	-	83
Awareness of RG Tools and Training Resources	73	-	-	-

## FUTURE TARGETS

As a result of these findings, in the last year, OLG has taken significant steps to update and augment RG training programs across all lines of business. For more details on OLG's revised training programs, please see Program Element 2, Employee Training. OLG will strive to achieve a minimum of 80% across all of the above Index Score indicators.

## RG Control and Feedback Features on Player Cards

To gauge player and public attitudes around the introduction of an Informed Choice Card (ICC), in July 2009, OLG commissioned an independent research firm to conduct two phases of research. The first, qualitative phase comprised six focus groups of gamblers and non-gamblers, from across Ontario.

Research participants were presented with several proposed card features including:

- Play summary – tracks the amount bet/won/lost in real time as well as by day/week/month, etc.
- Spend limits – user pre-defines spending limits
- Time limits (time-out option) – user pre-defines play by the hour or by 'time out' breaks

## RESEARCH OBJECTIVES

The objective of this research was to explore the opinions, attitudes and potential behaviour of gamers (i.e., people who gamble at slot and casino facilities, and who may or may not belong to the OLG loyalty program) as well as the general public (non-gamers) toward the 'Informed Choice Card' concepts.

The study probed: how to explain card features to players, privacy concerns, perceived benefits, and which tools were preferred (e.g. time and money limits).

The qualitative results showed some general player acceptance of the card, provided the rationale for its introduction is clearly defined and communicated well. There was some support for a card that:

- Did not require specific individual information (e.g., address, telephone number, email address)
- Allowed customers to set their own limits

To further probe what RG tools and card features would have the greatest uptake, in September 2009, a second, quantitative research phase was conducted.

Specifically, the objectives of the research were to:

- Explore attitudes and behaviour toward gaming

- Measure overall reaction to the Informed Choice cards (i.e., voluntary and mandatory concepts)
- Determine likelihood of using the Informed Choice cards
- Determine likelihood of recommending the Informed Choice cards
- Assess the perceived usefulness of the Informed Choice card features
- Measure the impact of the Informed Choice cards on
- Future visits to OLG casinos
- Time spent at the OLG casinos
- Perception of OLG

## EVALUATION

In October 2009, 815 telephone interviews were completed among Ontario residents, including OLG's loyalty card members, non loyalty-card gamblers and the general public. Results showed little interest in the imposition of mandatory play cards and only tepid acceptance of a voluntary card. However, as the external research firm noted in their report, this provides a narrow snapshot and does not take into account the potential effect of appropriate marketing and communication.

## FUTURE DIRECTION

OLG plans to initiate further quantitative research to better determine what RG features, or combination of features, would be most acceptable and useful to Ontario consumers.

## Collaborative Research Projects

The following research initiatives help OLG to understand how its own RG program can best serve players, and how players and the general public understand and respond to OLG's RG program.

### Casino Employee Gambling Behaviours

Working with OPGRC, OLG collaborated on a study entitled *Problem Gambling among Ontario Casino Employees: Prevalence and Contributing Factors*.

## RESEARCH OBJECTIVES

The study investigated gambling behaviours of Ontario casino employees and is intended to provide insight about potential risk factors that may lead casino employees to develop gambling problems. Results from this study will inform how OLG augments and communicates prevention and support resources for gaming employees.

To facilitate the study, researchers issued a standardized survey to voluntary participants. The survey was accompanied by an invitation to participate in an in-depth interview that probed the initial findings to further

understand the relationship between employee gambling behaviour and other variables that may lead to “at-risk” gambling behaviour.

## EVALUATION

The study found that the prevalence of problem gambling among OLG employees’ (8.9% at-risk, 3.2% problem gamblers) was higher than the general population (2.6% at-risk, 0.8% problem gamblers). Only a very small proportion of OLG employees gambled more as a result of their employment; the vast majority of employees either gambled the same amount or less than they did prior to being employed by OLG.

Based on these results, the researcher made three primary recommendations:

1. Focus more RG training on employee gambling
2. Provide more RG training to those departments with the highest prevalence of problem gambling
3. Communicate to employees that the Employee Assistance Program is confidential, and encourage staff to use the program when necessary.

## FUTURE DIRECTION

OLG will carefully consider these recommendations, and has already incorporated a section on employee gambling behaviour in the newly designed RG training program for gaming employees. See Program Element 2, Employee Training for more information. In addition, OLG will further promote its independently operated Employee Assistance Program, which provides free, confidential referrals to third-party counselling services. OLG will continue to investigate and implement further supports for employees who may have a gambling problem.

## RG Council Study of SE

In collaboration with OLG, the Responsible Gambling Council’s (RGC) Centre for the Advancement of Best Practices is studying OLG’s SE program. OLG has given RGC access to recruit study participants at casinos and slot facilities.

## RESEARCH OBJECTIVES

The purpose of the research is to learn more about participants’ experiences, examine the role of SE in the management of gambling concerns, and identify areas in which the program could be improved.

Study participants will complete on-line or telephone surveys. Survey questions will probe the participants’ reasons for self excluding, their experience in the program, whether they sought help for gambling issues, and other related topics.

## FUTURE DIRECTION

The study is currently in progress and its findings will assist OLG in evaluating its SE program.

## Slot Machine Education Video

In 2007, OLG and the Ontario Problem Gambling Research Centre (OPGRC) jointly funded the development and research of a video animation about how slot machines work. *The Slot Machine: What Every Player Needs to Know*, available on OLG’s RG website KnowYourLimit.ca, is intended to educate customers and the general public, about the true odds of winning and serve as an important prevention tool to reduce the incidence of harm.

## RESEARCH OBJECTIVES

The primary objective of this research was to test whether messages in the animated video reduce the potential risk of excessive play.

The objective of the video is to help educate customers and the public about how slot machines operate and the true odds of winning by dispelling erroneous beliefs that may lead to excessive play.

## EVALUATION

Following completion of the test animation, researchers conducted an in-depth study to assess the video’s impact on slot players. The study provides quantified data measuring the effectiveness of the video’s ability to:

- Reduce erroneous beliefs
- Impact player spending

Non-problem gamblers were identified and randomly assigned to watch either the slot video or a control video with irrelevant content. Participants were measured in four different ways:

**Pre-test:** Prior to watching their assigned video, all participants completed questionnaires to assess symptoms of problem gambling, perceptions of how slot machines operate, endorsement of “low risk” practices, intentions to use “low risk” practices, and whether they set limits for their slots sessions and stay within them.

**Post-test:** After viewing their respective videos, participants were given a second set of questionnaires to measure their endorsement of and intentions to use “low risk” gambling habits.

**24-hour follow-up:** Immediately following the videos, participants completed a short questionnaire that assessed whether they set financial limits during the period of slot play and, if so, whether they exceeded these limits

**30-day follow-up:** Approximately one month following the initial test session, participants completed the same questionnaires as in the pre-test session.

Overall, the study found that the video positively affected non-problem players understanding of how slot machines operate and their awareness of RG practices. The study showed that the animation achieved positive impact in relation to several important measures including: a reduction in cognitive errors; increased alignment with correct metaphors; strengthened alignment with “low risk” practices; and greater adherence to spending limits.

The research showed, however, that the video’s effectiveness was not sustained over time (30 days) and results suggested the video had little impact on players that were deemed at higher risk for developing gambling problems.

### **IMPACT ON OLG’S DIRECTION**

Based on these findings, OPGRC identified an opportunity to refine the video and test its impact and related messages with the removal of casino ATMs from gaming floor. See below for information on Prevention and ATM Usage.

OLG has since licensed the video, free of charge, to multiple jurisdictions and stakeholders across Canada. Please find the video on the home page of KnowYourLimit.ca.

### **Prevention Messages and ATM Usage**

In 2009, OLG collaborated with the OPGRC to determine the effect of removing ATMs from the gaming floor and displaying RG messages at venues (i.e. stickers on slot machines and off-floor ATMs) about gambling behaviours.

### **RESEARCH OBJECTIVES**

Specifically, researchers will test the effectiveness of the slot myth video (previously developed by OLG and OPGRC) in combination with RG messaging across gaming sites to determine if these elements will:

- Reduce erroneous beliefs that the chances of winning on a slot machine improve with each loss
- Reduce the risk practice of exceeding self-set expenditure limits on slot machines.

With respect to the relocation of the ATMs, this research will also explore:

- Whether relocating ATMs from the gaming floor reduces erroneous beliefs and/or improves maintenance of expenditure limits compared to a condition where ATMs are not relocated.

Approximately 500 participants were recruited from two slots venues and were asked to watch either the educational slot myths video or a control video as well as complete a series of surveys and questionnaires.

Two main outcome measures will be used to assess the effectiveness of the research:

- Change in perception of how slot machines work
- The extent to which participants set and stay within their financial limits.

Outcome measures were assessed before and after participants watched the slot video. To assess longer-term outcomes, surveys were re-administered 30 days after participants watched the animation/control video.

### **EVALUATION**

While the researchers’ final report is still pending, it is hoped that study findings will provide insights for developing effective prevention and education tools for slot machine players. This study represents one of the first evidenced-based evaluations of the effect ATM machines on the gaming floor have on customers’ ability to maintain their slot machine financial limits. By comparing participants across the gambling spectrum (non-problem, at-risk and problem gamblers), OLG can assess the prevention benefits of the educational video, and the harm-minimization effects of ATM relocation.

### **FUTURE DIRECTION**

Working with other provincial operators (through the Inter-provincial Lottery Corporation RG Subcommittee), OLG is pursuing a second phase of this study to deepen knowledge in this area.

### **Outreach Letter to Loyalty Card Members**

In partnership with the OPGRC, in 2007, OLG sent an outreach letter about problem gambling to approximately 50,000 OLG Winner’s Circle members (OLG’s loyalty card members). The letter provided information about healthy gambling habits, over-involvement in gambling and impaired control.

### **OBJECTIVES**

To help customers recognize and assess a potential gambling problem, and to evaluate the effectiveness of the outreach letter by exploring gamblers’ reaction and receptivity to the letter, message recall and the overall motivational strength of the messages. An external researcher was commissioned by OLG and OPGRC.

## EVALUATION

Results of this survey showed:

- Over 75% of those to whom letters were sent recalled receiving it
- Over 90% of those who received the letter read at least some of it, with more than half reporting that they read the entire letter
- Findings show that the letter was highly engaging, and that frequent gamblers are receptive to messages regarding impaired control
- While most respondents did not feel the letter described their own gambling habits, the letter successfully motivated respondents to at least personally reflect on their gambling – this is viewed as an equally important outcome.

## IMPACT ON OLG'S DIRECTION

The results of this letter helped to inform the communications strategy that OLG adopted in 2009, to focus efforts on direct messages to players.

## Multi-Jurisdictional Research

OLG actively participates in a number of collaborative research efforts, involving multiple provinces. The following section describes these engagements.

### ILC RG Subcommittee

OLG is a founding member of a collaborative effort between provincial gaming operators in Canada that is operated as part of the Interprovincial Lottery Corporation (ILC). This RG Sub-Committee (RGSC) will deepen and strengthen the commitment, effectiveness, and operational integration of RG programming within the Canadian gaming industry.

In 2009, this group identified priorities, developed an extensive program and began the process of implementing a work plan. Following a strategic planning process, the RGSC identified four areas of collaborative initiatives including:

- Research & Evaluation
- Training
- Program Development
- Communications (Player and Public).

Under these four areas numerous projects are slated to be delivered over the next three years, many of which focus on building knowledge about the effectiveness of RG program elements. Research projects are listed in the Opportunities part of this section.

## IMPACT ON OLG'S DIRECTION

By reviewing, analyzing, benchmarking individual program components (such as SE, staff training, education, and RG Centres) the ILC RG Subcommittee will work toward developing a consistent national framework and standards for RG policies and programs for Canadian gaming operators. It will set expectations for participating organizations, and challenge all members to continuously improve their approaches, while maintaining the flexibility to allow for adoption across unique local requirements.

This group will also provide a national consultative body for key stakeholders and partners. It will seek advice and feedback and engage, with a national focus, the perspectives of researchers, addictions agencies, problem gambling prevention organizations, and regulators.

### Responsible Gambling Council's Annual "Insight Study"

Every year, OLG participates in a study conducted by the RGC. Together with other Canadian gaming operators, OLG helps to select a topic of interest that seeks to identify and promote best practices in problem gambling prevention. OLG's participation includes an annual \$30,000 contribution, support for focus groups, research inputs, and participation in a forum.

## OBJECTIVES

In 2009, the RGC conducted a project about informed decision-making among gamblers. The overall goal of the study is to determine best practices for providing information to gamblers that will assist them in making informed decisions. The study, which ran from May 1, 2009 to March 31, 2010, will answer three main research questions:

- What constitutes an informed decision in gambling?
- How have other industries approached and understood informed decision-making?
- How is the decision-making process of the gambler best influenced?

The study used multiple methodologies including extensive literature reviews, interviews with expert stakeholders, player focus groups and quantitative on-line and telephone surveys. Also, in November 2009, RGC held an "Insight Forum" that brought together a diverse range of stakeholders to engage one another, debate and discuss relevant issues of the study.

OLG is one of eight jurisdictions participating in this study; an OLG RG Research Analyst is the primary conduit between RGC and OLG and facilitates information-sharing, ensuring RGC has all the information it needs from the organization.

In Fall 2010, RGC will deliver a report describing findings that will lead to the creation of guidelines for providing information to gamblers and assisting them in making informed decisions. These guidelines will address the following areas:

- The components of informed decision-making
- Benchmarks for informed gambling decisions
- Effective techniques for operator to deliver key components
- Measures to determine success in meeting key components and benchmarks.

### **IMPACT ON OLG'S DIRECTION**

OLG intends to review the findings and incorporate components into strategic planning for future player education initiatives.

### Facilitating Independent Research

Partnerships between OLG and various stakeholders have helped to increase the capacity of researchers to conduct independent, evidence-based research.

### **OBJECTIVES**

As a government gaming operator that works in collaboration with independent agencies, OLG provides access to gaming equipment and other hardware, such as ATMs, to ensure researchers have all the necessary tools to conduct credible, evidence-based research, and advance knowledge of problem gambling and RG programming.

Every year, OLG grants access to independent researchers, most of whom are funded by the Ontario Problem Gambling Research Centre (OPGRC). In 2009-10, OPGRC researchers conducted four studies at OLG gaming venues:

1. *Effectiveness of a Brief Educational Intervention in Reducing Erroneous Cognitions and Over Expenditure during Slot Machine Play.*
2. *Problem Gambling Among Ontario Casino Employees: Prevalence and Contributing Factors. S*
3. *Psychophysical Investigations of Wins, Losses and Near Misses in Problem Gambling.* The study is still in progress but it is hoped that results will help to provide insight into the factors that make slot play especially addictive for problem gamblers.
4. *Genetic Analysis of the Endophenotypes of Impulsivity and Reward Dependence in Pathological Gambling.* The study is still in progress but it is hoped that results will provide insight into the genetic factors that may make someone more susceptible to problem gambling.

Third-parties who are not associated with the OPGRC can obtain access to OLG facilities. Applications are forwarded by OLG to OPGRC for review. Each request is reviewed to determine the scientific rigour of the proposed research, including the qualifications of the researcher(s) and supervisors, the ethics review process, the methodology, the limitations of the research and the presence of standard infrastructure to support and monitor research involving human subjects.

### **IMPACT ON OLG'S DIRECTION**

OLG has no input on which research studies apply for access to gaming operations. OLG reviews findings, and determines application for those that are relevant to OLG's RG program or operations.

### RGRC Evaluation

### **OBJECTIVES**

OLG commissioned RGC to conduct an evaluation of the RGRC self-serve and full-serve resource centre models at OLG gaming facilities to determine:

- Their effectiveness in educating and supporting players at OLG sites
- Relative benefits between the self-serve and full-serve RGRC

The following tactics will be conducted to support the information required for the RGRC evaluation:

- General patron survey (self and full-serve)
- Venue staff survey (self and full-serve)
- RGRC visitor feed back survey (self and full-serve)
- RGRC visitor interaction report (full-serve only)
- RGRC visitor report (full-serve only)

The following factors will be evaluated as part of the review of this program:

- Regular patrons and venue staff are aware of RGRC, its purposes and resources
- RGRC is perceived as useful and helpful for addressing problem gambling by regular patrons, RGRC visitors and venue staff
- Patrons are referred to the RGRC for gambling-related information by venue staff

### **IMPACT ON OLG'S DIRECTION**

OLG will use this study to determine evolution of the RGRC program, including whether or not to convert some self-serve centres to full-serve.



## Gaps and Opportunities

### GAPS

OLG's Public and Employee Survey results have informed program gaps. For example, 2009 Public Survey results show that misconceptions about slot machines and lotteries, while above benchmark levels in 2005 have increased in recent years, suggesting that this is an area in need of enhanced information to increase awareness about gambling myths. Also, Employee Survey results show that awareness of OLG RG initiatives has decreased slightly in recent years. Survey results validated the new direction we are taking with RG training programs. In 2010, OLG plans to conduct a new RG Employee Survey to focus specifically on our training efforts. While still in development, the latest survey is intended to gauge the following:

- Level of comfort with RG programs
- Familiarity of the escalation process
- Awareness of RG tools and resources
- Knowledge of the "red flag" behaviours
- Perception of new RG programs
- Opinions of communication vehicles
- Gaps and priority areas for improvement

It is expected that the 2010 employee survey will be conducted prior to the end of OLG's fiscal year, March 31, 2011.

### OPPORTUNITIES

#### ENHANCED PLAYER RESEARCH

A priority for OLG going forward is regular evaluation/assessment of key program elements including continued evaluation of the efficacy of customer education communications stemming from the *It Pays to Know* platform. Continued qualitative and quantitative studies capturing message awareness and impact on player reflection and gambling behaviour will help to inform future education strategies.

OLG is adapting its approach to public awareness research; rather than focus on the broad public, OLG will continue to target messages more directly to players. Using the on-site intercept research conducted in July 2010 as a benchmark, OLG will continue to assess player knowledge and related RG behaviours. As well, the annual RG Annual Public Awareness Survey will be modified to focus more specifically on different types of OLG players.

Learning from the innovation of emerging best practices across the globe, OLG will continue to build on existing research into player acceptance of RG tools and technology across all forms of gambling including lottery, casino-style

gaming and internet gambling. Inspired by encouraging research around the efficacy of RG predicative modeling tools used in Sweden (PlayScan) and Saskatchewan (i-Care), OLG is building further research in this area. The RG team is reaching out to leading international experts on how to best analyze player card data in such a way that may identify patterns and variables that may indicate if someone is at risk for developing a gambling problem. It is expected that this research and information gathering will inform OLG's direction in this area – in developing a predictive RG tool to best suit Ontarians.

#### MORE TARGETED PLAYER COMMUNICATION

The newly launched *It Pays to Know* communications platform (see Program Element 7, Player Education for more details on *It Pays to Know*) will help OLG to better target players and increase their awareness and knowledge of RG behaviours. See Program Element 7, Player Education for more details on *It Pays to Know*.

#### MULTI-JURISDICTIONAL RESEARCH

Through OLG's participation in the ILC RG Sub-Committee (RGSC), the organization will consider a number of multi-jurisdictional research projects including:

- Impact of different types of marketing initiatives on gambling behaviour and developing an effective assessment tool of marketing and promotion across all lines of business
- Reviewing, assessing, and developing a better understanding of RG product assessment tools, including how the product is supposed to be used and the outcomes/results from tool usage
- Public acceptance of technologies that involve the collection of data at the individual level including player aids such as player cards
- Conducting more comprehensive segmented (e.g. age, sex, socio-economic factors, culture, region, etc.) research to understand the target audiences for RG messages
- Completing the existing RGC research with respect to informed choice
- Building on this research to establish a clearer understanding of risk factors for different segments, research/research gaps, and ensuring that research results are shared.

#### EMPLOYEE TRAINING

Based on the results of the recent RG Employee Survey, OLG has taken significant steps to enhance RG training for employees. Working closely with the CAMH, OLG developed two new training programs designed to meet the needs of gaming employees. Training for all OLG gaming employees is expected to be complete by January 2011. Please see Program Element 2, Employee Training for more information.

## 2 Program Element 2

### Employee Training

OLG's RG Code of Conduct commits to RG training for all employees, to provide relevant, practical and role-specific knowledge to all employees, across all lines of business.

Generally, OLG's training programs seek to reinforce the value that RG can bring, not only to players, but to employees and the general public. For employees who deal directly with customers, OLG positions RG as an extension of good customer service: an approach and knowledge base they can and should incorporate into their day-to-day roles.

OLG has RG training policies for each line of business (Gaming, Lottery and Bingo). Each policy avows that OLG is committed to delivering its products in a socially responsible manner, and that employees play an important leadership role in the delivery of gaming entertainment that complements the organization's commitment to RG. The RG training policies are customized to each line of business to ensure that the education and information provided helps employees address situations inherent to their specific line of business.

#### TRAINING COMPLIANCE

RG training is mandatory and employee attendance - for all RG training programs - is tracked through OLG's HRs Department, PeopleSoft Management System. Compliance reports are run on a regular, ongoing basis. The controls are currently being revised so that managers will receive regular monthly reports, and can take direct action with employees who fail to attend training.

### RG Training for Gaming Employees

Working with CAMH, OLG has provided all gaming employees with RG training since 2005. In the past, these mandatory training sessions have focused primarily on raising employee awareness of healthy gambling habits, problem gambling and potential "red flag" warning signs.

Following the training, employees are asked to respond to a survey. The survey, provided to a random sample of trained employees, seeks feedback on:

- Overall training satisfaction
- Level of interactivity
- Trainer knowledge

- Ease of understanding of the topic
- Relevancy of the training
- What elements of the training can be applied to their work
- Any overall comments

Gaming employees have responded positively to RG training programs. Survey results demonstrate that the majority of employees, 88%, were satisfied. 81% of employees either agreed or strongly agreed that the training was relevant to their job, while 90% agreed or strongly agreed that they would use the knowledge and skills that they learned.

By the end of March 2006, an estimated 8,000 employees received this training. And in 2006, RG training was integrated into orientation as a requirement for all new employees.

To ensure that training remains relevant, reflects up-to-date thinking and meets employees changing needs, in 2008, OLG and CAMH undertook a comprehensive review of existing RG gaming training programs. This review resulted in a program re-design, with two new training modules designed to provide employees with more practical tools and information to enhance their existing RG knowledge and customer service. The revised training programs focus on the three "Rs" – Recognizing possible problem gambling signs; Responding accordingly; and Reporting the incident in OLG's customer service database.

This training reinforces OLG's expectations and understanding of key actions associated with educating customers about RG. This training is not intended to make employees problem gambling experts, or equip them with the ability diagnose gambling problems. Instead, OLG's RG training program helps complement the broader provincial RG/PG system and provides employees with the knowledge and skills to actively recognize and respond to customer requests for RG-related information and referrals.

The updated RG training programs commenced in July 2010, and consist of a combination of on-line and in-class training sessions. Ongoing reinforcement strategies will be implemented during the rollout of these training sessions, and will continue following the completion of training. All OLG Gaming staff will be trained by January 31, 2011.

## The new two training programs include:

### 1/ General Training for all Gaming Employees

#### OBJECTIVES

This one-hour training program will be completed by all OLG Slots and Casino Gaming employees (approximately 6,800). It is designed to:

- Enhance knowledge of key gambling concepts, tools and resources
- Provide relevant, role-specific direction for promoting RG on the gaming floor
- Train employees to respond to players who demonstrate potential “red flag” problem gambling warning signs.

Training sessions will run from September 2010 to January 2011.

### 2/ Advanced Training for Senior Management and Identified Supervisors

#### OBJECTIVES

Approximately 550 gaming management staff will receive a more in-depth, three-hour, classroom training session. This training will provide:

- Thorough problem gambling education
- Specialized techniques for dealing with customers in distress

Training sessions will run from October 2010 to January 2011.

#### EVALUATION

The success of these new training programs will be evaluated through:

- Attendance Reports: Target is to have 100% of all eligible employees receive training by January 2011
- To ensure compliance, OLG’s HR Department runs attendance reports. Employees identified as having missed training, will be followed up with their Manager. The employee must attend a mandatory training-make-up session
- Post-Training Evaluations: Targets for overall satisfaction rate must be 75% or more, based on post-training evaluations
- Annual Employee RG Survey: Overall confidence targets of 80% or greater are set for questions probing employees’ ability to apply RG guidelines. Survey to be completed by March 31, 2011. Results will be evaluated upon completion and recommendations will be made during the second quarter of the fiscal year.

## Training Reinforcement Strategy

#### OBJECTIVES

To ensure key training elements are firmly embedded into gaming employees’ day-to-day roles, a reinforcement strategy will be implemented across all gaming sites. Beginning in February 2011 and running for 18 months until May 2012 the following RG areas of the training will be reinforced:

- Following the escalation guidelines
- Identifying “red flag” behaviours and responding to them
- Expectation on using the RG Player Interactive Database
- Dealing with customers that have been playing for extended periods of time
- Available RG resources – where to find them and how to use them
- Difference between RG and problem gambling
- How OLG contributes to RG across Ontario

Messaging on these topics will be communicated to employees through a variety of channels including: face-to-face interaction through pre-shift meetings with supervisors and RG site teams; posting of information on gaming site bulletin boards; featuring job aids and additional resources on the OLG employee intranet; regular message blasts on OLG’s employee digital television network and computer screen saver network; Escalation Guidelines posted at all sites; and an interactive, “Ask the Expert” Webinar, potentially including the training facilitators from CAMH.

#### EVALUATION

This strategy contributes to employee confidence and ability to deliver expectations for RG support, and success is measured through employee survey results, including targets indicated in Program Element 1, Research, Annual Employee RG Survey.

### Staff Reporting on RG Interactions with Players Database

OLG will better understand what content should drive the training reinforcement strategy through data collected directly through the newly developed RG player interaction database.

#### OBJECTIVES

With the database, part of Gaming’s Customer Service System (CSS), employees can report observed RG concerns and indicate how they responded to the situation. The database fields are aligned with the “red flag” behaviours and corresponding actions taught to gaming employees in both general and advanced RG training. For example, if a player complains of gambling debt or demonstrates a misunderstanding of how gambling works, gaming

employees will be trained to provide accurate information and referral service for anyone showing distress. This interaction will be documented – ensuring player anonymity – in the RG database. This way, OLG can better gauge, through tangible data, the types of player/employee interactions taking place at gaming sites, and how employees respond to these interactions. Follow-up requirements are also logged.

This new RG Player Interaction Database launched in July 2010 with employees from all Slots and Gaming facilities inputting information. The RG team will evaluate RG interactions on an ongoing basis, and provide more targeted site communications based on the nature of incidents logged in the database.

### **EVALUATION**

Since this database was implemented recently, OLG will review data after six months to establish possible benchmarks before usage and reporting. CSS data will also help inform the direction of future employee engagement and support programs.

### **RG Site Teams**

Another critical driver of RG knowledge, culture and training reinforcement across sites is OLG's RG Teams.

### **OBJECTIVES**

Comprised of five to ten employees at every OLG gaming site, the teams meet bi-monthly to:

- Discuss RG issues
- Share tips and feedback on how to best promote RG at the site
- Provide an opportunity for site level feedback to assist in driving the evolution of OLG's RG program.

### **EVALUATION**

Success of the RG site teams will be measured in a number of qualitative and quantitative ways. Because both the RG Teams rolled out beginning January 2010, baseline data gathered after one year to enable analysis and the establishment of targets for subsequent years. Specifically, effectiveness will be measured through tracking on the CSS database:

- Number of issues and player misconceptions identified at each site
- Documented increases in visitors attending the RGRCs
- Success will also be measured through the annual RG employee survey and RG Mystery Shop Results.

### **RG Mystery Shop**

#### **OBJECTIVES**

OLG evaluates gaming employees' customer service skills through a Mystery Shop Program. The main purpose of the program is to gain a better understanding of gaming employees' ability to serve players and find areas of improvement that can impact customer experience.

Through this program, a series of RG questions are posed to employees about the myths associations with slot machines (i.e. "What machines are loose today?") and the process of SE (i.e. "I spend too much time here, is there something I can do to keep me out of here?").

#### **EVALUATION**

Most recent mystery shop results validate that 98.9% of gaming employees are able to accurately answer these questions. The results validate RG training content and will demonstrate where employees require additional training, and the ongoing effectiveness of the overall RG program. Mystery shop questions will reflect evaluated, and may evolve to the new Gaming Training programs. Given the high scores of the initial mystery shop program, target thresholds will be set at a minimum of 80% or higher.

### **Supplementary, Role-Specific Training for Gaming Employees**

In addition to this broad-based RG training for all gaming employees, OLG has developed more focused RG training modules to better support employees in specific services and roles.

### **OLG Host Training**

OLG "Hosts" have a unique relationships with players in that they are tasked with ensuring loyalty card members have the best gaming experience possible. They hold special events for players and maintain regular contact with top tier loyalty card members. Given their personal relationships with players, OLG has developed a more focused RG training program for these employees.

#### **OBJECTIVES**

A one-hour training session was delivered to 37 hosts in April 2010. Upon completion of this training, participants were able to:

- Demonstrate increased awareness of problem gambling and ability to identify "red flag" warning signs
- Enhance confidence in dispelling common gambling myths
- Demonstrate actions required to respond to customer requests for help or customers exhibiting potential problem gambling warning signs.

Going forward, a reinforcement strategy will be developed to ensure ongoing education and support.

### **EVALUATION OF GAMING RG TRAINING PROGRAMS**

To evaluate the effectiveness of OLG's Gaming RG training programs, an annual employee survey measures employees' level of awareness, attitudes and understanding of their roles with respect to RG. For data on this survey, please see section above on Program Element 1 Research – Annual Employee RG Survey.

Specifically, our latest survey questions gauged:

- Employee confidence levels in handling RG related situations
- Opinions and attitudes toward OLG as a socially responsible corporation
- Perception of OLG as a supportive organization
- Level of knowledge about the Crisis Intervention Model
- Awareness of RG tools and resources
- Level of employee engagement
- Gaps and priority areas for improvement

Highlights of the 2009 survey include:

- Only a slight majority say they are confident in carrying out the RG guidelines learned in training and can take the appropriate steps to prevent minors from gambling (63% and 68% respectively)
- Overall, the vast majority of Gaming employees are aware of the tools and resources available to them including RGRC as well as the Know Your Limit website (90% were aware of both)
- The vast majority of Gaming employees felt supported by their supervisors when discussing RG matters.
- There was also strong agreement that OLG provides training and support to help achieve competencies in carrying out the RG practices, as well as providing help to employees who may have gambling problems
- However, fewer Gaming employees felt that OLG understood the challenges they face when explaining to others what OLG is about or when working with customers.

These survey results validated the new direction we are taking with Gaming training programs. In 2010, OLG plans to conduct a new RG Employee Survey to focus specifically on our training efforts. While still in development, the latest survey is intended to gauge the following:

- Level of comfort with RG programs
- Familiarity of the Escalation process
- Awareness of RG tools and resources
- Knowledge of the red flag behaviours
- Perception of new RG programs

- Opinions of communication vehicles
- Gaps and priority areas for improvement

Minimum targets will be set at 80% for key indicators. It is expected that the 2010 employee survey will be conducted prior to the end of OLG's fiscal year, March 31, 2011.

### **RG Training for Corporate Employees**

While Corporate Services employees may not have direct contact with the players, OLG ensures all employees – including those at head offices – understand the critical importance of RG.

#### **OBJECTIVES**

Corporate Services training promotes awareness of what RG is, what OLG does to weave it into the fabric of its business, and how this knowledge and understanding is an integral part of OLG's every day operations. Specific objectives of the current corporate training are to:

- Promote awareness of RG practices
- Highlight potential warning signs of problem gambling
- Dispel myths associated with gambling

While Corporate Services employees may not have direct contact with customers, training promotes awareness of the company's RG priorities, the integration of RG into priorities like revenue generation, and the development of RG as a core part of new business initiatives.

All Corporate Services employees were trained in 2006 and now this training is incorporated in general orientation for all new hires.

#### **EVALUATION**

OLG measures the effectiveness of its RG Corporate RG training through post-training questionnaires and an annual RG employee survey.

The annual survey measures key indicators including:

- Knowledge about the RG Code of Conduct
- Perception of OLG as a socially responsible corporation
- Employee engagement with RG

Highlights from the 2009 survey of corporate employees include:

- Overall, 75% claimed familiarity with the tools and training materials available through RGRC
- The vast majority of employees felt supported by their supervisors when discussing RG matters
- There was also strong agreement that OLG provides training and support to help achieve competencies in carrying out the RG practices.

## **FUTURE DIRECTION**

Overall, 2009 survey results indicate that RG training is still effective. But there are some directional indicators that suggest areas for improvement. Accordingly, OLG plans to update and administer revised RG training for all Corporate employees in 2011. When this training is developed, targets will be set for measures captured by the employee survey

## [Supplementary, Role-Specific Training for Corporate Employees](#)

### **RG TRAINING FOR SUPPORT CENTRE CALL STAFF**

OLG's Support Centre is a key point of contact for customers and retailers, taking over 350,000 calls and responding to hundreds of thousands of emails and mail-in letters each year, on topics ranging from customer inquiries to retailer orders.

In February 2010, employees of OLG's Support Centre received a 2.5-hour RG training session. The Support Centre staff occasionally responds to difficult and challenging situations that arise in their interactions with callers. Two training sessions were delivered - one for frontline service representatives, and another more-in-depth training for senior support staff.

Like OLG RG training for Gaming employees, this training was developed and delivered by problem gambling experts from CAMH and aimed to increase employees' general problem gambling awareness, and demonstrate ways to provide callers with accurate game information, and support options.

#### **OBJECTIVES**

Support Centre training aimed to teach employees how to:

- Deal with player complaints about losses
- Handle excessive purchase requests
- Understand problem gambling behaviours
- Promote awareness of help resources and tools

#### **EVALUATION**

Support Centre training was evaluated through informal feedback and through the annual Employee RG Survey. Some of the training participants indicated that the session met expectations and that they felt more confident with their ability to apply RG to their day-to-day role.

#### **FUTURE DIRECTION**

To reinforce key training elements, a series of initiatives, including interactive games and quarterly RG informational meetings, have been developed to educate and engage employees on an ongoing basis. A schedule for refreshing training is required, including more formal objective-based targets for evaluation.

## [RG Training for Prize Centre Staff](#)

In April 2010, OLG's Prize Centre staff received the first part of their own RG training program. Similar to the Support Centre Training program, this training was developed by CAMH.

#### **OBJECTIVES**

The training focused on:

- Dealing with player complaints about losses
- Understanding problem gambling behaviours
- Awareness of help resources and tools

#### **EVALUATION**

The program was evaluated through a post-training survey where employees indicated that while overall the training was valuable and increased their knowledge, additional training was required. In early December 2010, part two of their training will commence with two, two-hour sessions again facilitated by CAMH. An alternate date has been established in early December 2010.

These sessions will build on the initial training, providing a refresh, and offering additional content and practice on common situations faced by our Prize Centre employees with focus on:

- Distinguishing between Problem Gambling and RG
- Identifying the nature of gambling
- Dispelling myths surrounding lottery play to customers
- Recognizing and responding to common "red flag" behaviours
- Resources available for customers and employees
- Practicing the appropriate techniques to address problem gambling.

To reinforce the training, a section dedicated to RG information was established in the OLG Support Centre Repository to allow staff the ability to navigate and locate the documentation they require in a user-friendly manner. This repository is maintained by subject matter experts from the RG team and contains information on:

- RG
- RGRC
- Customer resources
- SE Program

Additional communications are currently in development to help increase employee confidence in approaching customers about possible problem gambling behaviours or risk signs. Specifically, job aids and monthly meetings will address 'case studies' focused on RG interactions.

## EVALUATION

Data on employee completion will be tracked through OLG's HR, Peoplesoft Management database. Specific post-training evaluation measures and objectives-based targets will be considered following the completion of this training.

## Gaps and Opportunities

### GAPS

OLG has an ongoing commitment to deepen employee understanding of RG, and to continue to evolve training programs and implement reinforcement strategies on a consistent basis. The RG team is working closely with HR representatives and RG Site Teams at gaming sites to identify opportunities and formalize planning and delivery of regular RG educational reinforcement.

Regarding more formal RG Compliance among employees, there is a plan to revise an RG Code, or augment the existing Code of Business Conduct to include RG expectations and provisions that employees adhere to. OLG's RG team is working with HR to determine the most meaningful approach to employee RG Compliance. This includes plans to formalize RG components into employees' performance objective and performance plans.

OLG also has a need to deepen the institutionalization of RG requirements in the recruitment and performance process.

### OPPORTUNITIES

OLG's new *"It Pays to Know"* platform lends tremendous opportunity to not only raise employee awareness of key RG messages, but to better equip staff with materials and supports that can be provided to players. Also beneficial is that the *"It Pays to Know"* messaging and content is prominent across gaming sites, corporate offices and soon Lottery Retail and Bingo environments, providing employees with more "in-your-face" access to important RG information.

The RG team is exploring with HR ways to formally include RG requirements in the recruitment process and develop incentive mechanisms to reinforce an RG culture across OLG.

OLG will continue to leverage feedback from site level employees, ie. RG Site Team Members, to drive the evolution and requirements for future training. OLG will also draw on custom tracking tools like the RG Player Interaction Databases to ensure that future RG Training and communication focuses attention on key issues and/or common "red flag" behaviours that occur most frequently.

Working with HR, there is an opportunity to further develop the RG culture at OLG through compliance reporting. All OLG employees are required to complete RG training programs and by integrating their completion with the components of their job performance metrics, OLG can further deepen an RG culture among employees.

## 3 Program Element 3 — Retailer Program

The most extensive daily point of contact players have with OLG products involves the sale of lottery products at the 10,858 retail outlets that sell them. Critical to OLG's RG strategy is educating and supporting this retail network to comply with provincial and OLG directives regarding the vigilant prohibition against selling to minors.

### Retailer Compliance

Retailers are expected to initial their signed Retailer Agreement acknowledging receipt of the Retailer Policy Manual which outlines the need to comply with provincial legislation prohibiting the sale of tickets to persons under the age of 18 and the implications of non-compliance. OLG's policy further states that retailers and their staff must not allow persons under the age of 18 years to participate in an OLG lottery at their location and articulates the penalties for non-compliance.

OLG supplements this contract with other actions, to further integrate policy and directives into day to day operations. The corporation set forth a commitment in its RG Code of Conduct to provide lottery retailers with training, resources and tools to support them – not only with age enforcement – but also to prepare them to respond to customer requests for problem gambling help and information.

### EVALUATION

For compliance tracking, see section below on "Mystery Shop" and ID25 Report.

### Retailer Win Policy

In November 2009, OLG imposed a new set of restrictions on lottery retailers in an effort to curb public concern about 'insider wins.' OLG banned retailers from purchasing or redeeming lottery tickets in their own stores, in an effort to maintain the integrity of our lotteries and the confidence of our players.

This new initiative entitled "No Play at Work", forces retailers who sell OLG lottery products to go to another retail location if they wish to purchase or redeem tickets. The policy ensures that all individuals purchasing or claiming a lottery ticket do so from the customer's side of the counter, meaning retailers can no longer act as both customer and vendor at the same time. Multiple violations of this policy can result in the termination of a retailer agreement with OLG.

### OBJECTIVES

This change in policy was initiated in an effort to uphold public trust, and in response to the 2007 Ombudsman review of OLG operations. The "No Play at Work" policy builds on other lottery initiatives OLG has incorporated over the last few years, including allocating \$3 million annually to implement real-time data analysis to flag suspicious lottery transaction behaviour. OLG has also established a Data Analysis Support team, responsible for monitoring lottery terminal activity. Additionally, Deloitte and Touche were contracted to conduct a 13 year audit of lottery transactional data to verify these new policies are having positive impacts on limiting potential fraudulent activities.

Retailers are also subject to the same insider win policy as all OLG employees. Any retailer or any of their immediate family members are subject to insider win procedures, which dictates an investigation be conducted when a jackpot is won, to ensure there has been no misconduct. Once a retailer or employee insider win is investigated and approved for payment, there will be a 30 day waiting period to allow the general public to dispute the claim. The insider's information relating to the win will be posted on OLG's internet site for those 30 days.

Lottery retailers are valued business partners of OLG, but they are not our customers. Rather, they are contracted distributors and business associates that have very clear contractual responsibilities with respect to the manner in which they sell OLG products.

### EVALUATION

OLG ensures the requirements of the Player Protection Program are clear and monitors and aggressively enforce the appropriate behaviours.

### Lottery Sales Operations Training

Currently, OLG's primary approach to retailer education involves its knowledgeable Lottery Sales Specialists who act as key conduits, communicating RG information and expectations to the retail network on a regular basis.

To ensure the Lottery Sales Operations (field sales, corporate and key accounts) is well-informed and confident in disseminating RG information to retailers, OLG has developed, in consultation with CAMH, a robust and comprehensive training program.



## TRAINING OBJECTIVES

In August 2010, four training sessions were administered, facilitated by one of CAMH's senior project coordinators, to an estimated 100 employees including: Sales Specialists, Head Office employees, Key Account Managers, District Sales Managers, Key Account Specialists, and senior management. Specifically, the training focused on:

- Defining RG versus Problem Gambling
- Gambling Concept
- Dispelling Lottery myths
- Using the RG Guideline for responding to customers and increasing job effectiveness
- Problem Gambling resources

Taking into consideration the extensive nature of OLG's lottery business, the implementation of a full scale retailer training program is a large undertaking. To make resources available to its retailers, OLG first educated their main points of contact – the sales team and the customer support centre. Armed with advanced knowledge of OLG's RG program and methodology, the sales team began training all lottery retailers one on one. Based on key learnings from Lottery Sales Force Training, Sales specialists train retailers to:

- Understand their role in providing information and building RG knowledge among customers
- Increase awareness of problem gambling and related warning signs
- Dispel common lottery myths with cooperative and resistant customers.

Training of all will be completed by January 2011.

## EVALUATION

Initial results from the Lottery Sales Force training evaluations measures demonstrated:

- The overall participant satisfaction rate with the training was an impressive 87.9%
- The majority of participants, 97%, earned a test score of 85% or higher on the knowledge assessment
- Participant feedback was extremely positive – the sales employees were impressed with the amount of understanding of their role and the use of relevant scenario training.

Targets for evaluating success will be based on an employee survey index score of 80% for knowledge of RG tools and supports, and 90% of participants scoring 85% or higher on knowledge assessment.

In late September, a make-up session for those sales employees unable to participate in the initial training will be

held. Additionally, a revised version of the sales training will be made available to employees in OLG's courier department at the Mississauga Distribution Centre in October. These employees, based on their frequent contact with retailers and less frequently with customers, requested the training to develop familiarity with "red flag" behaviours, escalation process and reporting procedures.

## Training Reinforcement Strategy

To ensure key elements are firmly embedded into sales employees' day-to-day roles, a reinforcement strategy was implemented for all members of the lottery sales team following the training. All participants were required to complete a knowledge assessment – 97% of participants achieved scores of 85% or higher. Going forward, the District Sales Managers will provide additional training and information to the team. Additionally, a question and answer document, covering all of the materials and questions not reviewed or finalized in the training session will be forwarded to participants in mid-October. In February, the third level of the reinforcement strategy will be performed when a post-follow-up knowledge assessment survey is sent to participants. The survey, along with feedback from the District Sales Managers will determine if additional training is required.

## RG Support and Training for Lottery Retailers

Retailers are the most frequent points of contact for OLG's lottery games. Ensuring that they are aware of RG initiatives is paramount to the success of the program. OLG's strategy for educating retailers relies on its Sales Specialists and Key Accounts Specialists to ensure that RG information is communicated to customers.

Currently RG information and messages are distributed to retailers in a number of ways:

### RG Brochure – Know The Facts! Your Guide to Keeping Lottery Play Fun

Available at all on-line lottery retailers across Ontario, this brochure provides information to lottery players and retailers on problem gambling and provides tips to keep lottery play enjoyable and problem-free. This is a helpful resource for retailers, as they can refer any customer that asks for help to the brochure.

### Retailer Newsletter – Lotto Post

Every month, the Lottery division focuses on RG with retailers, by ensuring the monthly retailer newsletter (Lotto Post) includes training reminders, ID 25 reminders or age

control content. Summarized mystery shop results are also provided monthly to retailers via this publication.

## Retailer RG Job Aids

In September and October 2010, Sales Specialists will present retailers with two updated job aids to initiate an RG dialogue and provide retailers with a straightforward, easily accessible reference document should they have any RG questions. The first job aid, *Responsible Gaming*, provides retailers with an overview of RG, what their role should be, and includes guidelines for handling different problem gambling and RG-related issues. The second, *Age Control, It's the Law* provides retailers with an overview of provincial regulations prohibiting selling to minors, and outlines OLG's expectations to ensure all retailers ask for photo ID if a customer appears under the age of 25.

### FUTURE DIRECTION

To strengthen retailer training knowledge, OLG is planning to introduce a training program to be delivered directly to retailers. Though still in the conceptual phase, key objectives of this training will be to help retailers:

- Understand their role in providing information and building RG knowledge among customers
- Increase awareness of problem gambling and related warning signs
- Dispel common lottery myths with cooperative and resistant customers.

Development of the training program for on-line and off-line retailers is underway and expected to be delivered in 2012.

## Tracking Retailer Receipt and Compliance

Each month, the lottery sales and retail planning groups determine the messaging for all retailers and key accounts. The main objective of this planning is to ensure that OLG is addressing all the key issues and program information necessary to ensure that program standards and objectives are being met.

Prior to each month, OLG's Lottery Sales Specialists are sent the Retail Priorities for the month ahead.

This report outlines the specific activities necessary to support the various initiatives – marketing, training and regulatory – of OLG's Lottery division. The Sales Specialists are instructed on completion expectations and given a checklist to follow to ensure successful roll-out. Initiatives for the retailers include:

- The ID25 program
- Training retailers on RG and use of the

"Know The Facts" brochures

- Training information
- Introduction of job aids to assist retailers in following OLG's RG Guidelines

Included with the Priorities Message, is a tracking form. This is the manual version of the on-line option for confirming that all priorities have been addressed at each retail location – an on-line version is available to sales team members on the sales tracking database. The tracking function enables OLG to ensure that all retailers have received the training, information and support materials.

### EVALUATION

Given that Ontario has over 10,000 retailers with a high turnover rate, there is difficulty in systemizing meaningful, quantitative feedback. Since Lottery Sales Specialists are the primary conduits, they are used to gather retailer feedback. Each sales employee is tasked with completing a monthly checklist while visiting each retailer. These checklists ensure that all retail priorities are met on their visit. Some of the priorities include:

- Reviewing details of the monthly retailer bulletins
- Updating point-of-sale materials
- Brochure distribution
- Reviewing the details of the Retailer RG training module
- Reinforcing the ID25 mystery shopper results

## Mystery Shop Program

Additionally, by contracting mystery shoppers, OLG is able to determine if the RG messaging is used by retailers. The mystery shoppers assist in evaluating the effectiveness of the ID25 Campaign and other business oriented initiatives. Each month, a retailer survey is completed by the mystery shopper and sent to OLG. The survey consists of the following:

- Did the Retailer request identification?
- Did they refuse the lottery sale when identification was not produced?

In OLG's fiscal year 2010, 619 stores were visited to evaluate compliance with ID25 directive. Results demonstrated that while there are efforts from some retailers, on average 57% of retailers failed to request identification. Conversely however, 93% of retailers refused the sale based on the data compiled by mystery shopping contractors. This data will be used to further focus on OLG's retail partners and their compliance with RG initiatives. Moving forward, OLG will look for additional opportunities to use mystery shoppers as a feedback mechanism for the efficacy of our RG programs at the retail level.

## Age Verification Tool on Lottery Terminals

In October 2006, OLG introduced an age-verification tool on all lottery terminals to support lottery retailers when checking customer identification. This new terminal feature can verify the age of any person by allowing the retailer to swipe a person's driver's license.

These efforts complement the work of a key retail partner, the Ontario Convenience Store Association (OCSA), with its "We Expect ID – 25 and Under" Program. This program requires retailers to request ID from anyone who appears to be 25 years of age or younger when selling any age-restricted product (cigarettes, lottery products, magazines).

To protect the privacy of consumers, OLG does not collect or record personal data or provide reporting on this activity. We do know from stakeholder feedback that this is a helpful tool that retailers find easy and useful.

## Gaps and Opportunities

### GAPS

With over 10,000 retailers across Ontario, many of which are independent business people, the implementation of a full-scale direct retailer RG program will be challenging, and OLG is working to find creative solutions to meet these challenges. Currently, the Lottery Sales team, along with the resources available to retailers, act as OLG's conduit of information and training on RG. While OLG is confident in the training that the Sales force administers, the scenario-based training that would be most effective for retailers is yet to be administered.

### OPPORTUNITIES

Ensuring that OLG's retail partners are interested and engaged in RG initiatives and directives presents a challenge, but also opportunities for OLG to further build this platform into the culture. Currently, there are a number of successful tools employed by Lottery to converse with retailers on games, promotions, information and sales tips. With the launch of Poker Lotto, a dedicated web site was developed to train retailers on how the game works. The web site is accessible with a personal username and password to the retailer and offers a contest as an incentive to keep the retailers engaged in the site and its information.

OLG will investigate the possibility of using such a tool for opening dialogue with our retailers and strengthening their engagement with RG. To support this, lottery sales staff will be able to encourage retailers to visit the site and participate in the discussion. Additional messaging regarding RG initiatives and resources, such as KnowYourLimit.ca and

local RGRCs will be made available to retailers through OLG lottery terminal messaging. Messages are posted daily with a weekly focus on Age Verification. OLG will work to augment this messaging with scenario overview training and resource identification, along with a call to action to visit on-line resources. This program is still in the planning stages, but when completed, will work toward further strengthening our retailer training.

## eBingo Training

OLG has a third party relationship with Bingo retail partners. Within this context, OLG is working to improve player information programs to increase employee and player awareness of OLG's RG practices.

To support OLG's eBingo partners in the promotion of RG, in 2005, OLG developed a bingo focused training program. The program offered eBingo Centre employees information on referral services for those players requesting assistance.

All management, employees and Bingo Hall Charity Association/Bingo Sponsors Association executives are required to attend this general training and periodic refresher-training programs. Additionally, it is the expectation that all Bingo Service Providers will take an active role in incorporating key messaging regarding RG and age restrictions in the operations of their business. The key points of the training between 2005 and 2010 were:

- A general awareness of RG and problem gambling
- How to dispel myths and superstitions surrounding Bingo play
- Actions required to be taken to respond to a players' requests for help.

Now that electronic bingo has been available for five years, OLG has adapted a Bingo training module, bringing it in-line with current training practices for gaming and lottery employees.

OLG also provides this RG training to every eBingo Centre that opens. As eBingo Centre employees are not direct OLG employees, the training was developed in a two staged, train-the-trainer approach. First, OLG training facilitators trained Bingo Centre management, as well as OLG Bingo Department employees, so they are aware of the expectations. Second, Bingo Centre Management was then responsible to train their employees and charity association employees. OLG facilitators conducted the RG training with management at each of the four eBingo Centres as each site opened. Feedback from eBingo Centre management was positive. RG training will be provided to management as each new eBingo Centre is opened.

In August 2010, the government gave OLG a mandate to plan and execute enhancements to the charitable gaming (i.e. Bingo) sector. Early planning is underway for the scope of these enhancements, and similar to plans for new business of internet gaming, a comprehensive RG platform will be part of that expansion.

This past year, with the introduction of two new eBingo centres in Windsor, a new RG policy was developed for OLG's Bingo partners. The policy reinforces Bingo partners support for OLG's RG Code of Conduct. In particular, the Bingo Policy addresses that Bingo Centres must participate in OLG RG seminars and shall ensure that all bingo staff receives RG training.

In light of this agreement, OLG has developed and updated a bingo-focused training program to be instituted at all eBingo partner centres. The objective is to teach bingo employees the fundamentals of RG:

- Responsible Gaming vs. Problem Gambling
- Concepts of the bingo game – odds of winning and randomness
- How to recognize, respond and report red flag behaviours from bingo customers
- Crisis intervention – how to escalate issues
- Referral services available to customers, what they do and how to contact them.

Training for employees at our eBingo partner sites will commence in November.

#### **MEASUREMENT**

Traditional measurement tools will be employed to determine the efficacy and relevance of the upcoming eBingo training. A feedback mechanism will help to showcase any gaps and opportunities of the training and be used to assist in upcoming development. Through compliance reporting, OLG will be able to monitor the number of Bingo Centre employees that complete the training. An 80% completion rate will be required from each Bingo site. Additionally, reinforcement materials will be required to be posted in the management offices of the centre - compliance checks will be performed to ensure posting.

## Gaps and Opportunities

#### **GAPS**

Since OLG's RG program began, training for their Bingo Partners has not included: comprehensive training reinforcement support for staff, or systematic tracking and reporting of staff feedback to training. As a fundamental component of all initial training at OLG, these areas need to be addressed to our Bingo Partners.

To meet the immediate needs of new eBingo sites, a training module was developed based on core information developed for current gaming and lottery training. A program more catered to the bingo business is required. In 2011, a needs assessment will be completed in conjunction with the Bingo Centres to better determine the behaviours of customers and employees alike, and this work will inform the development of a comprehensive bingo RG training and reinforcement program. With previous training, a procedure was not in place to ensure and report on the completion of training by all employees. These areas represent gaps in OLG's Bingo training and employee support program, work that will need to involve Bingo Partners. Since the eBingo locations are independently operated, OLG will need to work with the centre operators to ensure that the expectations that OLG has established for its other areas of business are also applied in Bingo.

Currently, the bingo partner centres train employees to ask for ID to anyone who does not appear to be over 25 years old. However, further education and training is required in this area.

#### **OPPORTUNITIES**

In 2011, OLG will complete a full RG needs assessment of Bingo Partners, their RG offerings and their customer needs. The more information OLG can gather about the playing habits and gambling issues their customers have, the better the RG team can tailor efforts to assisting them. This will enable OLG to have a more comprehensive training and communications program for Bingo as the expansion of charitable eBingo is planned and implemented.

There is an opportunity for OLG to develop more robust procedures to convey objectives, set targets and implement RG programs at Bingo centres. OLG will work with Bingo partners to co-develop processes and procedures to track, measure and report on RG performance all affiliated centres, and to monitor and evolve practices.

Also, as part of OLG's potential future eBingo expansion, there is an opportunity to build self-serve RGRCs across eBingo networks. This opportunity would further deepen the culture of RG across the eBingo sector.

## RG Training at Resort Casinos

Each of OLG's four Resort Casinos are operated and managed independently of OLG. As such, each property has independent control of their respective RG training programs. Similar to OLG gaming facilities, every Resort Casino offers mandatory RG training to employees that focuses on recognizing the signs and symptoms of problem gambling and referring customers to local support agencies.

## CASINO RAMA

In 2005, Casino Rama adopted the RG training program co-developed by OLG and CAMH. All Casino employees participated in this training and all newly hired employees receive it as part of their orientation. While the training method is effective for Rama's environment, the processes for escalation were adjusted to better reflect their internal structure, giving them a more direct escalation to those handling customers who may be exhibiting red flag behaviours. Casino Rama also offers the advanced training to those employees that head the escalation teams. Casino Rama has a strict policy that enforces mandatory RG training for newly hired employees. All training must be completed before employees can begin working. This compliance is monitored through the Casino's HR database. Participants are cross-referenced against employee lists. Those identified as not having completed training are contacted and alternate training dates are arranged.

This policy also applies to existing employees, including those returning to work from a leave of absence.

Reinforcement of the training is conducted through pre-shift meetings for all employees, as well as messaging in their weekly company wide newsletter, Smoke Signals. Reinforcement messaging focuses on the roles and responsibilities of each employee with regards to the escalation guidelines and recognition of red flag behaviours.

## FALLSVIEW CASINO AND CASINO NIAGARA

Together with OLG, Fallsview Casino Resort and Casino Niagara work with professional and volunteer agencies, including RGC and CAMH. The Niagara resorts have developed a training program directed at dispelling common gambling myths, recognizing the signs of problem gambling and referring people to treatment agencies. All employees are required to complete the training - all new employees can not begin to work without completing the training.

In addition to the frontline training offered to employees, the Niagara properties provide advanced training for their associates - those employees identified as the key decision makers vital to the day-to-day success of the company's RG initiatives:

- All Tables Games Shift Managers and above
- All Slot Operations Assistant Shift Managers and above
- All Security Dual Shift Managers and above
- All Cage & Coin Dual Shift Managers and above
- All Hosts and above in VIP Player Services
- All Registered Nurses in Health Services
- All Management in Communications

- Manager of Risk Management/Corporate Investigator
- Legal Counsel/Chief Privacy Officer
- Compliance Training Specialist

The goal of this training, administered by CAMH, is to teach designated employees how to recognize symptoms of problem gambling and methods of approaching patrons to discuss these symptoms. The training taught the associates about the escalation process and crisis intervention model.

This training is reinforced through RG messaging at pre-shift meetings and also through the employee newsletter "The Preshift Update". Bulletin boards are posted in the employees common areas and feature information on RG resources.

The Resorts have fostered a strong relationship with the RGRC onsite - a relationship that enables them to bring in the members of the RGRC team to inform employees on any updates and to reinforce the training elements. Additionally, the RGRC at Fallsview Casino conducts an annual employee survey, the results of which are shared with the compliance training team to use as an efficacy measure of training, reinforcement materials and potential training ideas.

Fallsview Casino and Casino Niagara's HR department monitors training compliance through their HR database. Participants are cross-referenced against employee lists. Those identified as not having completed training are contacted and alternate training dates are arranged.

## CAESARS WINDSOR

As with OLG's other Resort Casinos, Caesars Windsor is committed to encouraging their players to have a positive and enjoyable experience at their casino. Knowing that their employees help to drive this message to their customers, Caesars Windsor instructs their employees through on-line learning using four different modules:

- Corporate Responsibility - discusses Caesars Windsor's commitment to RG
- Responsible Gaming Resource Centre - covers the RGRC's role and how it can benefit employees and customers alike
- SE - an explanation of what it is and how it can help customers
- Customer Assistance Strategies - teaches employees on how to talk to customers about common myths and getting help.

Following each learning module, employees are required to test what they have learned through an on-line quiz. Results must be 75% or higher to be considered a pass.

Ceasars Windsor's HR department tracks training compliance through an employee database. If employees are identified as not having completed training, they are contacted and alternate training dates are arranged.

## Gaps and Opportunities

### **GAPS**

Although all gaming properties in Ontario are "conducted and managed" by OLG, the four Resort properties are independently operated and not all consistent with OLG's RG Training programs, and related reinforcement strategies and targets and evaluation criteria. These gaps may impact on both customers and OLG. Customers may not receive a consistent level of customer service with regards to RG information and assistance. Some employees may receive more comprehensive instruction on crisis intervention and recognition of red flag behaviour signs. Others may offer better reinforcement of training to their employees through customized communications and non-standard channels.

### **OPPORTUNITIES**

Collaborating with the Resort Casinos, OLG can work to standardize, across all properties, training and reinforcement offerings for employees – based on common objectives, measurement and reporting systems, and appropriate target goals.

Additionally, a standardized program across all properties would allow for relevant data to be collected and evaluated in support of new RG initiatives and programs. OLG could use feedback mechanisms and the metric information gathered from all sites to support new directions in learning and add relevance to employee training. Shared metrics would enable us to effectively evaluate the programs for retention, practice and efficacy.

## 4 Program Element 4 — Game Design

### Game Design – Lottery

Through regulatory oversight and available tools, OLG considers RG elements of game design, where possible. Specific plans exist for Lottery and Gaming.

#### GAM-GaRD (Gambling Assessment Measure – Guidance about Responsible Design)

In October 2009, after a comprehensive review of leading risk assessment tools, OLG began a two-week trial of GAM-GaRD (Gambling Assessment Measure – Guidance about Responsible Design) risk assessment tool. GAM-GaRD identifies the fundamental structural and situational characteristics of a game, and applies a weighted scoring system to evaluate potential risk for a vulnerable player. GAM-GaRD, developed by a team of academic researchers from the U.K., is the first tool of its kind to provide a framework for evaluating the characteristics of games to identify relative levels of risk. It has been used by Camelot in the U.K. and by BCLC in Canada.

The trial had two objectives:

- Evaluate GAM-GaRD’s effectiveness and ease of use
- Establish a baseline of risk levels for OLG lottery offerings based on a sample of games from across all categories

For the trial period, a total of seven games were tested, including two instant games, one sports game and four on-line games. As a point of reference OLG also ran break open tickets (also known as “Nevadas”), through the tool to test the results. The tool assigns risk values to each game evaluated and takes numerous game characteristics into consideration including:

- Event frequency
- Multi-game/stake opportunities
- Variable/fixed stake size
- Prize-back percentage
- Jackpot size
- Near win opportunities
- Continuity of play
- Accessibility points
- Currency/Ease of pay
- Illusion of control elements
- Advertising and marketing strategies

GAM-GaRD expresses the relative risk of a game using a “stop-light” scoring. “Green” games (scores of less than 20) are considered a low risk for vulnerable players, “yellow” games (scores of 20 to 30) are considered a medium risk, and “red” games (scores of more than 30) are considered a high risk for vulnerable players.

LOW RISK (<20)	LOW RISK (20 - 30)	HIGH RISK (>30)
Pick-3 (14) Lotto Max (15)	Pro-line (21.5) Instant Bingo (25) 5-minute Keno (25.5) Poker Lotto (27) Generic instant game (29)	Break-open tickets (34) *

*\*Licenses for Break-Open Tickets are issued by AGCO’s Registrar to eligible charitable or religious organizations. For more information, visit the AGCOs web site: [http://www.agco.on.ca/en/whatwedo/licence\\_breakopen.aspx](http://www.agco.on.ca/en/whatwedo/licence_breakopen.aspx)*

Pro-line, Instant Bingo, 5-minute Keno, Poker Lotto, and Instant games in general, were all scored as medium risk games.

Pick-3 and Lotto Max were both scored as being low risk for vulnerable players. This finding is largely attributable to the (relatively) low event frequency of the game due to the wait time between draws, and this characteristic can likely be generalized to most On-line games.

Results showed that the relative risk levels of OLG’s lottery offerings are consistent, in most cases, with the review of the academic literature, and with staff’s intuitive sense of risk based on years of business experience.

Importantly, staff found the tool extremely easy to use and an excellent complement to the game design process. As a result, OLG decided to adopt the application and develop comprehensive assessment guidelines for Lottery Brand Managers to identify – during the design stage – potential risks that may be associated with new lottery products.

A formal review will take place in six months, after a full year of using Gam-GaRD. The following success measures will be assessed:

- Users agree that the tool is an effective and realistic means of measuring game risk (target 80%)
- Users agree that the risk assessment tool is easy to use (target 90%)

Following this assessment, the RG team will determine if and how to apply the standard to casino-style games and bingo offerings.

### Lottery Game Design Assessment Framework

In February 2010, following the successful GAM-GaRD trial, OLG introduced a self-assessment framework for lottery employees to identify potential risks associated with new lottery games.

The objective of the assessment framework is to minimize risk for players—particularly vulnerable players—by considering impacts on particular elements of game design for which Lottery has some degree of control or influence, and taking mitigating action where appropriate.

Specifically, the framework is intended to:

- Serve as a guideline for analyzing games, and be practical and user-friendly.
- Work seamlessly with processes to develop lottery products.
- Identify areas of risk for the player, and aid in the development of actions and strategies that may mitigate or eliminate these risks.
- Mitigation strategies are intended to be proportionate to the identified risk. Some may involve modifications to game design, while others will not involve modifications to games. For example: Strategies may focus on ensuring that at the point of a new game's introduction, the necessary support communications are in place to explain why a particular theme was chosen.

This assessment tool is comprised of 2 parts:

1. **Game Theme and Tone:** A qualitative review, addressing components of game design that deal with any image, language and visual design that could introduce risk, reflect poorly on OLG, or be otherwise problematic.
2. **GAM-GaRD:** The software tool, developed by an external vendor, is a quantitative analysis of structural and situational characteristics of a game based on a scoring matrix that expresses risk through a "stop light" indicator.

Not all new game designs will require RG assessment. Lottery brands should assess any new game to which the following criteria apply:

- New game themes are introduced (this does not include changes to colour and graphics – i.e. new ticket pulse)
- New game mechanics are used for a game
- New game being introduced into market (mechanics & theme).

Any game that meets the above criteria for assessment should proceed according to the following process:

1. Consider the new game against all of the criteria in Part 1 – Theme and Tone. Determine any risks significant enough to warrant a mitigation strategy. Devise appropriate mitigation strategy. The RG team (Marketing, Communications, Stakeholder Relations) may be contacted for support, as needed
2. Engage the RG team to obtain access to the GAM-GaRD software, as per OLG's license with the vendor. Enter data on game mechanics into GAM-GaRD, determine the risk score. Devise mitigation strategy, if one is required
3. Upon completion of an RG assessment, lottery brand then sends the results to the RG team, who will review
4. The completion of the assessment to the satisfaction of both lottery brand and the RG team will be confirmed by email.

OLG's RG team, along with the Lottery Business Unit, is closely monitoring the design assessment process to ensure ongoing success and ease of use. A formal review will take place in six months, after a full year of using GAM-GaRD. The following success measures will be assessed:

- Users agree that the tool is an effective and realistic means of measuring game risk (target 80%)
- Users agree that the risk assessment tool is easy to use (target 90%).

Following this assessment, the RG team will determine if and how to apply the standard to casino-style games and bingo offerings.

### Game Design — Gaming

In creating the legislative framework for gaming in Ontario, policy makers set in place a number of safeguards that contribute in the development of the province's problem gambling safety net and guide the OLG's approach to game design.

The Ontario Government has created strict provisions that establish minimum requirements for participation in gambling activities. Electronic gaming is confined to a limited number of venues that are specifically designated for gambling (i.e. no VLTs in bars and restaurants). These are just a few of the key policies established by successive governments to contain potential problems.

*The Gaming Control Act* provides the Alcohol and Gaming Commission of Ontario (AGCO) - an agency of the Ministry of the Attorney General - with the statutory mandate to ensure that casino and charitable gaming is conducted in the



public interest, with integrity, and in a manner that is socially and financially responsible. OLG must operate its gaming premises in accordance with requirements established under the Gaming Control Act.

### Approval and Testing of Gaming Equipment

In Ontario, accountability for game integrity rests with the Ontario Alcohol and Gaming Commission (AGCO). OLG relies on AGCO to subject games to rigorous testing by the Registrar. All games in OLG casinos undergo AGCO testing. In 2007, the AGCO developed a document “Electronic Gaming Minimum Technical Standards” that clearly outlines specific technical criteria that all OLG games must adhere to.

The Registrar has the power and duty to approve gaming equipment and gaming management systems pursuant to Section 21 of Ontario Regulation 385/99. The Regulation allows the Registrar to approve, without testing, the equipment or the system, as the case may be, if it has been approved in another jurisdiction where gaming is legal. However, the standards imposed by the AGCO may be in excess of or differ from those used in other jurisdictions. These differences in our standards may necessitate additional review for approval in Ontario.

### Gaming Environments

Given games are developed by a third-party vendor and their integrity is regulated by the AGCO, OLG focuses on providing players with RG information including how games really work, true odds of winning and clarifying myth from fact. For players who may be at risk, or experiencing a gambling problem, OLG offers programs and support tools through RGRCs and through a network of well-trained employees. For more information on these initiatives, please refer to the Player Education and/or Employee Training section of this report.

To ensure RG elements are included in games, OLG takes the following steps:

#### **POSTING THE ONTARIO PROBLEM GAMBLING HELPLINE AND RG TAGLINE “KNOW YOUR LIMIT, PLAY WITHIN IT”**

The helpline number is posted on all OLG slot machines and ATM receipt paper.

#### **SLOT PAYOUTS AND HOLD PERCENTAGE**

A slot machine’s hold percentage is the amount of money the house can expect to win over the long term (e.g., a slot machine that has a 95% payout percentage will have a 5% hold percentage). OLG requires that the slot machines purchased include the ability for OLG to adjust the hold

percentage (the amount of money the house can expect to win over the long term). Currently, the ability to configure some games is very limited, with the hold percentage only being adjustable by 1-3%. The ability to raise or lower the hold percentage by .5 or .25 percentiles is desired in order to create the extended time on slot machines that customers are looking for.

### More Time on Slot Machines

A substantial amount of new slot machines are designed with larger pay line counts and higher maximum bets, in order for players to have more time on slot machines and to have their money go further. OLG has 22 sites with 22 different price model requirements that represent multiple demographics (different types of players) and requires games with configurable maximum bets in order to increase the length of time spent on the slot machine.

#### **FREQUENCY AND SIZE OF SLOTS PAYOUTS**

The volatility of a slot machine refers to the frequency and size of payouts; high volatility machines will pay out large wins infrequently, while low volatility machines will pay out small wins regularly.

To meet customer requests for extended time on slot machines and to have their entertainment dollar go further, OLG has deployed a strategy to see more low to medium volatility games on its gaming floors matching gaming experience to the customer market. OLG vendors categorize volatility into three ranges: Low, Medium, and High.

1. Low Volatility machines allow more gaming time for patrons, but with modest wins
2. Medium Volatility machines allow for average gaming time with average wins
3. High Volatility machines allows for larger payout opportunities, but with less gaming time.

### System Alerts on Slot Machines

In September 2007, OLG launched a new technology on slot machines. The new technology triggers a surveillance alert message should a self excluded individual return to the gaming site and attempt to use their loyalty card in the slot machine. This new technology helps to detect people who may not have turned in their loyalty card upon self-excluding.

### Policy on Electronic Gaming Machine Location

The Ontario government’s decision to only place electronic gaming machines in regulated and age-controlled environments ultimately set the course for the design of OLG’s gaming sites. This decision was made because of

the experiences of other jurisdictions with VLTs in public, unregulated places where significant issues with problem gambling developed. Ontario is one of two Canadian provinces that do not have VLTs in public environments.

### New Gaming Management System

OLG is currently in the process of procuring a new Gaming Management System (GMS). The GMS is a software suite which is responsible for managing the back-end operations of all OLG gaming sites, including slot machine operations, loyalty card memberships, and financial accounting.

OLG has defined several RG requirements for the new GMS that will add features to assist players in making informed decisions about their gambling. OLG hopes to give players the ability to set pre-commitment limits on how much they play, flag potentially dangerous play habits, provide information on their play history, and display information about the odds of winning. The new GMS may also give the organization the ability to reward players for using these RG features or for seeking out RG information.

While the new GMS will not be completed and installed for at least 24 months, the requirements that OLG has identified provide an indication of the types of cutting-edge RG tools we hope to provide players in the future. Some of these tools include:

- Sending real time notifications, to specified site staff, identifying self excluded patrons, upon the use (e.g. insertion, swipe) of loyalty cards in the following channels: site kiosks, Winner's Circle desktops, gaming devices, cage and coin computers, wireless devices
- Tracking Continuous coin-in and Continuous play duration, or other at-risk behaviour
- Allowing loyalty members to establish "pre-commitment levels" based on maximum loss or win and play time, etc. by date and time, or for a specified period in advance of their play at the kiosk and gaming devices
- Potentially locking play if defined play limit is exceeded
- Allowing loyalty members to view information about their play; e.g., coin in, jackpots, etc., at a kiosk or gaming device, or on-line
- Delivering messages (such as responsible gaming messages) to a group of gaming devices, progressives screens, and kiosks, pre-selected by users.

## Gaps and Opportunities

### GAPS

OLG's current GMS cannot accommodate emerging RG tools that support player empowerment. OLG is currently exploring a number of strategies to address these gaps in the interim, before the new GMS is implemented. For example, OLG has taken steps to improve detection capabilities of self excluded persons through state-of-the-art facial recognition technology set to be rolled out across gaming sites in 2011. OLG is also building capability to provide loyalty card members with Win/Loss statements on-line, so players can access their play history easily, on an ongoing basis.

OLG will continue to examine new approaches and implement programs and policies to create a more robust game design program.

### OPPORTUNITIES

The selection process for a new GMS vendor is underway in collaboration with BCLC. Implementation is targeted for 2011.

Once implemented, there will be a number of opportunities to analyze data related to patterns of behaviour. This will allow for the identification of changes in behaviour according to risk profiles. This data may provide insight into situational and structural factors, and support attempts to mitigate any potential future risk.

Following the formal GAM-GaRD assessment to take place in 2011, OLG can determine if and how to apply this tool to casino-style games and bingo offerings. This presents an opportunity to add another layer of rigour to the game design process across all OLG offerings.

OLG does not currently offer games through remote channels. The Ontario government has tasked OLG with launching a safe, secure, and responsible Internet Gambling offering by 2012. OLG will extend its approach to RG in traditional gaming sites and lottery to internet gambling.

As a first step, beginning in Fall 2010, OLG will consult a range of technical, industry and professional experts, in addition to hearing from the public, on how best to meet the highest standards of player protection, responsible gambling, and security in an Internet Gaming environment.

### Development of RG Platform for Internet Gaming Channel

Gambling on the internet offers the benefit of significant technological advantages. It provides players with valuable support tools, because the internet the capacity to be a highly controlled environment, and allows for use of personalized support tools, including software that tracks patterns of play. Many current gray market on-line gambling operators do not take steps to ensure their environments prevent and mitigate the effects of problem gambling. OLG will embed these capabilities as a key design feature in its Internet Gaming offering.

Play on the internet provides OLG the ability to identify each player and constantly track data, all while strictly maintaining the privacy of the player and complying with provincial legislation surrounding privacy. OLG will help players stay within their self-determined monetary limits and exercise self-control by identifying risk flags and communicating directly with players. Examples of support tools include:

- Setting maximum limits for amount of money played in a specified period of time (e.g. each week)
- Offering feedback to help players understand their own particular play patterns through 'red flag' notifications
- Providing customized messages to individual customers, e.g. recommending breaks based on changes in play
- Suggesting options for voluntary breaks that meet individual needs
- Providing access to a range of free and anonymous treatment and counselling services, such as facilitated on-line chat rooms for people with concerns about gambling, and links to professional resources in local communities.

OLG will not design or deliver player support tools by itself. Independent organizations such as the Centre for Addiction and Mental Health, the Responsible Gambling Council of Canada, the Problem Gambling Research Centre, and the Ontario Problem Gambling Helpline have been invited to share their expert views on how best OLG can support responsible gambling on-line.

### Age and Identity Verification

OLG recognizes that Ontarians have concerns about minors accessing gambling websites, and identity fraud. OLG will work to limit unauthorized access to the website by using industry best-practices to ensure players who sign up are who they say they are.

OLG will model its age and identity verification system on existing e-commerce best-practices. These typically involve verifying information through credit agencies.

As an additional level of security to protect against underage play, OLG or another Ontario government agency will provide free software to block or password-protect all internet gambling websites (not just the OLG site). This supports parents seeking to prevent minors from gambling.

### Protecting Personal Information

OLG will undergo a careful and thorough process to determine and incorporate best-in-class practices and technology to ensure that the safety and security of customers' accounts and identification is not compromised.

OLG is subject to and strictly adheres to the Ontario Freedom of Information and Protection of Privacy Act (FIPPA) in order to maintain confidentiality and the protection of personal privacy. OLG will consult with the Information and Privacy Commissioner to ensure privacy standards are appropriately applied.

### EVALUATION

As tools and policies are developed, objectives, measures, and eventually, performance targets will be established, tracked and reported on.

## Opportunities

### **OPPORTUNITIES**

Given the prevalence of gray market and unregulated on-line gambling currently taking place in the province, and the prospective future growth in this market with the planned launch of regulated on-line gaming in Ontario, RG is clearly a top priority for the OLG site. However, RG is not only about the social benefits it provides to the player; it also represents a solid business proposition in that a successful i-gaming platform would attract and retain a wide base of players who prefer secure, trusted sites and who spend moderate amounts regularly. The internet gaming platform provides OLG with an unprecedented opportunity to leverage research and partnerships with service providers to embed robust supports and tools into the gaming site – since there is no anonymous play on-line. Well implemented RG controls will enhance the appeal of OLG's iGaming platform.

OLG is in a position to create an on-line RG platform that has the potential to make Ontario a world leader in creating responsible on-line gaming protocols. A key part of this is OLG's existing provincial model which seeks the input and advice of OLG stakeholders in addition to both national and international experts with respect to the design and delivery of the RG program. Anonymous data tracking methods will enable the tracking and monitoring of player behaviours to help identify and anticipate problems, create safeguards, provide meaningful supports for problem gamblers, and inform forward-thinking RG policy. Through this consultation process, OLG seeks to learn from the best operators worldwide, along with current provincial stakeholders, national and international experts and potential new collaborators on how to incorporate best practices and create a system offering robust RG protections and the most currently available security features.

## Program Element 6 — Advertising and Marketing Communications

### OLG Code of Advertising Standards

In 2005, OLG adopted advertising and marketing guidelines that reflect the principles in its RG Code of Conduct as well as all applicable regulations contained in Section 31 of the Gaming Control Act (1992).

These standards, followed by all lines of business, are firmly woven into to all OLG advertising and marketing promotions, across all lines of business. The standards explicitly outline that OLG advertising must not target or appeal to minors, misrepresent a person's chance of winning, encourage excessive play, present gambling as a way to make money, or feature intoxicated individuals.

#### Relative to minors, advertising and marketing materials must not:

- Feature in primary roles individuals who are, or appear to be, minors to promote gaming
- Appear in media directed primarily to minors, or where most of the audience is reasonably expected to be minors
- Appear on billboards that are directly adjacent to schools or other primarily youth-oriented locations
- Be based on themes, or use language, intended to appeal primarily to minors
- Contain figures, symbols, role models, and/or celebrity/entertainer endorsers whose primary appeal is to minors.

#### All advertising and marketing material must promote responsible, moderate play and not over-promise the likelihood of winning:

- Advertising or marketing materials will not promote irresponsible play or encourage people to play beyond their means
- Advertising and marketing materials must not imply the certainty of financial reward or alleviation of personal and financial debt or difficulties
- Advertising or game designs cannot contain endorsements by well known personalities that suggest playing our games has contributed to their success
- Advertising and marketing material must not present gaming as an alternative to employment or as a financial investment, or encourage play as a means of recovering past gaming or other financial losses
- Advertising must not contain individuals who appear to be intoxicated.

### OLG's RG Corporate Brand Guidelines

OLG's Corporate Brand Guidelines specify that our core prevention message "*Know Your Limit, Play Within it*" is integrated consistently across all products and POS locations. These guidelines, followed across all lines of business, are intended to maximize visibility of "Know Your Limit, Play Within it" and, depending on the product or POS location, direct customers to our RG information web site, KnowYourLimit.ca. The guidelines apply to:

- Print
- Radio
- Television
- Internet
- Player Marketing Communications

For print, guidelines ensure that OLG's brand logo and RG tagline will always be placed in contrasting background with:

- OLG logo in the bottom left corner
- OLG.ca to right of the OLG logo
- RG tagline in bottom right corner aligned with OLG logo

For television and web-based advertising, the RG tagline is shown on the last screen shot in the bottom centre of the frame, for the last 2.5 seconds of the spot. The RG framed logo must grow to 120% of size before settling into position.

For radio advertising, the RG tagline, "*Know Your Limit, Play Within it*" must be featured at the end of every radio ad.

### Lottery and Advertising Marketing Guidelines

To augment OLG's Marketing and Advertising Standards, in 2007 OLG's Lottery business adopted further detailed standards that relate more specifically to lottery marketing. These guidelines are used by all Lottery Brand Managers and are provided to third-party vendors who work with OLG.

Specifically, relative to minors, the guidelines state:

- Advertising and marketing materials should avoid a message of promoting 'everyone' or 'anyone' can win (except in special circumstances i.e. Instant ticket that rewards everyone - and then the 18+ logo must be visible)
- Because Lottery products are prohibited from sale to minors, our products must not be advertised in a way that appeals to persons under legal age. Children in

advertising should be used sparingly, and only when absolutely required to solidify a story line i.e. 'soccer mom' (shows children in the background to establish that she is a busy / active mom). Any actors portrayed to be winning or playing Lottery products must ensure to appear as adults under the law (i.e. over 25 years of age). If minors are in any advertising creative the 18+ logo must be visible. (Direction as to where this 18+ logo should appear will be incorporated into broader corporate brand guidelines)

- Although animation is often used and proven to be an effective technique that can be developed to target adults (i.e. widely used in the insurance industry) – child-like animation (or cartoon animation) and child-like icons (Santa Claus with toys/children) should be avoided.

Regarding the accuracy of claims:

- Advertising and marketing materials must not contain inaccurate or deceptive claims, statements or representations with regard to the product
- Consideration must be made as to the message received or perceived by the viewer: there must be no room for interpretation. Advertisements must not omit relevant information in a manner that, as a result, is deceptive
- Advertising must not misrepresent a person's chance of winning a prize; and prize amounts must be described accurately. For example, "three 1 million top prizes with odds of 1 in 3" is misleading. Some consumers could argue that this suggests that your chances of winning a million are 1 in 3. These two statements must be separated. The suggested approach in addition to the "3 top prizes of 1 million" statement would be: "Over 26 million in total prizes to be won. Overall odds of winning a prize are 1 in 3"
- Advertising must not oversell the winning experience. Accuracy must be ensured in presenting the odds of winning (especially in relationship to sports terminology) i.e. "As good as a gimme" – can be interpreted as a 'sure thing"
- Advertising must not perpetuate the myth of lucky numbers. Every set of numbers has an equal chance of winning, as each lottery draw is a matter of random chance. Using words like 'favourite' numbers supports a consumer's relationship to specific numbers, but does not perpetuate the myth of specific numbers being more lucky (winnable) than others.

These guidelines are followed closely by all Lottery Brand Managers and third-party vendors. Adherence to these guidelines is monitored through mandatory RG assessments before marketing goes to print. See Monitoring of Advertising and Communications section for more information.

## Lottery, Experiential Events Guidelines

In 2009, new guidelines were developed to assist the development of lottery marketing communications and experiential events. These guidelines seek to minimize the risk for players—particularly vulnerable players—by considering RG impacts on elements of marketing communications and experiential events.

The new guidelines are designed to complement the existing Lottery Advertising & Marketing Guidelines, and are intended to cover subject areas related to RG which were previously not addressed. The guidelines should identify areas of perceived risk for the player and aid in the development of actions and strategies which will mitigate or eliminate these risks.

## Monitoring of Advertising and Communications

Several monitoring mechanisms are in place to ensure all OLG advertising and communications comply with RG standards, guidelines and practices.

### RG ASSESSMENTS, LOTTERY ADVERTISING & MARKETING PROMOTIONS

To ensure RG elements are considered before execution of advertising materials, the RG Manager reviews all lottery point of sale and promotional materials prior to print. For lottery promotional events, the RG Manager is engaged in the months leading up to execution, to ensure promotion elements adhere to RG standards.

When lottery develops new marketing campaigns, the RG Manager is engaged at the conceptual phase, makes suggestions and identifies areas of potential risk.

### RG ASSESSMENTS – GAMING

Since 2009, the RG team is charged with assessing all of Gaming Marketing's mass media creative. As part of this process, the RG designate reviews the materials for compliance to RG guidelines, standards and practices. The RG team is in the process of developing more defined guidelines and assessments for Gaming Marketing in 2011.

### RG ASSESSMENTS – eBINGO

To ensure RG elements are considered before execution of advertising materials, the RG Manager reviews all eBingo point of sale and promotional materials prior to print.

## **EVALUATION – TRACKING PUBLIC COMPLAINTS**

Before marketing and advertising materials are executed, OLG works diligently to ensure they meet RG expectations. Once materials are in market, OLG evaluates and tracks public comments and complaints through its Support Centre call line. Feedback is shared with the appropriate marketing manager and/or RG staff person.

## Gaps and Opportunities

### **GAPS**

Moving forward, OLG will implement more defined RG assessment and guidelines for gaming marketing. Working with the Gaming Group, the RG team will develop and socialize enhanced standards that will apply to all gaming marketing promotions.

The RG team, along with Gaming and Lottery Brand Managers, is working to develop a more systemized approach to monitoring feedback and compliance with RG standards. As part of this systemization, quarterly reports will be distributed from OLG's Support Centre to highlight any advertising complaints and pose suggested solutions.

Moving forward, there is a need to harmonize OLG's approach monitoring and tracking of advertisements with Resort Casinos. As these properties are independently managed, OLG does not currently review or comment on advertisements issued from Resort Casinos. In 2011, OLG will work closely with Resort Casino personnel to better streamline marketing and advertising guidelines and processes.

### **OPPORTUNITIES**

With the recent launch of *It Pays to Know*, OLG has an opportunity to leverage this message with external marketing initiatives across all lines of business. For example, opportunities may exist for cross-promotion with lottery, gaming or bingo.

Also, in 2011, new corporate brand guidelines will be developed to continue to increase visibility of mandatory age limits, and direct consumers to [KnowYourLimit.ca](http://KnowYourLimit.ca).

## 7 Program Element 7 — Player Education

Building on the commitments expressed in OLG's RG Strategy and the RG Code of Conduct which states, "the well informed customer is critical in ensuring a RG environment", RG education initiatives provide information to educate players and enable informed choice. All OLG education initiatives aim to educate people about the key principles of gambling, demonstrate how OLG games work, dispel erroneous beliefs, offer tips on responsible play, and provide problem gambling treatment referral and support.

### RG Information Channels

OLG has invested heavily in communication through content, analytical capability and dynamic channels for information, including:

- **KnowYourLimit.ca** – Interactive web site featuring helpful tips, gambling odds, myths and facts and interactive games that explain how gambling works
- **RGRC** – Provide players at gaming sites with easy access to RG, problem gambling and treatment information
- **POS and On-site Customer Resources** – Available at all gaming sites and lottery retail locations, RG point of sale messages that display the Ontario Problem Gambling Helpline Number; OLG also offers information brochures that provide RG tips, problem gambling warning signs, and information about specialized services in the community
- **Targeted Messaging** – RG messages targeted to specific audiences through a range of channels including: OLG's Customer Loyalty Rewards Club magazine and related mailing database, and the Lottery Retailer Publication, LottoPost
- **Leverage Partnerships** – OLG has partnerships with industry experts who can raise awareness of OLG's RG programs and self-help tools and, in some instances, directly disseminate RG information to specific audiences. For example:
  - OLG's new SE treatment material will be distributed through local treatment providers and bankruptcy trustees
  - OLG is exploring joint advertising opportunities with the RRC.

### *It Pays To Know* – Core Player Education Concept

In June 2010, after extensive research to determine the best, most effective way to communicate RG information to players, OLG launched its innovative, player focused communications platform, *It Pays to Know*. The platform is an umbrella under which a range of RG messages are communicated to players in a compelling, visually consistent way.

#### OBJECTIVES

The goals and targets of *It Pays to Know* are to:

- Increase player awareness of key gambling concepts (including Randomness, Independence of Events, House Advantage) by 5% from benchmark levels to be established in December 2010
- Increase awareness of and drive visitation to RG Resources and Support Tools by 10%
- Promote responsible play and encourage player-reflection on gambling behaviour.

OLG first introduced a stream of *It Pays to Know* messages through brochures and across digital screens at all gaming sites. In the coming months, future executions will be introduced across all gaming sites through various player touch points including:

- Washroom stalls
- Digital Signage on shuttle busses and third-party operating tours
- Posters in entrance lobbies and smoking lounges
- Brochures at cage and Winner's Circle desks
- Winner Circle publications/email blasts.

### Player Education – Across Gaming Sites

#### **IT PAYS TO KNOW MESSAGING ACROSS DIGITAL SCREENS AT GAMING SITES**

In July 2010, OLG introduced five rotating RG messages running across OLG's vast gaming digital marketing network. In total, RG content comprises 5% of total screen content. OLG has one of the largest digital networks in North America, reaching an estimated 21 million people in 2009.

These core RG messages seek to raise awareness of support tools and debunk common player misconceptions that surface time and again through public survey results and RG Focus Groups.



The following chart outlines the first phase of core *It Pays to Know* messages, current objectives, method of evaluation, program targets and where results will be posted publicly.

More detailed evaluation and measurement information is outlined in the RG public document “Measuring Awareness and Outcomes” available on KnowYourLimit.ca.

MESSAGE	OBJECTIVES	MEASURES	TARGETS	REPORTING
Just because you almost won on a slot machine doesn't mean you'll win if you keep playing. Each spin is unique and totally random.	Raise awareness about the fallacy of almost wins/ independence of play  Promote self-reflection/ behavioural change	Annual RG Survey  On-Site Player Intercept Data  Survey Data through RG promotions at Gaming Sites	Benchmark measures to be determined in November 2010.  Improve all measures by at least 5%	OLG Measuring Awareness & Outcomes report - posted on KnowYourLimit.ca
OLG has no influence on whether or not a slot machine will pay out. All wins and losses, big or small, are determined by a computer chip.	Raise awareness how slot payouts work (randomness, role of Random Number Generators) and the integrity of OLG games  Promote self reflection/ behavioural change			
If someone wins right after you leave a machine, that doesn't mean you would've won had you kept playing. All plays are randomly generated by a computer chip.	Raise awareness of how slot payouts works (randomness, role of RNGs)  Promote self-reflection/ behavioural change			
Just because you won in the past, doesn't mean you'll keep winning. Set a budget because generally the longer you play the more you'll lose.	Promote healthy play habits - remind players to set a budget and expect to lose money in the long-run  Promote self-reflection/ behavioural change			
Sometimes winning means knowing when to stop. Self Exclusion can help.	Increase player awareness of SE  Promote player understanding of what SE can and cannot do			

## It Pays to Know Brochures across Gaming Sites

In addition to the messages currently playing across OLG's digital network, *It Pays to Know* brochures are prominently featured across gaming sites and RGRCs.

### YOUR GUIDE TO PLAYING SLOTS: EVERYTHING YOU NEED TO KNOW

OLG's RG Public Awareness survey shows that players have misconceptions regarding the randomness of slot machines, specifically, around the concepts of randomness and independence of play. For example, 36% of players believe they're more likely to win at certain times of the day, and 53% of players think that some slot machines are more likely to pay out than others.

To help change these misconceptions, in July 2010, OLG introduced across all gaming sites, a new brochure under the newly branded *It Pays to Know* umbrella.

Your Guide to Playing OLG Slots provides players with valuable information about slot play. The brochure explains in straightforward, easy-to-understand language, slot odds and how payout percentages work, including maximum, minimum and average payouts at all OLG Slots and Casinos. It also clarifies common myths about slot machines and explains the role a computer chip plays in ensuring all wins or losses are randomly generated.

The RG team will evaluate success of the new brochure via the Annual Public Survey and through on-site intercept research and expects to see increased awareness. See the chart below for detailed objectives, distribution methods, method of evaluation, targets.

OBJECTIVES	DISTRIBUTION	MEASURES	TARGETS	REPORTING
Raise awareness of slot odds payout percentages	Featured prominently across all OLG gaming sites	Numbers of Brochures Printed: Current – English, 44250, French 3,800	Benchmark Levels will be established in November 2010	OLG Measuring Awareness & Outcomes report - posted on KnowYourLimit.ca
Clarify common slot myths	Featured at all RGRC's	Brochure awareness through: <ul style="list-style-type: none"> <li>Annual Public Survey</li> <li>On-Site Player Intercept Data</li> <li>Survey Data through RG promotions at Gaming Sites</li> </ul>		
Explain the role a computer chip plays in determining randomness	Distributed via CAMH to Ontario's Provincial Network of problem gambling treatment providers, medical professionals, debt counselors and Bankruptcy trustees	RG Slot Knowledge Awareness through: <ul style="list-style-type: none"> <li>Annual Public Survey</li> <li>On-Site Player Intercept Data</li> <li>Survey Data through RG promotions at Gaming Sites</li> </ul>		

## Self Exclusion: A Chance for Change

In 2010, OLG introduced a brochure, *Self Exclusion: A Chance for Change*. The brochure provides useful information about SE and answers frequently asked questions about how to register, how long the program lasts, and what the consequences are for violating the terms of the program.

The brochure is featured at all OLG gaming sites, including at RGRCs. In addition, the brochure was distributed to over 2,000 professionals across Ontario including health care practitioners, problem gambling treatment providers, debt and financial counselors and bankruptcy trustees.

Preliminary feedback has been extremely positive, particularly from the problem gambling treatment community. The RG team will continue to assess the brochure's effectiveness through research and feedback from external professionals and staff at OLG gaming sites. In 2011, OLG expects to see a minimum 15% increase in player awareness of the Self Exclusion program.

## What Next? Getting the Most from SE

For individuals who have chosen to enter into the Self Exclusion program, OLG developed a brochure entitled: *What Next? Getting the Most from Self Exclusion*. The brochure provides valuable information about the responsibilities of the SE participant, and offers useful information about professional help resources in the community.

This brochure is distributed to all persons at the time of SE and is featured at all OLG gaming sites, including RGRCs. The brochure was also distributed to over 2,000 professionals across Ontario including health care practitioners, problem gambling treatment providers, debt and financial counselors and bankruptcy trustees.

OBJECTIVES	DISTRIBUTION	MEASURES	TARGETS	REPORTING
Raise awareness of OLG's SE Program	Featured prominently across all OLG gaming sites	Number of Brochures Printed	Benchmark Levels will be established in November 2010	OLG Measuring Awareness & Outcomes report - posted on KnowYourLimit.ca
For Self Excluded persons, provide direction and support for going through the SE process	Featured at all RGRC's  Distributed via CAMH to Ontario's Provincial Network of problem gambling treatment providers, medical professionals, debt counselors and Bankruptcy Trustees	<b>Current Totals</b> <i>Chance for Change:</i> English 18,800 French, 2350  <i>What's Next:</i> English 8250, French 2,650  Awareness of SE through: <ul style="list-style-type: none"> <li>Annual Public Survey</li> <li>On-Site Player Intercept Data</li> </ul> Stakeholder feedback through: <ul style="list-style-type: none"> <li>Annual CAMH forum</li> <li>Meetings with Bankruptcy Trustees</li> <li>Industry Conferences</li> </ul>	10% increase in program awareness via the 2010 Annual Public Survey  Going forward, OLG will work with its Corporate Research department to determine how best to integrate various existing and new player research data. Future targets will be developed based on this	

## Evaluating It Pays to Know Messaging Across Gaming Channels

### **BENCHMARK INTERCEPT RESEARCH**

As noted above, the effectiveness of these *It Pays to Know* messages and channels will be tracked on an ongoing basis using a variety of quantitative and qualitative measurements such as player surveys, site intercepts and formal feedback via RG Site Teams.

To establish meaningful benchmark measures, in July 2010, OLG worked with an external researcher to conduct a series of on-site intercepts across OLG gaming sites. A total of 900 people were surveyed to assess players':

- Perception of the sufficiency of RG information currently available at Gaming Sites, including information about the risks of excessive play, problem gambling and how gambling works
- General Awareness of RG resources and support tools
- Beliefs and behaviours related to RG.

Research showed that overall, most patrons (four out of five) feel that OLG provides enough information about the risks of gambling and three-quarters (74%) think there is enough information about safe gambling practices. Research also showed relatively high awareness of RG supports and tools. Importantly, one-third of patrons noticed the "*It Pays to Know*" ads and one-in-five read them. The ads were perceived to be interesting and effective.

In October 2010, OLG will administer another survey to monitor ongoing effectiveness of *It Pays to Know* and learn more about player behaviour to drive content for future messaging. OLG will combine this on-site intercept data with a Public Awareness survey to set specific targets that will measure the effectiveness of future *It Pays to Know* education materials.

OLG will continue to monitor the effectiveness of *It Pays to Know* messaging in a number of ways. Quantitatively, through the annual RG survey, OLG will introduce new questions related specifically to the overall campaign, and through on-site intercepts, benchmark data will be built upon to gauge awareness of *It Pays to Know* communications. Once all benchmark data is assessed, the RG team will set specific, year-over-year targets and measure ongoing success based on these targets.

## "It's a Win-Win" - *It Pays to Know* pilot promotion across Gaming Sites

In August 2010, the RG team spearheaded an *It Pays to Know* pilot promotion across three gaming sites.

The promotion, "*It's a Win-Win*" sought to engage players with the new platform and its related messaging through an interactive touch screen technology.

### **PROMOTION OBJECTIVES**

The primary objectives of the campaign were to:

- Build a touch-screen game experience that appeals to Slots and Casino players
- Target the attraction of 2,000 players across three different markets
- At the 3 selected sites, increase awareness about *It Pays To Know*, encourage player-reflection on gambling behaviour and promote healthy play, drive players to KnowYourLimit.ca, collect relevant player data, and measure results.

An unprecedented first for RG, the promotion was developed and executed with the help of an agency and purposefully approached to mirror marketing promotions that typically entice players. As part of the promotion, banks of *It Pays to Know* branded touch-screen kiosks were set up in gaming site lobbies for four days, respectively. As customers entered the site, they were issued a "game ticket," invited to play "*It's a Win-Win*" trivia game, and be entered into a draw to win a \$500 movie gift card. Customers who chose to participate in the promotion were given a free pen, advertising OLG's RG web site, KnowYourLimit.ca.

### **EVALUATION**

The promotion was an outstanding success attracting over 7,000 customers across three gaming sites, more than tripling the campaign's player targets. The promotion's success is three-fold: not only was OLG able to educate players about *It Pays to Know* and increase KnowYourLimit.ca site statistics by 29%, but importantly, through the touch screen kiosks, OLG also collected a rich pool of player data. As part of the promotion, players consented to provide personal email addresses and answered a series of questions pertaining to RG beliefs, knowledge and behaviours. The RG team is working closely with its internal research team and Corporate Marketing to analyze this data, and strategize how best to communicate future RG information to promotion participants.

In November 2010, follow-up research will be conducted with "*It's a Win-Win*" participants to assess awareness of the *It Pays to Know* campaign and its related messages.

Based on the success of this RG promotion, in 2011 OLG plans to implement future initiatives across all gaming sites, and is exploring ways to use similar marketing-style promotions across other areas of the business, including Lottery and Bingo.

## Additional RG Education Initiatives Across Gaming Channels

### RG MESSAGES ON SLOT MACHINES

Every slot machine is equipped with an LED screen featuring OLG's RG message, "Know Your Limit, Play Within It," continuously scrolling across the screen. Stickers are affixed to every slot machine displaying the telephone number of the Ontario Problem Gambling Helpline.

### HELPLINE AND "KNOW YOUR LIMIT, PLAY WITHIN IT" ON ATMS

OLG's RG tagline, "Know your limit, play within it", is intended to remind customers to consider how much they can afford to spend on gaming entertainment and suggest players monitor their own gaming activities.

This message along with the number of the Ontario Problem Gambling helpline is communicated on the all ATMs at OLG gaming sites and on the back of ATM receipt paper.

### RG MESSAGES THROUGH LOYALTY CARD MARKETING MATERIALS

A range of RG-specific articles are featured in OLG's Loyalty program newsletter, issued to over 500,000 Winner's Circle members, three times a year. Every issue of the popular on-line and print newsletter features a dedicated RG section, which in the past, has featured articles about slot payouts, myths and facts, and information about RG tools and supports like our web site, KnowYourLimit.ca and RGRCS.

### EVALUATION

Establishing targets for these additional communications is challenging. However, tracking of player and public recognition of "Know Your Limit, Play Within It" is conducted through an annual public RG survey. See below "General Evaluation of all RG Player Education Initiatives across Gaming Channels" for more information. OLG also tracks the number of calls and referrals that service provides using data from the Ontario Problem Gambling Helpline. See Program Element 8, Referral to Treatment for more information.

## General Evaluation of all RG Player Education Initiatives Across Gaming Channels

Measuring player awareness of RG messages and resources is a critical, driving element of the RG player education program. The RG team works closely with OLG's Internal Corporate Research Team, and a number of external researchers to assess the ongoing value and impact of education initiatives.

### 2010 ON-SITE QUANTITATIVE RESEARCH STUDY

In 2010, the RG team sharpened its focus on examining gamer awareness, attitudes and behaviours about RG. Leveraging research associated with the launch of *It Pays to Know*, OLG used this opportunity to capture benchmark data about core players - data that enables the RG team to assess the sufficiency, impact and overall effectiveness of RG education initiatives.

Working with an external vendor, Lang Research, 900 surveys were administered across nine OLG gaming sites in August 2010. Research findings, which will augment qualitative findings gathered through the RG Annual Survey, will be publicly posted on KnowYourLimit.ca in OLG's Measurement Scorecard.

With respect to awareness of RG Resources:

- Most patrons across all nine OLG locations feel that OLG provides enough information about the risks of problem gambling and about safe gambling practices, but this information had not changed the thinking or behaviour of most players
- Most visitors are aware of the Ontario Problem Gambling Helpline and the KnowYourLimit.ca website but very few have called or visited these resources.
- About half of OLG visitors had read an OLG brochure about safe gambling but few wanted to learn more – most felt the information did not apply to them or they already knew what they needed to know
- Overall, one-third of patrons had noticed the "It Pays to Know" campaign on the digital displays; one-fifth had read the message in the ads which were perceived to be interesting, useful and effective.

Regarding player beliefs and behaviours:

- Many patrons (69%) were making smaller bets so they could play longer
- About 4-in-ten (38%) sometimes gambled to win back losses
- Some (27%) gambled on days they felt "lucky"

- Relatively few (14%) had ever borrowed to gamble
- Three-in-ten (29%) felt that OLG encouraged players to spend beyond their limit
- Very few viewed gambling as a source of income (4%)
- Most players usually set money limits; many spent more time than they had planned to at least some of the time.

Research findings suggest that OLG's Gaming RG player education initiatives have been relatively effective to date, with good overall awareness of the heavily promoted helpline and KnowYourLimit.ca. The vast majority of players surveyed appear to have healthy gambling habits, including setting and sticking to a budget. That said, some measurements reveal an ongoing need for education in certain areas, including increased awareness of key gambling concepts and on-site resources such as the RGRCs.

### FUTURE DIRECTION

A second phase of this research is planned for October 2010. These and future findings are critical in informing the direction and execution of future messages, including the establishment of targets for messages and communications objectives.

### RG Annual Survey

Every year, OLG issues a survey to gauge casino gamblers, lottery players and the general public awareness of RG initiatives. 2009 results suggest that more effective communications are required in several areas, and validate the direction we are taking with the new *It Pays to Know* platform.

Awareness levels of several RG initiatives are above baseline measures:

- The slogan "*Know Your Limit, Play Within It*" (62% compared to 41% in 2005)
- The toll free 1-888 problem gambling helpline in Ontario (55% compared to 38% in 2005)

Importantly, in all areas but one, awareness of ways to gamble responsibly was down from the baseline research in 2005:

- Gamble for entertainment and not to win money (59% compared to 48% in 2005)
- Leave credit cards and bank cards at home (52% compared to 58% in 2005)
- Set a time limit every time you gamble (34% compared to 40% in 2007)
- When you gamble, take frequent breaks (26% compared to 32% in 2007)

As well misconceptions about slot play increased from baseline levels:

Myths that respondents felt were "true" include:

- "Some slot machines give you a better chance of winning than others" (increased to 53% compared to 35% in 2007).
- "Your chances of winning are better if you play different slot machines" (increased to 36% compared to 25% in 2007)
- "A slot machine that hasn't had a jackpot for a while is more likely to have a jackpot than a machine that's had one recently" (increased to 36% compared to 26% in 2007)
- "Your chances of winning are better if you stay with the same slot machine" (increased to 32% compared to 12% in 2007)
- "The longer you play the more likely you are to go home a winner" (increased to 13% compared to 6% in 2007).

These results validate the direction OLG is taking to enhance player awareness, with a sharper focus on direct customer education initiatives. As well, going forward, OLG is modifying its approach to surveys with an increase focus on core players. Targets for each area will be established, consistent with the channel of message delivery, a process which will allow OLG to determine the efficacy of player education communications.

## Gaps and Opportunities

### GAPS

Over the last year, with the introduction of *It Pays to Know*, OLG has sharpened its focus on player education using more direct channels. Because many of these initiatives are new, or slightly revised direction to longer standing player education initiatives, OLG has not always been able to establish targets for each player education deliverable.

### OPPORTUNITIES

The new player-focused *It Pays to Know* platform presents tremendous opportunities for OLG to better communicate RG messages to players. We are focused on developing strategies for more targeted player communications that will resonate with all types of players.

In November 2010, once all benchmark data is collected, OLG will set meaningful program targets to help measure program effectiveness on an ongoing basis.

In Summer 2010, the government gave OLG a mandate to work with charities and bingo hall operators on a potential expansion of new games in the charitable sector through

bingo halls. Early planning is underway for the scope of these enhancements, and similar to plans for new business of internet gaming, a comprehensive RG platform will be part of that expansion. There is an opportunity to embed *It Pays to Know* communications across the eBingo sector.

## Future Player Education Initiatives

### **CONTROL FEATURES ON PLAYER CARDS AND GAME DEVICES**

OLG is in the early stages of exploring the possibilities of data analytics and player card technology. Acknowledging that no system can detect a problem gambler, OLG needs to better understand emerging analytics technology to explore useful tools that can help detect patterns of risky play. From an operational perspective, no such system could possibly be implemented without the support of a new MS.

There are a number of RG features that OLG is looking for in a new Gaming Management System. These include tracking and displaying information about play history, giving players the ability to set voluntary spending limits, and analyzing play for warning signs of risky gambling habits, among others.

Before any investments in technologies or practices are made to problem gamblers at gaming sites, OLG will rigorously pilot and test for reliability and effectiveness, and for impacts on customer experience.

### **LOYALTY CARD ON-LINE STATEMENTS**

OLG is currently exploring applications to provide Loyalty Card members with the option to access their play activity on-line. While still in concept phase, various summary options are possible, including time expended, deposits (cash-in) and withdrawals (cash-out), wins and losses, and spending limit status or updates (i.e., how close player is to spending limit). As it is fairly easy and common for gamblers to lose track of their gambling time and money expenditures, the play activity report provides them with an accurate accounting.

## Responsible Gaming Resource Centres (RGRCs) – Gaming Sites

In 2010, in partnership with the Responsible Gambling Council, OLG completed its commitment of establishing RGRCs at all gaming sites with the opening of the final three centres: Ajax, Georgian and Brantford. RGRCs are available at all 22 OLG-operated gaming sites and the five Resort Casinos across Ontario in one of two service models:

### **FULL-SERVICE**

This model is similar to the current RGRCs at OLG Slots at

Woodbine and Niagara Fallsview Casino Resort. While required space for these two facilities ranges between 600 and 700 sq. ft. of enclosed space, the model is scaleable. These sites are staffed by employees of the RGC. Staffing levels are based on a schedule that suits the peak periods of a gaming site's traffic. Staff at the Full-Service RGRCs will assist with the operation and maintenance of the Self-Service RGRCs at nearby facilities. Full-Service sites have a MARGI kiosk and a private meeting room.

### **SELF-SERVICE**

This model is designed for an unstaffed area (approximately 50 sq. ft.) that contains the following three components: an interactive MARGI kiosk, a flat screen TV playing informational videos, and a literature stand. RGC staff visit periodically to interact with patrons and gaming site staff.

The appropriate delivery model is applied to each gaming facility based on patron requirements, facility size, and available space. These centres operate with the following goals:

- Providing visitors and casino staff, as applicable, with effective assistance, information and referral services for individuals with high risk or problematic gambling behaviours
- Increasing awareness of safer gambling practices among visitors and casino staff.

The RGRCs provide a friendly and confidential atmosphere for casino patrons and adult members of the public to learn and ask questions concerning problem gambling. OLG recognizes the importance of providing customers with access to information and resources for problem gambling. As part of OLG's partnership with them, and because the RGC are experts in this area and provide an excellent resource for customers, RGC delivers the services of the RGRCs with OLG's full support. Providing information and links to community resources is one of OLG's core RG strategies. RGRCs represent a highly-visible, credible method of delivering information in a gaming environment.

### **RGRC EVALUATION**

To ensure the RGRCs continue to meet objectives and provide a meaningful service to customers, OLG has commissioned RGC to evaluate the effectiveness of the RGRC self-serve and full-serve models. This evaluation will also include a comparative analysis of relative benefits between the self-serve and full-serve RGRC.

The evaluation will focus on:

- Whether regular patrons and venue staff are aware of RGRC, its purposes and resources

- Whether RGRC is perceived as useful and helpful for addressing problem gambling by regular patrons, RGRC visitors and venue staff
- Whether patrons are referred to the RGRC for gambling-related information by venue staff

### TRACKING AND MONITORING INTERACTIONS

To date, targets for RGRC evaluation have not been set, because 2009 marked the first year of operation for the expanded RGRC network, with the final three sites only added in 2010. Keeping track of RGRC player interactions is a critical element of the ongoing evaluation of the centres. This type of analysis is undertaken to identify ways to better connect and inform patrons about responsible gambling. Since the centres opened, over 200,000 OLG players have visited. The most recent statistics, from the first quarter of 2010/11 show continued growth in visitor interaction again, with over 44,000 OLG customers engaging with the centres in some capacity. Because OLG does not operate this program, there are no current targets set for visitation interaction.

The following excerpt from OLG’s “Measuring Outcomes and Awareness” documents visitation stats since 2005.

MEASURE	INDICATOR	RESULTS				
		2009	2008	2007	2006	2005
<b>RG education to players via RGRC</b> <sup>3</sup> Every OLG Casino and Slot venue features a RGRC where all players have access to a range of materials and resources that promote safe gambling practices and provide valuable information about local problem gambling support service.	<b>Number of Interactions</b>					
	Information only	47,424	4,488	2,749	2,438	n/a
	Providing assistance	1,053	264	338	665	n/a
	Events	99,367	10,843	6,100	n/a	n/a
	Total Visits	147,844	15,595	9,187	3,103	534
	<b>Services Provided</b>					
	Brochure(s) provided	1,747	966	968	655	n/a
	Verbal Information	7,279	2,908	2,632	2,731	n/a
	Referral to website	1,675	629	885	1,464	n/a
	<b>MARGI Usage</b> <sup>4</sup>					
	Played MARGI (self-serve) <sup>5</sup>	31,749	2,364	n/a	n/a	n/a
	Played MARGI (with staff)	7,499	n/a	n/a	n/a	n/a
	Total MARGI	39,248	2,364	n/a	n/a	n/a

<sup>3</sup> RGRCs are operated by independent problem gambling experts from the Responsible Gambling Council. OLG provides funding and space for the Centres. RGRCs have been in operation at Casino Windsor and Fallsview Casino resort since 2005. RGRCs were opened at the remaining gaming sites throughout the province between December 2008 and April 2010.

<sup>4</sup> MARGI stands for Mobile Access to RG Information. The stand-alone kiosk offers RG information through interactive games.

<sup>5</sup> MARGI self-serve usage tracking did not take place prior to April, 2009. Number provided reflects total from Apr 1, 2009 through Dec 31, 2009.



## Gaps and Opportunities

### GAPS

Research results show moderate to low player awareness of the RGRCs and relatively minimal uptake of MARGI kiosks relative to the total number of visitors per year. OLG will work with RGC to enhance awareness and promote value of the centres.

Improvements are also needed for reporting, to allow OLG and RGC to better analyze, clarify and understand the types of interactions that take place. This knowledge can help drive future program initiatives, the establishments of evaluation targets, and is an essential driver of the continuous evolution of the RGRC network. Discussions are underway between OLG and RGC to develop a feedback survey and carve out steps for augmented reporting tools including quarterly or annual reports.

### OPPORTUNITIES

OLG will continue to work closely with RGC's program director to ensure a more strategic alignment of respective player education initiatives. Plans are underway to better coordinate OLG with RGRC educational initiatives to maximize the impact, or in some instances, complement one another's messages.

## Self Exclusion (SE) Program

SE is a program by which players voluntarily agree to stay out of all slot facilities and casinos in Ontario. Participants make a written commitment to stay away for a minimum term of their choice and have their names removed from marketing databases.

A person who chooses to register in the program attends a private meeting with a member of OLG staff who will help the person through the process. At the meeting, the registrant's personal information will be recorded, their picture will be taken for registration, and they will be asked to sign a form confirming their wish to enroll in the Program. The Program applies to all casinos and slot facilities in Ontario, and is supported at the eight sites with fully-staffed RG Resource Centres.

### OBJECTIVE

To provide a self-help tool for customers who are having problems with their gambling and want to stop gambling at OLG facilities. OLG's seeks to support people who self exclude by providing:

1. **Administrative Support:** through clear policies, procedures, and effective systems

2. **Communications:** about the availability of the program and how it works
3. **Links to Help:** including professional counseling and community services
4. **Enhanced Customer Support:** through services at full-service RG Resource Centres
5. **Stop-Marketing Flags:** on databases that send direct communications to the person, for the period they are excluded
6. **Disincentives to Breaching:** in order to discourage self excluders from attempting to return to site during the period of their exclusion.

### HISTORY

The SE program has existed at OLG gaming facilities since their inception. In Ontario, the first SE program was introduced at Casino Windsor in 1994. The SE program implemented at Casino Windsor was largely adopted by the operators of Casino Rama and Casino Niagara when those casinos opened in July 1996 and November 1996, respectively.

Before November, 1997, each of the three resort casinos independently made SE forms available to casino patrons. At this time, an SE form signed at a resort casino only applied to the resort casino providing the form. On November 1, 1997, the three resort casinos decided to use a common SE form and process. Forms filled out at one resort casino after this date applied to all resort casinos.

In December 1999, after the introduction of community casinos (then called the charity casinos) and slot machine facilities at racetracks, all slot and casino facilities began to administer a common SE form. As a result, after December 1999, forms filled out at one Ontario gaming facility were applicable at all Ontario gaming facilities.

In February 2005, OLG further modified the SE form. This modification was intended to clarify that the SE program was not, and had never been, a program in which responsibility for ensuring that a patron does not gamble at an OLG facility is shifted from the patron to OLG.

To date, almost 15,000 patrons have chosen to initiate the SE process.

### PROGRAM REVIEW

Between September 2007 and June 2008, OLG undertook a substantial review of its SE program. It conducted a detailed policy and procedure review, and contributed to a major national study of best practices conducted by the RGC. Key stakeholders were engaged through formal and informal forums on key topics, including an expert policy roundtable

involving RGC, CAMH, and the Ontario Problem Gambling Research Centre, in which eight key areas of the program were discussed and deliberated on. OLG followed advice to adopt advice and implement changes to seven of those areas. Between June 2008 and March 2009, new Policies and Procedures were released, the automated iTrak database was created and implemented, a pilot study of facial recognition technology commenced, and communications were created and launched.

### SE Policy and Program Element

Since March 2009, the SE program has included the following policies and program elements.

#### ADMINISTRATIVE SUPPORT

The following systems and procedures are used to administer the SE program.

**Registration Process:** Participants make a written commitment to stay away from all gaming facilities in Ontario for the term of their exclusion. SE terms are for either 6 months, one year, or indefinite.

When individuals choose to self exclude, they sign a form that states that it is solely their responsibility to ensure that they will not enter an OLG gaming facility. They also commit to return all players' cards or destroy them.

**SE Database:** The iTrak automated database launched in March 2009 to manage and report personal data belonging to people who enter SE across all OLG gaming sites.

**Reinstatement:** The program allows for reinstatement but only after six months has elapsed from the date of SE. To reinstate, an individual makes a written request the gaming site, and an appointment with security staff to come to the facility to complete a form. The individual must then wait an additional 30 days after signing the reinstatement form before returning to the site.

#### COMMUNICATIONS

**Explaining SE:** In June 2009 OLG released two SE Brochures: Self Exclusion: A Chance for Change and What's Next: Getting the most from Self Exclusion.

These brochures aim to increase awareness and understanding of OLG's SE program among players who may benefit from the program, and among allied professionals. They will help ensure that players who identify that they may have a gambling problem are aware of all the self-help tools and resources available.

Brochures are available at all OLG gaming sites, including RGRC, and are distributed to over 2,000 professionals across Ontario including health care practitioners, problem gambling treatment providers, debt and financial counselors and bankruptcy trustees.

These resources provide useful information about SE and answer frequently asked questions about how to register, how long the program lasts, and what the consequences are for violating the terms of the contract.

**Promoting SE:** In June 2010, OLG launched the *It Pays to Know* campaign. This campaign will include SE messages across digital screens at gaming sites, posters in washroom stalls, and messages on KnowYourLimit.ca.

**Stakeholder Engagement:** OLG works with bankruptcy trustees and debt counselors to clarify the purpose of SE, and to promote the program. In 2009, OLG traveled to four locations across Ontario to provide information about how SE works, and to engage in dialogue with individual bankruptcy trustees. Working with the Deputy Registrar of Bankruptcy and the Centre for Addiction and Mental Health, these sessions led to a change in requirements for people who file for bankruptcy and cite gambling as a key contributing factor to their insolvent situation: these people must now register for SE as a mandatory action to demonstrate that they are taking credible steps to address their behaviour.

#### LINKS TO HELP

People who choose to self exclude often take this action as a first step in seeking help. The SE process can be very valuable in building motivation to change – a pre-condition to recovery.

OLG works with external experts who seek to understand how well SE can work to assist someone who is trying to recover from a gambling problem. Research in this area is emerging. According to treatment providers, SE helps some people get better control of their gambling when it is combined with counselling. OLG provides information and referrals to help people access counselling services.

#### CUSTOMER SUPPORT

At eight full-service RGRCs, support is given to self excluders. RGRC staff help people deal with the emotion of entering SE, provide information about how the SE program could best help an individual, and provide referrals to treatment services. RGRC staff provide support to self excluders before, during, and at the end of their SE terms.

RGRC staff attend the SE Registration meeting, where they:

- Address a patron's emotional distress
- Explain their role in the SE process
- Outline and discuss the SE term lengths which are offered, (6 months, 1 year, indefinite) why they are offered, and which one might best suit the individual
- Provide an SE information package
- Explain the types of professional support which are available. The staff member asks the patron if they want to attend a counselling appointment, and will book it if requested
- Provide information about responsible gambling (e.g., setting limits, odds of winning, risks associated with gambling)
- Ask if patron wants contact from RGRC staff during the term of their SE, and explain and discuss options for post-registration "check-in" support. Options for contact include: information in mail, phone call, or email. Staff explain each of the options, their purpose, how the person benefits, what they have to do, etc. If the patron wishes to be contacted, they must sign a consent form.

During SE reinstatement meetings, RGRC staff discusses the person's experiences during the self exclusion period. They may probe whether the patron followed up on any of the referrals to professional assistance. If so, RGRC staff record data (with the consent of the patron) about the counselling services that were used. If the patron is not comfortable with being identified, this data can be recorded anonymously for statistical purposes.

RGRC staff do NOT conduct any kind of evaluation of the person (i.e. no assessment of their condition will take place, or any judgment of how well SE works, or doesn't work, for the registrant).

In 2010 OLG will begin to offer off-site SE enrolment. Patrons will be able to book appointments with OLG staff to register for SE at the offices of select problem gambling treatment providers throughout the province. By providing this new service, OLG hopes to make SE enrolment more convenient, and facilitate a connection between self excluders and problem gambling treatment services.

Off-site registration is offered in partnership with treatment providers across communities that host gaming sites.

**Stop-Marketing Flags:** To date, when a person self excludes, their name is flagged on the Gaming division's marketing database. As of spring 2010, those who enter into the program also have "Do Not Contact" flags put on their names across

Lottery, Bingo, and Corporate Marketing databases that manage direct marketing communications to players.

## DISINCENTIVES TO BREACHING

**Slot Machine Alerts:** In October 2007, OLG introduced "real-time alerts" on slot machines to flag any self excluded person who attempts to use a player's card.

**Facial Recognition:** OLG is planning the implementation of a system intended to better detect self excluders entering OLG facilities.

A facial recognition (FR) system is a computer application for automatically identifying a person from a digital image or a video frame from a video source. It accomplishes this by comparing selected facial features from the image and a facial database.

A pilot FR system has been in testing at Woodbine since October 2009. Initially the pilot a control group of OLG employees to test the system's detection capabilities.

The results of the pilot indicate that the FR system improves detection. The live test at Woodbine using the banned person database correctly detected 30 to 40 entry attempts per week by banned people, whereas the existing manual detection rate at that site is one per week. Performance will be tracked once the system is operational.

OLG has been collaborating with Ontario's Privacy Commissioner and researchers at the University of Toronto to ensure that public privacy and self excluded individuals' data are protected should OLG implement the FR system.

**Disentitlement of Winnings:** OLG is exploring the possibility of enacting a prize disentitlement policy to render people who enter the SE program ineligible from winning prizes. Under such a policy, a self excluded person who breached their agreement, won a prize, and was subsequently detected would be forced to forfeit their winnings. The forfeited funds would then be re-directed to charity.

Creating a rule that forfeits winnings for self excluders can provide a critical disincentive to keep self excluded persons from breaching their exclusions and returning to gaming sites, and it would hopefully result in fewer breaches occurring.

A number of legal, regulatory and operational matters must be clarified before this proposal will become part of the SE program.

## Ongoing Evaluation of SE program

OLG works with other Canadian provinces, through the ILC RG Subcommittee, toward understanding program design and delivery, including consistent policies, practices, messages, communications, tools and monitoring and measuring effectiveness.

OLG sets targets for communications elements of SE (please see Program Element 7, SE brochures. For other targets set for key elements of the program, see chart below.) Establishing target measures for other areas of SE is challenging, because fluctuations in registrations and reinstatements are driven by player behaviour. Gaming operators do not understand SE well enough to know, for example, if constant increases in registrations should be a goal of the program. Refinement on best practices thinking and evidence-based approaches need to continue.

MEASURE	INDICATOR	RESULTS				
		2009	2008	2007	2006	2005
<b>Support through OLG's SE Program</b>	SE registrations (total)	2,655	2,809	3,039	3,295	2,800
	Voluntary re-entry to gambling	1,276	1,396	1,424	1,483	1,301
	Detected breaches	883	747	649	n/a	n/a
<b>RGRC's Support to OLG's SE Program</b>	Provided information about SE	215	n/a	n/a	n/a	n/a
	Support at SE Registration	447	104	44	n/a	n/a
	Check-in Call	28	n/a	n/a	n/a	n/a
	Support at Breach of SE	11	n/a	n/a	n/a	n/a
	Support at SE Reinstatement	136	n/a	n/a	n/a	n/a
<b>Referrals to service: number of people referred to service by OLG staff</b>	Problem Gambling Helpline	178	n/a	n/a	n/a	n/a
	RGRC	606	167	268	217	n/a
<b>Awareness of OLG's SE Program</b>	KnowYourLimit.ca SE page views	2,192	n/a	n/a	n/a	n/a
	Awareness of SE: % of people who know about SE	21	21	21	26	n/a

## Researching Experience of Self Excluders in Ontario

OLG has engaged the RGC to study individuals enrolled in SE. Those who choose to receive support contact during the period of their exclusion will be asked if they would like to voluntarily provide responses to a survey. The purpose of the study is to:

- Learn more about participants' experiences with SE
- To examine the role of SE in the management of gambling concerns, and
- To identify parts of SE programs that could be improved.

Patrons will be asked questions that probe: their history with gambling, gambling concerns, their experience with SE, including the registration process, the support that SE program has provided for their attempts to control gambling, and recommendations for improving the program.

The study is currently in progress. OLG will make the study findings public on KnowYourLimit.ca.

## Gaps and Opportunities

### GAPS

Through independent audits and working with external stakeholders, OLG has identified gaps and opportunities in the SE program. One of the gaps consists of doing more to support SE persons. Once entered into the program, individuals have their names removed from marketing databases, cannot reinstate for the minimum amount of time that they have chosen to self exclude, and OLG ensures that problem gambling literature is made available to the individual. However, we endeavor to continue efforts to evolve the program to offer more support to persons who wish to exclude.

### OPPORTUNITIES

Acknowledging that more could be done to support self excluded persons; OLG is in the process of developing policies and programs related to SE that will renew its effectiveness as a self-help tool.

OLG is pursuing a prize disqualification policy to render people who enter the SE program ineligible from winning prizes. Under such a policy, a self excluded patron who breaches the terms of exclusion by entering a gaming site, wins a prize and is detected, would have to forfeit their winnings, and the winnings would be redirected to a charity. Since most breaches occur because individual's hope to recoup losses already incurred through gambling, taking away the ability to win will be a key disincentive for self excluded patrons who may contemplate breaching their commitment.

Another tremendous opportunity for OLG's SE program is the recent launch of Off-Site SE. This program will allow individuals to exclude themselves from OLG sites at local treatment providers and credit counseling offices. This means individuals will not have to step foot at an OLG site in order to enroll in the SE program.

Finally, the roll-out of Facial Recognition Technology at all OLG Gaming facilities taking place in early 2011 will be implemented for the purpose of detecting self excluded persons. Until now, this process has relied solely on staff to identify players who breach their commitment. This technology incorporates Biometric Encryption to protect the privacy of self excluded persons, and will be a major tool in ensuring people who choose to self exclude are kept out of OLG facilities.

## Player Education – Lottery Retail

OLG works to promote informed player choice, responsible play and appropriate support and referral within its lottery retail networks. In the last year alone, OLG has introduced several key RG messages across retail channels.

### **IT PAYS TO KNOW MESSAGING ON CUSTOMER FACING DISPLAY SCREENS**

All lottery retail locations are equipped with customer display units that feature RG messages. In November 2010, four *It Pays to Know* lottery-specific messages will appear on these screens. As these messages are new, benchmark awareness levels will be established through a 2011 player awareness survey. Messages will be updated and rotated on an ongoing basis.

MESSAGE	OBJECTIVES	MEASURES	TARGETS	REPORTING
Playing the same numbers does not improve your chances of winning. Lottery games are fun, but the outcome is random	Raise player awareness of randomness of lottery play	Public Awareness Survey  Public Awareness Survey (To be administered in 2011)	Benchmark measures to be determined in November 2010  Improve all measures by at least 5%	OLG Measuring Awareness & Outcomes report - posted on KnowYourLimit.ca
Don't bank on a big win. Lottery Games are meant for entertainment - not a way to make money. For more information, visit KnowYourLimit.ca	Raise Awareness that lottery is entertainment – not a way to make money	Player Awareness Survey  Targeted Lottery Player Survey (To be administered in 2011)  Visitation Stats to KnowYourLimit.ca	Benchmark measures to be determined in November 2010.  Improve all measures by at least 5%	
Lottery Tickets are not for Kids. Don't buy tickets for anyone under the age of 18	Raise awareness that lottery tickets are intended for adults only	Public Awareness Survey  Targeted Lottery Player Survey (To be administered in 2011)	Benchmark measures to be determined in November 2010  Improve all measures by at least 5%	
Have fun. Play Smart. Read your guide to keeping lottery play fun. Ask your retailer or visit KnowYourLimit.ca for more information	Raise Awareness of existence of lottery brochure	Awareness of brochure through:  Public Awareness Survey  Targeted Lottery Player Survey (To be administered in 2011)  Visitation stats to KnowYourLimit.ca  Number of Brochures Printed	Benchmark measures to be determined in November 2010  Improve awareness of RG brochure at Lottery  Retail by 10%	

### KNOW THE FACTS! YOUR GUIDE TO KEEPING LOTTERY PLAY FUN

In August 2010, OLG updated its lottery RG brochure to align with the new look and feel of *It Pays to Know*. The brochure, available at all lottery retail locations and at RGRs, provides lottery players with information about odds, tips to keep gambling fun, and warning signs for problem gambling.

### UNIVERSAL PLAYER'S GUIDE (UPG) – "A PLAYER'S GUIDE TO ONTARIO LOTTERIES"

This brochure provides responsible play information and detailed information about lottery odds and instructions on how all OLG lottery products work. The player's guide is available at all on-line retail locations and a downloadable version is available at KnowYourLimit.ca.

### HOW TO CHECK, VALIDATE & CLAIM BROCHURE

This brochure provides detailed information on how players can check and claim lottery prizes. It provides consumers with a list of items they should consider bringing before coming to the Prize Centre, what to look for when checking tickets and what to expect in terms of next steps. The brochure is available on OLG's web site and at retail locations.

### RG MESSAGE ON LOTTO WIN LINE

Every year, over 9 million lottery players contact OLG's Win Line to retrieve the latest winning numbers. In the Spring of 2009 we began to leverage this medium to remind consumers to stay within preset limits and direct them to KnowYourLimit.ca. The recorded RG message is played on the line before players are able to check winning numbers. The RG message is rotated four times a year.

## NEWSLETTERS – WINNER’S EDGE AND ADVANCE

Lottery has two newsletters distributed to players, Winner’s Edge and Advance (for lotto subscription holders). Every issue features RG elements including the Know Your Limit and 18-Plus logos.

## EVALUATION

Measuring lottery player awareness of RG messages and resources is critical to ensuring ongoing, meaningful communications. Currently, OLG monitors the effectiveness of lottery player RG awareness through the Annual Public Survey.

Recent results show Lottery RG communications have been somewhat effective. 2009 survey results show that 62 per cent of lottery players in 2009 are aware of the tagline “*Know Your Limit, Play Within it*” compared to 53% in 2005. As well, 58 per cent of players surveyed knew of the Ontario Problem Gambling Helpline compared to 45% in 2005.

Survey results also show areas for program improvement, with only 12% of lottery players aware of the RG brochure featured at retailers, and 24% of players with the belief that your chances of winning the lottery is better if you choose certain numbers.

In 2011, OLG plans to develop a more robust pool of lottery player RG data. Through more targeted surveys and qualitative focus groups, OLG will have a stronger, more meaningful sense of lottery players’ RG knowledge. The current means of gathering data – through the public awareness survey – has been useful, however, the methodology is somewhat limiting in its generalness.

## Gaps and Opportunities

### GAPS

Currently, there is a gap regarding lottery consumer’s RG knowledge and awareness. In the past, the RG team has used data from the lottery player segment of the Public Awareness Survey to drive program messaging. However, this data is somewhat limiting in that it offers an overly generic perspective of lottery players, not taking into consideration, for example, frequency of play, and different types of lottery players.

In early 2011, the RG team will work closely with the Lottery Business Unit and the Corporate Research team to develop more meaningful qualitative and quantitative methods for gauging lottery player RG awareness and related behaviours. This will better enable OLG to assess the effectiveness and/or identify relevant player education gaps, and will enable the establishment of targets for program initiatives.

## OPPORTUNITIES

The new *It Pays to Know* platform presents a tremendous opportunity to educate lottery players about RG. With RG messages running across lottery display units and on “Win Lines”, a compelling new brochure at retail stands, and plans for stronger player research, in 2011 OLG expects to see significant increases in lottery player RG awareness.

## Educating the General Public and Players

### KnowYourLimit.ca

On March 16, 2009, OLG launched KnowYourLimit.ca — a rich information resource and a key hub for delivering on OLG’s overall player education positioning. The site offers players, the public and OLG employees a range of information including:

- Definition of key gambling concepts
- Popular gambling myths and facts
- Straightforward explanations about the true odds of winning OLG games
- Tips on how to gamble responsibly
- Self-assessment information and available help tools and direction to professional health resources.

The site also features engaging, interactive elements including an animated video OLG developed with the Ontario Problem Gambling Research Centre — “*The Slot Machine: What Every Player Needs to Know*.” The video aims to help players understand why they should set and stay within their gambling limits.

KnowYourLimit.ca also features an interactive game, “*Play Pick a Card*” that demonstrates how key gambling concepts such as “house advantage” and “randomness” work against players in the long-run.

The site is a critical repository of OLG’s RG information and enables us to deliver on key program elements. The primary objectives of KnowYourLimit.ca are to:

- Provide relevant, credible and engaging RG content that educates our customers, employees and stakeholders and promotes informed player choice
- Attract 100,000 site visits per year
- Increase customer/public awareness about how gambling works (odds, randomness, house advantage, debunking erroneous beliefs, etc.) so they can make informed choices about the games they choose to play.

In October 2010, the site will be refreshed with new content and visual style that aligns with *It Pays to Know*. The site will also feature new interactive tools for players, employees and the public. (For more information please see sections below).

## EVALUATION

OLG uses a number of indicators to evaluate the ongoing effectiveness of KnowYourLimit.ca:

**Qualitative Research** — In June 2009, OLG commissioned an independent research group to perform an in-depth analysis of the site through focus groups and on-line surveys. Overall reaction to the web site was positive, with most casino players indicating that the content helped them better understand key gambling concepts. The majority of focus group participants felt that KnowYourLimit.ca provided valuable information on safe

gambling practices and many were likely to tell others about it, particularly friends or family whom they felt comfortable with, and who may benefit from the information.

After reviewing the web site, most respondents' perception of OLG changed for the better. Many considered it important for OLG to have this website and communicate RG.

Importantly, focus group participants were asked to rate their opinion of how informative and well-organized the site is on a scale of 5 stars, with 5 being the highest. The chart below outlines their combined feedback on specific pages.

	HOME PAGE	HOW GAMBLING WORKS	SLOTS	TABLE GAMES	LOTTERY	BINGO
Informative	3-STARS	4-STARS	5-STARS	5-STARS	5-STARS	3-STARS
Layout/Organization	3-STARS	4-STARS	4-STARS	5-STARS	5-STARS	5-STARS

	MYTHS & FACTS	SETTING LIMITS	RGRC	GETTING HELP	SELF EXCLUSION
Informative	5-STARS	5-STARS	2-STARS	2-STARS	2-STARS
Layout/Organization	1-STAR	5-STARS	5-STARS	2-STARS	4-STARS

The vast majority of focus participants agreed that the bulk of content on the site is very informative and well organized. Sections that received lower scores have since been updated by the RG Team.

## VISITATION STATISTICS

The RG department receives quarterly visitation data that show how many unique visits and the average length of time spent on the web site. In 2009, over 109,000 people visited the site, exceeding OLG's yearly target by nearly 10 per cent. In 2011, OLG will develop plans to further promote the site, and has a target to increase site visits by 20%. Visitation results will be published in OLG's annual RG Measurement Report.

**Player Research** — RG's most recent on-site intercept research showed 62% of players are aware of *knowyourlimit.ca*. In 2011, OLG expects to see a 5 % increase in the number.

## Educational Tools Available on KnowYourLimit.ca

### EDUCATIONAL VIDEO "THE SLOT MACHINE: WHAT EVERY PLAYER NEEDS TO KNOW"

In 2008, OLG and the Ontario Problem Gambling Research Centre (OPGRC) jointly funded the development and research of a video animation about how slot machines work. This video, available on OLG's RG website KnowYourLimit.ca, is intended to educate customers and the general public, about the true odds of winning and serve as an important prevention tool to reduce the incidence of harm.

Research results of the video were positive, showing that it helped to reduce player misconceptions about how slot machines works and encouraged "low risk" gambling practices. OLG has since licensed the video, free of charge, to multiple jurisdictions and stakeholders across Canada. For more details on the research supporting the creation of this video, please see section 1.



### COST OF PLAY CALCULATOR

In December 2010, OLG will offer an interactive, multi-functional Cost of Play Calculator on KnowYourLimit.ca. The calculator demonstrates on Slots, Roulette and Blackjack how house edge and hold percentage determine a player's expected losses, over the long term.

The Cost of Play Calculator was developed and offered to OLG, free of charge, by the Addictions Foundation of Manitoba. OLG has configured the calculator to align with province-specific payout percentages.

### YOUR VOICE

In December 2010, an interactive new feature, *Your Voice*, will launch on KnowYourLimit.ca. *Your Voice* will feature a series of audio interviews, with different people offering

their unique perspectives on RG Issues. The first episode of *Your Voice* is focused on the SE program, and how it can be an important and valuable tool for those who wish to take steps to stop gambling. The episode features interviews with a treatment provider, a recovering problem gambler and an RGRC Manager, and is intended to provide players and the public with a more diverse perspective of what the SE program can and can not do.

### EVALUATING EFFECTIVENESS

Again, OLG evaluates awareness and use of these tools through monthly reports that demonstrate what sections of the site people visit, and the average time spent on each section. The chart below, from OLG's Measuring Awareness report, details the number of people who used the interactive tools on KnowYourLimit.ca, and our targets for 2010 – 2011.

MEASURE	INDICATOR	TARGETS	YEAR	SOURCE
		2010 - 2011	2009	
KnowYourLimit.ca <sup>6</sup> OLG's RG Web site, featuring a range of interactive tools and resources that show how gambling works in Ontario	Page Views	200,000	109,369	KYL Web Metrics
	Cost of play calculator <sup>7</sup>	7,000	n/a	
Use of Interactive Tools on KnowYourLimit.ca	Pick a Card	7,000	5,227	
	What's Your Gambling IQ? Quiz	7,000	4,918	
	The Slot Machine: What Every Player Needs to Know Video <sup>8</sup>	15,000	9,999	

As well, OLG will continue to measure awareness and perceived effectiveness of these tools through ongoing independent qualitative and quantitative research.

## Gaps and Opportunities

### GAPS

Currently, the web site is only promoted through traditional POS and through *It Pays to Know* messages across gaming sites. There is a need to better promote the site, across more strategic channels to increase player awareness and visitation stats. The RG team is currently working with OLG's Corporate Marketing team to devise a more robust promotional strategy.

### OPPORTUNITIES

Leveraging the new *It Pays to Know* platform and the success of the recent RG promotion at gaming sites, there is an opportunity to use KnowYourLimit.ca as a promotional portal. This way, we can engage customers across all lines of business as well as the general public. Over the next year, OLG is working with an agency to determine how to evolve and maximize the value of the site.

### RG Media Campaigns

In the past, OLG has produced a number of advertising campaigns to ensure our customers – and the general public – are as informed as possible about the games OLG operates. These campaigns:

- Dispel myths about game odds and outcomes

- Inform players about how our games operate
- Enable players to make informed choices about gambling

### **KNOWYOURLIMIT.CA MYTH BUSTING CAMPAIGN**

In 2009 OLG launched a multi-faceted RG campaign that expanded on the scope of the previous campaign to dispel myths from more forms of gambling and direct people to OLG's comprehensive RG education web site, KnowYourLimit.ca.

The overarching goals of the ad campaign were to: direct consumers and the general public to KnowYourLimit.ca, remind people that gambling can be exciting if you stay within limits, and dispel four commonly held myths about gambling:

- There is a strategy behind winning at Roulette
- If I play the same lottery numbers every week, I have a better chance at winning the jackpot
- The longer you stick with a slot machine the more likely it will pay
- Gambling is an investment...the more you play the more you win.

The 5 week advertising campaign crossed three channels: radio, newspaper and on-line, with new ads phasing in at equal intervals.

To measure campaign effectiveness, OLG commissioned third-party research firm Angus Reid to administer a comprehensive post-campaign survey to the general public. The research determined that the campaign was successful in that consumers internalized the key messages of "Know Your Limit. Play Within it" and that gambling is fun but not a way to make money. All of the ads helped drive awareness of KnowYourLimit.ca.

### **LOTTERY TICKETS NOT FOR KIDS CAMPAIGN**

In December 2009, OLG partnered with McGill University Youth Gambling Centre, De-Code Research, the National Council on Problem Gambling in the United States and other Canadian and American jurisdictions to promote awareness with parents and the general public that lottery products are age-restricted and should not be given as holiday gifts to minors.

During the holiday season, when lottery tickets are a popular holiday gifts, messages are displayed on Lottery Customer Display screens at all on-line lottery retail locations and a news release issued reminding the public that lotteries are not for children. In 2009, OLG augmented this campaign and launched a four-week newspaper and on-line advertising campaign designed to raise public awareness that lottery tickets are an age-restricted product, and should not be purchased as holiday gifts for kids.

Third-party research indicated that prompted recall of the campaign was quite low. However, when research participants were exposed to the ad, they agreed that the ad was valuable, and that OLG is seriously committed to raising issues of youth gambling awareness.

## Gaps and Opportunities

### **GAPS**

Research results show that OLG's past public education, media campaigns have had some positive impact on public perception and awareness of OLG's RG initiatives. However, they have not been as effective as they could be in raising player RG awareness, and adoption of safe gambling practices.

### **OPPORTUNITIES**

In 2009, OLG changed its strategy for educating and communicating RG messages, focusing on direct channels to players. As a result, OLG has no plans at this time to resume mass RG media campaigns aimed at the general public. Rather, the RG team will leverage the *It Pays to Know* platform to better educate players. Preliminary research results validate this direction, and show that direct, more target communications are more effective at increasing player awareness, changing behaviour, and ultimately preventing gambling problems before they start.

In Ontario, problem gambling treatment services are managed and funded through the province's Ministry of Health and Long-Term Care. OLG works closely with the treatment community and takes considerable steps to provide information and act as a bridge to assistance for those who need and seek it.

OLG relies on a partnership model to foster healthy gambling practices and seek expert advice from stakeholders to ensure continuous improvement of our RG program. Beginning in 2010, OLG implemented a stakeholder engagement program aimed at opening dialogues with local treatment providers and improving the relationship with our gaming sites and the treatment facilities in their areas. To augment this, representatives from local treatment providers have begun working with the gaming sites, often presenting to our RG site teams at their meetings, with the goal of improving the knowledge of available resources and processes for OLG's gaming employees and the customers they serve.

Given OLG's direct and ongoing interaction with players, OLG is uniquely positioned as a primary conduit of information and guidance to the appropriate help resources. Our primary objectives in this area are to promote player awareness and provide support for those in need. OLG measures our progress against these objectives through a variety of internal and third-party data.

### Promotion of Treatment Services

OLG works to promote awareness of all the support tools and resources that are available to the organization. We do this through a variety of channels including:

**Employees:** OLG employees are trained to respond to inquiries about support resources available to both our customers and other employees. Based on the information acquired, employees can direct customers and fellow employees to Responsible Gambling Resource Centres (RGRCs), brochures outlining treatment options, local treatment providers, on-line resources like KnowYourLimit.ca and, where necessary, self exclusion.

**RGRCs:** OLG, in partnership with the Responsible Gambling Council, has installed full-service and self-service kiosks throughout all of our gaming sites, including Resort Casinos. These centres refer treatment services from local providers to their clients looking for treatment services.

**Gaming Sites:** In addition to hosting RGRCs at all our gaming sites, OLG also refers customers to local treatment providers and additional resources including in-house advertising of RG events and brochures.

**SE:** For those players who feel they may be at risk of having a gambling addiction, OLG makes available an SE program. In 2010, OLG piloted this service available at local treatment providers. This is intended to bring players closer to additional resources and counseling should they choose to use it.

**KnowYourLimit.ca:** OLG's RG information web site offers visitors information on how to get help if they need it and provides links to resources available including the Ontario Problem Gambling Helpline and CAMH.

**Lottery Retail Locations:** Information about problem gambling resources is available to customers through our lottery play stands at local retailers.

### Treatment Engagement Strategy

OLG recognizes the need for strong relationships with addiction treatment providers and experts. Their insight, expertise and feedback on our initiatives are crucial if OLG wants to provide the right options for people who may have issues with problem gambling.

In 2009 OLG began to develop a formal engagement strategy to ensure that we are securing open dialogue with treatment providers. This strategy engages treatment providers across Ontario on two fronts:

#### TREATMENT PROVIDER RELATIONSHIPS WITH GAMING SITES

OLG fosters relationships between key staff at gaming sites and local addictions treatment providers. The relationship building activities include:

- Presentations at employee meetings
- Gaming site management meetings at the local agency's office
- Hosting off-site SE with an OLG employee
- Treatment providers contacting gaming sites on behalf of clients that wish to self exclude and help to facilitate the process
- Treatment providers attending SE registrations
- Referrals from the gaming sites to local treatment providers.

OLG Gaming sites are uniquely positioned to foster relationships with the local treatment providers through our SE program. The program makes available to all registrants information on support and treatment services available in the community. With the introduction of off-site SE, members of OLG's security teams, along with the Gaming sites' General Managers, have successfully engaged local treatment providers by working together, arranging registration opportunities for treatment provider clients and OLG customers. As part of the off-site registration process, OLG makes information available to registrants on the services offered by the treatment providers as well as, if requested, an opportunity to speak with the treatment provider at the conclusion of the registration process.

### **TREATMENT PROVIDER RELATIONSHIPS WITH OLG'S CORPORATE RG TEAM**

The second element of this strategy focuses on one-on-one engagement between treatment providers and members of OLG's corporate RG team. The main objectives of this strategy are:

- Improving dialogue between local treatment providers and the central team
- Gaining insight into RG best practices consistent with OLG's RG strategy
- Educating OLG on best practices for treatment of gambling addictions
- Developing new tools and services to assist players with gambling addictions
- Consulting with treatment providers, and gaining their feedback, on new OLG RG initiatives
- Fostering a working relationship with treatment providers
- Broadening OLG customer access to treatment provider services.

This strategy will be carried out through:

- Person to person meetings
- Speaking and training opportunities
- Engagement in events sponsored by the treatment provider
- MOUs for Off-Site SE

### **EVALUATION**

OLG will examine baseline data from RGRC data and the RG section of OLG's Customer Service System database to determine if and how it might set targets for referral services.

With the introduction of Off-Site SE in 2010, OLG will also be able to better gauge the relationship with treatment providers based on the number of referrals. Additionally, the engagement program looks to build the relationships

between gaming sites and treatment providers. Already, treatment providers have committed to both attending and speaking with OLG's Site RG Teams at their meetings. While this speaks highly of the relationships already fostered, it will also help OLG determine those that need attention and recommend to the program how relationships that are not functioning to their potential, can be improved.

## **Treatment Referral Brochure**

OLG has a treatment referral brochure, entitled "*When you are over your limit...help is available*", that is available at all gaming sites in Ontario. A PDF version is available on OLG's RG web site, KnowYourLimit.ca.

The brochure provides information about problem gambling, including signs to look for, questions and answers, risk factors and prevention tips. The pamphlet also features a detailed map and contact information of all provincially funded problem gambling treatment providers in Ontario.

The primary objective of the brochure is to communicate problem gambling signs and identify available resources.

In conjunction with the Ontario Problem Gambling Helpline, OLG routinely updates the brochure to ensure treatment provider contact information is accurate. The RG Executive Assistant serves as point of contact with gaming sites to ensure each gaming site has quantities in stock and disseminates new brochures as necessary.

OLG commissions an independent research company to conduct public awareness surveys as a way to validate the effectiveness of OLG's RG initiatives, including the treatment referral brochure.

The surveys target adult Ontarians, gamblers and non-gamblers. Key indicators in these surveys include:

- Awareness that OLG has a treatment referral brochure
- Awareness of the tagline "*Know Your Limit, Play Within it*".
- The capacity for people with gambling problems to get treatment in Ontario
- Awareness of the Ontario Problem Gambling Helpline number

Because treatment providers do not routinely survey clients to assess their referral source, OLG also monitors the effectiveness of the treatment referral using a number of qualitative measures including:

- Feedback from Treatment Providers
- Feedback from the Ontario Problem Gambling Helpline
- Feedback from casino staff

Through informal feedback from gaming sites and RGRCs, OLG knows the brochure is well-received and customers find it a useful and informative guide.

2009 yearly Public Awareness Survey results show:

- 13% of Ontario gamblers are aware of the brochure.
- 52% of Ontario gamblers are aware of the Ontario Problem Gambling Helpline number – a significant improvement from 38% in the 2005 baseline survey
- 66% of Ontarians are aware of the Know Your Limit tagline – a 25% increase from the baseline survey in 2005.

### **OLG'S SE PROGRAM OFFERED AT PROBLEM GAMBLING TREATMENT OFFICES ACROSS ONTARIO**

To further support and encourage self excluders to seek treatment, OLG is in the process of launching an Off Site Self Exclusion service at local problem gambling treatment offices across Ontario.

The Off-Site program has involved extensive collaboration between OLG's RG Team and Treatment Centre Staff. To start, OLG engaged the treatment community to sign MOUs, which stipulate that that treatment centres will provide space and possible support for the person wishing to self exclude. Currently, OLG has 11 signed MOUs with treatment providers across the province and aims to have 6 more signed by December 2010.

The primary objectives of the program are to:

- Increase the likelihood that the patron signing up for the program will make use of the treatment options available to them
- To make SE a more convenient process for some people
- To provide a greater sense of comfort and support for patrons

To test program logistics and overall efficacy, in September 2010, OLG launched a successful Off Site pilot program. For the pilot, two treatment offices, the Centre for Mental Health (CAMH) in Toronto and the Sandy Hill Community Health Centre in Ottawa, made this option available to their clients. As part of the pilot, six people self excluded at the treatment centres. Early feedback from one of the self excluders was very positive, and demonstrated that OLG met all of the set objectives for this program.

Based on the success of the pilot program, OLG expects to roll out Off Site SE across the province by early 2011. Over the course of a one year period, it is expected that several hundred people will participate in off-site exclusion.

In addition to offering this program, OLG will undertake a re-enrollment campaign, to begin in 2011, to encourage those who are already self excluded to re-enroll in the program.

The purpose of this will be to:

- Reinforce the counselling option
- Capture images for the new facial recognition system
- Update contact information and learn more about player experience with SE and the efficacy of the program.

One of the key evaluation metrics for this program will be the number of self excluders. The initial date of the pilot had five people self-excluding – four at Sandy Hill and one at CAMH. It is anticipated that the majority of those registering off-site will be a result of consultation with treatment providers.

### **Awareness of Support Services**

When players decide that gambling is no longer an enjoyable pastime, OLG wants them to be aware of all the support tools and resources that are available to them. OLG formally track player awareness through our RG web site visitation stats, RGRC data, and OLG's RG annual survey. This helps to identify gaps and informs the future direction of RG communications.

Building the awareness of the support services available to players and their families is one of the primary objectives of OLG's RG program. Four areas of key focus on creating an awareness of are:

- Written support materials directing to brochures, helplines and websites
- Knowledge of the RGRCs
- The SE option
- Local Treatment Providers

If someone expresses concern about a gambling problem, OLG staff guide them to the appropriate help resources. OLG collaborates with multiple stakeholders to ensure people are aware of and have access to all the available self-help tools and community resources. In some instances, OLG is able to provide direct support through its SE program. Other times, OLG directs them to our partners at the RGRCs and the Ontario Problem Gambling Helpline, who connect people to local treatment providers, debt counsellors and other support services. The RG team tracks progress in this area through a range of OLG and third-party data.

## EVALUATION

OLG is able to draw from information collected by partners, websites, and from OLG's conducted annual survey. Through the annual RG Public Awareness Tracking study, we are able to track the level of awareness of the following:

- SE – Percentage of people who have seen or heard of it
- Ontario Problem Gambling Help Line
- RGC
- RGRC
- Written support tools – “When you are over your limit ... Help is available” and “If you are over your limit playing lotteries...Help is available”
- KnowYourLimit.ca
- *It Pays to Know* education program
- OLG RG advertising

In 2010, OLG added a function to its Customer Service Database (CSS) across all OLG Casino and Slot facilities to record interactions with players. Information that can be evaluated from the records in this system now includes the number of:

- Interactions where employees provided players with verbal explanations of how gambling works
- Interactions where employees directed players to KnowYourLimit.ca
- Interactions where employees directed players to the RGRC from more information
- Interactions where employees provided a brochure about RG or problem gambling information.

OLG is also able to gather quantitative data from its partners, that may directly interpret the levels of awareness of the available support services. Among this data is the number of people who called into the Ontario Problem Gambling Help Line, the number of people that visited the RGRCs, the number of registrants in the SE program and the number of referrals to local treatment providers by OLG Staff members. These metrics assist in evaluating the efficacy of OLG's efforts and identify possible gaps for further awareness opportunities.

### Ontario Problem Gambling Helpline

OLG recognizes the appeal to our patrons of anonymous and confidential discussion of treatment options available to them should they have a gambling problem. OLG supports the Ontario Problem Gambling Helpline, a program of ConnexOntario Health Services Information, through a number of information touch-points:

- **All OLG Slot Machines and Resort Casinos** — The phone number is posted on each and every machine
- **RGRCs** — Phone number and a brochure of the program are available at all full-service and self-service RGRC locations

- **OLG operated ATMs** — each receipt printed from the ATM machines at OLG gaming facilities features the phone information for the program
- **On-site advertising** — Posters and digital signage at OLG facilities advise on the features and contact information of the helpline
- **Digital screens on lottery terminals** — all on-line terminal screens at lottery retailers feature advertisements for the helpline
- **Lottery Retailer Playstands** — brochures about the helpline are available at all lottery retailers with information play-stands
- **eBingo Centres** — Brochures about the helpline are available at all eBingo Centres
- **KnowYourLimit.ca** — contact information and a link to the Virtual Treatment Directory

OLG is able to measure the efficacy of these referrals through measurements taken in the RG Public Awareness Tracking Study. Results taken from surveying the general population, demonstrate that OLG's awareness efforts are working - in 2009, 55% of the general Ontario population had knowledge of this support service.

## Gaps and Opportunities

### GAPS

As part of the Off-Site SE pilot program, OLG is working to establish working relationships with treatment providers local to the gaming sites. There are, however, additional treatment providers across the province that OLG can partner with to provide referral services. Ideally, it would be most beneficial for patrons if OLG can refer them directly to the services available in their area – allowing for the fact that not all gaming site patrons, and especially lottery players, live in the communities surrounding our gaming properties. Moving forward, OLG will work to establish working referral and support relationships with those treatment providers outside the radius of our gaming properties.

### OPPORTUNITIES

Based on evaluation results, some of which will be reported for the first time this year, OLG will be better able to focus on successful referral streams and develop additional programs based on these successes. Concurrently with this, OLG is investigating additional referral opportunities. In 2010, OLG initiated a relationship with Credit Canada. This relationship is expected to provide problem gamblers with financial difficulties additional resources for getting their lives back on track. OLG and Credit Canada are currently examining possible resource strategies, including referral services and the promotion of problem gambling information.

The RG team is also encouraged by an innovative and effective partnership between Quebec casino, Casino du Lac-Leamy, and Ottawa and Quebec-based problem gambling treatment services. The partnership, the *Interprovincial Committee of Problem Gambling for the Greater Ottawa region*, seeks to implement effective strategies to better connect gamblers to local treatment services. OLG seeks to learn from best-practices emerging from this partnership and incorporate these into its own comprehensive treatment Stakeholder Engagement plan.

## 9 Program Element 9 — Stakeholder Engagement

The Collaboration section of the RG Code of Conduct reinforces OLG’s commitment to identify and foster positive relations with stakeholders. Through a variety of formal programs and informal forums, OLG works directly with a range of key stakeholders.

### Independent Agency Engagement

OLG integrates the objectives of three key independent provincially funded agencies – whose mandates serve addiction remediation, problem gambling prevention, and research – into the design and delivery of its RG program. This collaborative approach provides Ontarians with a range of supports and services that is appropriate to, and builds upon the expertise of each organization, including OLG as a gaming operator. Relationships are built upon formal MOUs and contractual relationships, outlined below, to create and deliver program elements for OLG RG training, player support, education, and research. Collaboration also includes formal consultations on policy and program elements.

### EVALUATION

Because OLG’s entire RG program involves the input of key stakeholders – in most cases key program elements are created with a direct and formal role for these external agencies – most measures of successful collaboration are found in the critical success factors for individual aspects of the program.

The section below describes how collaboration happens, and how OLG’s program helps stakeholder organizations deliver on their mandates. By referencing our Memoranda of Understanding with these groups, the following descriptions tie objectives to specific program elements.

### The Centre for Addiction and Mental Health (CAMH)—MOU since 2005

CAMH is Canada’s leading Addiction and Mental Health teaching hospital. Its mandate: to transform the lives of people affected by addiction and mental illness, apply the latest in scientific advances through integrated clinical practice, health promotion, education and research. In 2010, OLG updated its MOU with CAMH. MOU formally articulates areas where OLG can apply their expertise and objectives to its RG programming through formal collaboration:

MOU OBJECTIVE	OLG RG PROGRAM EVENT	SUCCESS MEASURE
<p>CAMH provides advice and subject-matter expertise to help OLG develop RG training programs</p> <p><i>For details, see Employee Training section</i></p>	<p>Staff training programs:</p> <ul style="list-style-type: none"> <li>• Senior Level Gaming</li> <li>• Frontline Gaming</li> <li>• Lottery Sales</li> <li>• Customer Support</li> <li>• Prize Centre</li> </ul>	<p>Programs were co-designed/ delivered to employees:</p> <ul style="list-style-type: none"> <li>• 2009 to 2011</li> <li>• 2009 to 2011</li> <li>• 2010</li> <li>• 2010</li> <li>• 2010</li> </ul> <p><i>For specific outcome measures, please see Program Element 2 – Employee Training.</i></p>
<p>Advice about RG policies and procedures</p> <p><i>For details, see SE section, Program Element 5, Remote Channels</i></p>	<ul style="list-style-type: none"> <li>• SE review</li> <li>• Internet gaming policy</li> </ul>	<p>Advice provided:</p> <ul style="list-style-type: none"> <li>• Expert panel March 2008: OLG used input to make changes to 7 of 8 areas deliberated</li> <li>• Consultations on Request for Information, October 2010</li> <li>• Consultations on RG tools for internet players, Fall 2010-winter 2011 . Success cannot yet be evaluated as this work is just starting</li> </ul>



<p>The development of problem gambling protocols and materials (including, for example, customer Crisis Intervention Model that informs OLG how to respond to customer in distress)</p> <p><i>For details, see Program Element 2, Employee Training</i></p>	<ul style="list-style-type: none"> <li>• Crisis intervention model</li> <li>• Policies on extended play</li> <li>• Fatigue impairment</li> </ul>	<p>Advice received for OLG's updates to policies, as part of Gaming training in 2010</p> <p><i>For specific outcome measures, please see Program Element 2, Employee Training</i></p>
<p>Assisting OLG in making positive linkages between OLG gaming sites and local designated problem gambling treatment providers and other relevant health and service providers</p> <p><i>For details, see Self Exclusion section</i></p>	<ul style="list-style-type: none"> <li>• Creation of Off-Site SE program to support players</li> </ul>	<ul style="list-style-type: none"> <li>• Co-developed template Memorandum of Understanding to allow OLG to engage 52 treatment providers in 2009-2010</li> <li>• Pilot tested off-site registration, October 2010</li> <li>• Launch of on-going service winter 2011</li> </ul> <p>Specific metrics for uptake of the program will be tracked, targets to be developed</p>
	<ul style="list-style-type: none"> <li>• Development of policy and communications network involving bankruptcy trustees</li> </ul>	<ul style="list-style-type: none"> <li>• OLG co-delivered 4 education sessions with CAMH for trustees across the province, from February 2009 to April 2010</li> <li>• Bankruptcy registrar began instructing trustees to require SE for relevant clients, Spring 2009</li> <li>• SE registrations increased by more than 15% in summer of 2009 following this program</li> </ul>

### OPGRC — MOU since 2005

The OPGRC is mandated to enhancing the collective understanding of the nature and causes of problem gambling, and improving the scope and effectiveness of related treatment and prevention responses. OLG uses OPGRC's role in developing impartial, well-designed research to inform the development of RG programs and policy. As such, in 2005, OLG signed formal MOU with the OPGRC. As set out in the MOU, objectives for OPGRC are applied to OLG's program in the following ways:

MOU OBJECTIVE	OLG RG PROGRAM EVENT	SUCCESS MEASURE
<p>Work with OLG to facilitate gaming access to researchers</p>	<p>OLG provides access to authors of the following external studies:</p> <p>Educating Slot Players on Spending &amp; Evaluating ATM use</p>	<p>Site access at Western Fair Raceway and Flamboro Downs, summer 2009</p>
	<p>Understanding Wins, Losses, Near Misses</p>	<p>Site access at Grand River Raceway, fall 2009</p>
	<p>Impulse and reward dependence in pathological gambling</p>	<p>Site access at Rideau Carleton Raceway, 2009</p>
	<p>Gambling Risk Assessment Screen for Slot Machines</p>	<p>Site access at Western Fair Raceway, fall 2009</p>
	<p>Problem Gambling Among Ontario Casino Employees</p>	<p>Site access at Casino Rama, Woodbine Racetrack, Brantford Casino, 2008-09</p>
<p>Share information about research projects and findings formally on a biannual basis</p> <p><i>For details, please see Research section</i></p>	<ul style="list-style-type: none"> <li>• OLG hosted policy panels</li> <li>• Review of OLG research agenda, including review of Inter-provincial Lottery Corporation RG subcommittee research</li> </ul>	<ul style="list-style-type: none"> <li>• Expert panel on self exclusion, March 2008. OLG used input to make changes to 7 of 8 areas deliberated</li> <li>• On-going</li> </ul>

Provide advice and information on a range of gambling, problem gambling, and addictions issues spanning research, treatment and prevention	<ul style="list-style-type: none"> <li>• OLG information-gathering</li> <li>• Development of policy to provide access to non-OPGRC researchers</li> </ul>	<ul style="list-style-type: none"> <li>• OLG participates on on-going basis</li> <li>• Policy jointly created in 2009</li> </ul>
Assisting OLG in making positive linkages between OLG gaming sites and local designated problem gambling treatment providers and other relevant health and service providers  <i>For details, see Self Exclusion section</i>	Creation of Off-site SE program to support players	<ul style="list-style-type: none"> <li>• Co-developed template Memorandum of Understanding to allow OLG to engage 52 treatment providers in 2009-2010</li> <li>• Pilot tested off-site registration, October 2010</li> <li>• Launch of on-going service winter 2011</li> <li>• Specific metrics for uptake of the program will be tracked, targets to be developed</li> </ul>
Work collaboratively with OLG on shared research projects	Slot education video	<ul style="list-style-type: none"> <li>• Co-developed and delivered in 2008, licensed to 7 other jurisdictions in 2009-10</li> </ul> <i>For details, please see Player Education section</i>
	Direct education letter to Winner Circle members	<ul style="list-style-type: none"> <li>• Delivered in 2007, results informed OLG communication strategy to directly target players</li> </ul> <i>For details, please see Player Education section</i>
	Co-developing video to motivate self excluders to seek counseling, through ILC RG subcommittee	<ul style="list-style-type: none"> <li>• Planning underway in 2010</li> </ul>

## RGC – MOU since 2005

The RGC's mandate is to create research, information and awareness programs that contribute to problem gambling prevention for a variety of demographic profiles. As set out in the MOU, objectives for its prevention programs are applied to OLG's program in the following ways:

MOU OBJECTIVE	OLG RG PROGRAM EVENT	SUCCESS MEASURE
Public awareness initiatives and campaigns that require OLG participation  <i>For details, please see Player Education section</i>	RG Resource Centre program	<ul style="list-style-type: none"> <li>• Expanded centres from 2 pilot sites to all 27 OLG gaming facilities – completed March 2010</li> <li>• 147,844 players supported in 2009 through a variety of education, support and referral services –ongoing</li> <li>• 837 people supported through 5 SE support services at full-service sites—2009</li> </ul>
	Within Limits education program  <i>For details, see below</i>	<ul style="list-style-type: none"> <li>• Over 20,000 players educated at all OLG gaming sites, select lottery retailers and bingo sites – 2009</li> </ul>
Coordination and approval of research projects involving RGC directly, associated with OLG	Insight Study	<ul style="list-style-type: none"> <li>• 3 studies published since 2007 – OLG annual support of \$30,000, plus input into the creation of document</li> <li>• OLG has or is implementing 18 of the 2008 Self Exclusion report's 22 suggestions</li> </ul>
	Jurisdictional Scan of SE, RG Programs, and Gambling Behaviour	<ul style="list-style-type: none"> <li>• Review comparing OLG programs to other provinces – completed February 2009</li> </ul>
Consideration for support of RGC's annual problem gambling conference	Discovery Conference: \$80,000 support from OLG to annual national conference	<ul style="list-style-type: none"> <li>• Field of RG has greatly enhanced, through international dialogue</li> </ul>

## Industry and RG Sector Stakeholder Engagement

OLG participates in two key inter-provincial groups, which are detailed below.

### The ILC RG Committee

OLG was instrumental in the creation of ILC's Responsible Gambling Sub-Committee (RGSC). This group was established in 2009 to deepen and strengthen the commitment, effectiveness, and operational integration of RG programming within the Canadian gaming industry. Collaboration intends to increase the information on research, issues, trends and best practices, all of which contribute to improved programs to support responsible gambling objectives.

In April 2009, CEOs of each organization approved initial direction and membership finalized. The group's objectives, their impact on OLG and progress to date are detailed below:

COMMITTEE OBJECTIVE	PROGRAM EVENT	ACHIEVEMENTS TO DATE
<b>Co-develop key program areas across the country:</b>		
Research	<ul style="list-style-type: none"> <li>• RG Products</li> <li>• Youth RG</li> <li>• Account Based Gaming Player Public Acceptance</li> <li>• VSE Effectiveness and Opportunities</li> <li>• RGIC Evaluation Methodologies and Approaches</li> <li>• VSE Brief Motivational Interviewing Project</li> </ul>	<ul style="list-style-type: none"> <li>• Issued RFP – awaiting responses – on schedule</li> <li>• Complete</li> <li>• RFI issued – awaiting responses – on schedule</li> <li>• Work underway - on schedule</li> <li>• In planning phase – on schedule</li> <li>• Terms of reference being drafted – on schedule</li> </ul>
Training	<ul style="list-style-type: none"> <li>• Player Interaction – Intervention Training Core Elements</li> <li>• Ticket Lottery &amp; VLT Retailer Training Core Content</li> <li>• Common Training</li> </ul>	<ul style="list-style-type: none"> <li>• Work underway – on schedule</li> <li>• Work underway – on schedule</li> <li>• On schedule</li> </ul>
Communications	<ul style="list-style-type: none"> <li>• RG Player/Public: Core Content</li> <li>• Parent Focused Youth Gambling Awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Framework developed and approved – on schedule</li> <li>• In final stages – on schedule</li> </ul>
Program Development	<ul style="list-style-type: none"> <li>• VSE Program Design: Core Elements &amp; Program Design</li> <li>• RG Assessment Tools</li> <li>• RG Player Information Tools: Gap Analysis &amp; Core Elements</li> <li>• Internet/Digital RG Policies</li> </ul>	<ul style="list-style-type: none"> <li>• On schedule</li> <li>• Deferred</li> <li>• Framework approved – on schedule</li> <li>• Rolled into item below – on schedule</li> </ul>
Develop a common approach for Canadian gaming operators to collectively assume an international leadership role in RG.	<ul style="list-style-type: none"> <li>• Develop an RG Framework to engage stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• ILC and CEO approved Framework</li> <li>• RFP in progress – on schedule</li> </ul>

The ILC RG sub committee has identified its priorities, developed an extensive program and is beginning the process of implementing this program. Following a strategic planning process, the RGSC identified four areas of collaborative initiatives including: Research & Evaluation, Training, Program Development and Communications (Player and Public). These four areas have numerous inter-provincial projects slated to be delivered over the next three years. In addition to the delivery of these projects, a Canadian Gaming RG Standards Framework is being developed to establish a Canadian contribution to the evolution of RG standards internationally.

This national framework and standards represent the evolution of RG standards internationally.

To be developed over the next 2 years, the national framework will build on the common foundation that already exists and will raise the bar in terms of the quality, effectiveness, and comprehensiveness of future RG policies and programming. The framework will support operators who choose to engage external standards.

**Canadian Partnership on Responsible Gaming (CPRG)**

Since 2005, OLG has been a member of this multi-sectoral collaboration of non-profit organizations, gaming providers, researchers and regulators to develop research aimed at controlling problem gambling behaviour, focusing on prevention and treatment efforts. OLG participates in all program elements, and contributes \$10,000 annually.

CPRG’s objectives are to promote a better understanding of RG/problem gambling and implementation of RG programs through joint research, issue analysis and information sharing.

CPRG OBJECTIVE	CPRG INITIATIVES	SUCCESS MEASURE
Joint research	<ul style="list-style-type: none"> <li>Canadian Gambling Digest:</li> <li>Annually track country-wide data</li> <li>Comparative analysis of RG trends, expenditures and gaming operations</li> </ul>	<ul style="list-style-type: none"> <li>Published every year since 2006, providing valuable compilation of data</li> <li>Lead OLG to create internal data gathering processes</li> <li>Produced a dialogue on key measures for RG</li> </ul>
Issue analysis	<ul style="list-style-type: none"> <li>Regular media analysis reports</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of media and public perception informed how OLG tracks public perception of RG program, and informed communication strategy that focuses on players</li> </ul>
Information sharing	<ul style="list-style-type: none"> <li>Inventory of RG initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Created the most comprehensive record of RG programs</li> <li>Allowed OLG to benchmark program, analyze gaps, and strategically decide where to invest</li> </ul>
	<ul style="list-style-type: none"> <li>Forums on RG Centre best practices</li> </ul>	<ul style="list-style-type: none"> <li>Produced the most detailed report on inter-jurisdictional practices at RG centres.</li> </ul>

## Participation in RG Sector Initiatives

OLG participates in sector events, which allow for information sharing and inform the development and evolution of OLG's RG program. Within the past 12 months, OLG has participated in the following industry initiatives:

### Annual CAMH "Update from the Field" Provincial Forum

Every year, CAMH invites problem gambling treatment providers from across Ontario to attend a 3-day forum intended to update the provincial treatment group on current and new initiatives by provincial stakeholders that support Ontario's problem gambling strategy. Many provincial stakeholders participate in this forum including: OLG, Ministry of Health and Long-Term Care, RGC, OPGH, OPGRC, YMCA and provincial treatment agencies.

This is a very popular and well-received event and one of the few opportunities that treatment providers from across Ontario have the opportunity to hear directly from all key provincial organizations (as noted above). The forum gives treatment providers a chance to stay current on new developments involving provincial stakeholders that support Ontario's problem gambling strategy.

The primary objectives of the forum are to:

- Educate/inform frontline clinicians on areas of RG programs who have the greatest impact on their treatment of problem gamblers
- Gather information and perspective on experience of problem gamblers and to gain feedback and insight on how OLG can adjust/improve the part of our program intended to provide a bridge to treatment.

Specific feedback about OLG's participation at the Forum has been very positive. Treatment providers are interested in what OLG is doing with respect to its RG program. OLG's presentation always generates many questions and "a very lively dialogue that is quite illuminating for all concerned".

**Feedback from Robert Murray** (Senior Manager, Problem Gambling Project, CAMH) —

*"I have been told by participants that it helps them get a better appreciation of the progress being made by the OLG, as well as the challenges you face in preventing and reducing the incidence of problem gambling. This is certainly a case where communication between the OLG and the treatment providers is a very good thing."*

## McGill University Youth Gambling Centre & DE-CODE Research - Lottery Tickets are not for kids awareness campaign

In December 2009, OLG partnered with McGill University Youth Gambling Centre, De-Code Research, the National Council on Problem Gambling in the United States and other Canadian and American jurisdictions to promote awareness with parents and the general public that lottery products are age-restricted and should not be given as holiday gifts to minors.

During the holiday season, when lottery tickets are a popular holiday gifts, messages are displayed on Lottery Customer Display screens at all on-line lottery retail locations and a news release issued reminding the public that lotteries are not for children.

The primary objectives of the program are to:

- To increase awareness with parents and holiday shoppers that lottery products are age-restricted and not to be encouraged as gifts to children
- To reinforce with lottery retailers that it is a serious offence to sell lottery tickets to anyone under the age of 18. Selling lottery products to minors is a provincial offence, punishable by significant fines
- To support Public Relations, CEC, Prize Centre and Sales Specialists respond to questions from the media, public or retailers.

This is a third party's program that has been well-received and accepted by a number of Canadian and US jurisdictions (including: Loto-Quebec, Atlantic Lottery Corporation, Nova Scotia Gaming Corporation, Alberta Gaming and Liquor Commission).

Since the program was launched by McGill in 2004, it has grown exponentially with saturation in markets across North America. A major success for the 2009 campaign year was their partnership with De-Code Research. The campaign received considerable media coverage across Ontario.

Moving forward, McGill plans to develop additional creative to support their news release to be distributed to all interested lottery jurisdictions to use with their logos.

## OPGRC Panels

OPGRC hosts two panels to obtain input from key stakeholders in gaming and RG sectors – Prevention and Policy. As the agency responsible for funding independent research in the area of problem gambling, OPGRC seeks OLG input on its research agenda.

The OPGRC invites leading researchers to share information on various topics, and the panels identify various policy questions or opportunities for enhancing prevention practices. The Policy and Prevention Panels discuss the potential for how some of the issues may be addressed through research.

As a result of discussions at these panels, a number of collaborative research projects with OPGRC have commenced. Examples include several collaborative research projects described in detail in this report:

- Outreach letter
- Educational Video about how Slot Machines work
- Educational Video Prevention Messages & ATM usage

### RGC Annual Discovery Conference

RGC has established its annual Discovery Conference as one of the premier conferences to share new ideas on RG. OLG funding and support of the RGC's Discovery Conferences reinforces our interest in problem gambling prevention and provides a valuable opportunity to engage with and learn from gambling experts from around the world.

Since 2002, OLG has provided approximately \$80,000 to the Discovery Conference; \$40,000 in direct financial support to reduce the cost of attendance for participants (who are mostly from the non-profit sector) as well as logistical support (i.e.: event planning, technical and staging support) with an estimated value of \$40,000.

### RGC's *Within Limits Problem Gambling Prevention Week*

OLG is involved in promoting *Within Limits: Problem Gambling Prevention Week*, a problem gambling education program by RGC. With full support across all lines of business (Lottery, Gaming and Bingo), OLG actively promotes RGC's awareness program across all gaming sites, eBingo centres and lottery retail locations. An instrumental component of the *Within Limits* program involves RGC staff setting up interactive awareness booths across all OLG gaming sites. Because OLG facilitated access to our gaming sites, in 2009, RGC was directly able to reach over 20,000 players.

## Gaps and Opportunities

### OPPORTUNITIES

OLG is always looking for opportunities to collaborate with stakeholders, seek their input, and learn new and innovative ways to evolve and expand RG programming. Following are two new future opportunities.

### CREDIT CANADA

OLG will continue evolve its relationship with Credit Canada, engaging them on key elements of the RG programming and, together, determining new ways to educate people about OLG's Self Exclusion program. OLG's Director of Policy and Credit Canada representatives are currently exploring the possibility of offering Self Exclusion Services at Credit Canada Service offices across the province.

### RGC – RG STANDARDS

OLG is in discussions with RGC to explore a possible application of Responsible Gaming Check– an independent standard accreditation program. RG Check provides an external assessment of performance against visible, open benchmarks. Currently, the RG standards are applicable to land-based operations. RGC is developing a standard for on-line gambling.

## RG Stakeholders

- Customers
- Employees
- Problem Gambling Treatment Agencies across Ontario
- Centre for Addiction and Mental Health
- Responsible Gambling Council
- Bankruptcy Trustees
- Credit Canada
- Ontario Problem Gambling Research Centre
- Ontario Problem Gambling Helpline
- Alcohol and Gaming Commission of Ontario (AGCO)

### Stakeholder Input and Collaboration

Below is an overview of various stakeholder activities and collaboration efforts that demonstrate how OLG works with stakeholders when developing new RG initiatives.

### CUSTOMERS

- OLG sought customer feedback in the development of the *It Pays to Know* communications platform. To identify the strongest concept that resonated most with players, OLG worked with an independent research firm to conduct a series of qualitative focus groups. Research participants overwhelmingly agreed that the concept *It Pays to Know* best communicated RG messages in a clear, easily understandable and visually appealing way.
- Based on these research findings, in January 2010, OLG adopted *It Pays to Know* as a new umbrella communication concept.

## **EMPLOYEES**

In 2009, OLG established RG Site teams across all gaming sites. Comprised of 5 to 10 employees at every OLG gaming site, the teams meet bimonthly to discuss RG issues and share tips and feedback for how to best promote RG at the site, and provide an opportunity for site-level feedback to assist in driving the evolution of OLG's RG program. For example, site teams provide feedback as to what myths they hear most from gaming customers. The RG Team will use this information to inform future communication efforts.

## **PROBLEM GAMBLING TREATMENT AGENCIES**

After extensive collaboration, OLG established MOUs with problem gambling treatment providers across the province to provide SE enrolment and reinstatement at their locations. With these MOUs in place, OLG will soon be able to provide those who wish to self exclude the option to enroll at select treatment offices across Ontario. Treatment providers will provide a private room where the SE Registration process can take place, and will be present in the room throughout the registration process to provide support and information about problem gambling treatment options, if requested.

## **CENTRE FOR ADDICTION AND MENTAL HEALTH (CAMH)**

OLG has been actively engaging CAMH since 2005 to design, develop and facilitate our RG training program for gaming and lottery employees. CAMH's insight and expertise has been critical in helping to embed a culture of RG across gaming sites.

- In exploring RG player supports for a future Internet gambling website, OLG sought input from the Problem Gambling Institute at CAMH.

## **RGC**

- Significant engagement and consultation with RGC has helped to inform OLG as it evolved its SE practices. Examples include:
  - Participation at RGC's SE Forum in October 2007 and the report produced from this forum
  - A review of various Canadian jurisdictions entitled, "From Enforcement to Assistance: Evolving Best Practices in SE"
- As well, OLG is also in discussions with RGC to adopt their Responsible Gaming Index – an accreditation process that would provide an external party's assessment of OLG's RG practices and policies across gaming sites.

## **BANKRUPTCY TRUSTEES**

OLG works with bankruptcy trustees to clarify the purpose of SE, and to promote the program for a vulnerable population.

In 2009, OLG traveled to 4 locations across Ontario to provide information about how SE works, and to engage in dialogue with individual bankruptcy trustees. Working with the Deputy Registrar of Bankruptcy and the Centre for Addiction and Mental Health, these sessions led to a change in requirements for people who file for bankruptcy and cite gambling as a key contributing factor to their insolvent situation: these people must now register for SE as a mandatory action to demonstrate that they are taking credible steps to address their behaviour.

## **CREDIT CANADA**

Similar to outreach with bankruptcy trustees, in 2010, OLG began engaging Credit Canada, a non-profit agency mandated to help individuals handle debt issues. OLG meets with Credit Canada representatives to clarify the purpose of SE, and to promote the program.

## **OPGRC**

- Collaborated with OPGRC on the research and development of an outreach letter to loyalty card customers
- Collaborated with OPGRC on the research and development of an educational video, "The Slot Machine: What Every Player Needs to Know"
- Ongoing Collaboration through OPRGC Policy and Prevention Panels
- Developing a new video to motivate people entering SE to seek treatment.

## **STAKEHOLDER ROUNDTABLE ON INTERNET GAMING (RGC, OPGRC, CAMH)**

Formal 3-stage consultation on policies and RG platform elements to support players of emerging OLG internet gaming site.

## **ONTARIO PROBLEM GAMBLING HELPLINE**

OLG has collaborated with the helpline to establish ongoing updates to OLG's treatment referral brochure.

## **AGCO**

OLG meets regularly with its regulator the AGCO to discuss a range of topics including RG. Most recently, OLG has supported the AGCO's examination of SE, providing information through document submissions and formal briefings to the Registrars office and to Board members.

## **GAM-RES**

Consulted with independent researcher Richard Wood during the development of Lottery's Risk Assessment Guidelines. As a result, OLG adopted Dr. Wood's testing tool, GAM-GaRD.

## 10 Program Element 10 — Reporting, Measurement and Certification

### OLG Reporting

The Corporate Commitment section of the RG Code of Conduct underscores OLG's ongoing commitment to validating RG initiatives through transparent analysis. As such, OLG routinely discloses information regarding the company's financials, operational highlights and progress in RG, including our investment in RG, our employees, the community and the environment.

OLG has been publicly reporting on its commitments, initiatives and performance in RG on a variety of communications platforms, including the OLG website and annual report. Reporting on RG in OLG's annual report began in 1995-96. Audiences for our public reports include the general public, players, media, RG stakeholders and government. On-line versions of all OLG reports are available on the corporate web site [www.olg.ca](http://www.olg.ca) and on [KnowYourLimit.ca](http://KnowYourLimit.ca). And printed versions are made available at community events and various stakeholder meetings.

### Annual Report

OLG's annual reports highlight such activities and accomplishments as the operation of Responsible Gaming Information Centres, research projects with OPGRC, staff awareness and training, a long-standing gambling prevention initiative, and stakeholder engagement activities. OLG's annual reports are available on [www.olg.ca](http://www.olg.ca). It should be noted, that as a Crown Agency, OLG operates under a MOU with the provincial government. OLG's most recent annual report was delayed due to printing issues and will be available to the public once it has been tabled by government.

### Quarterly Performance Updates

OLG routinely discloses its quarterly financials. These figures are available to the public on [www.olg.ca](http://www.olg.ca).

### Deloitte Report

To ensure the utmost integrity of OLG operations, in June 2008, the corporation commissioned an independent report to analyze lottery data from 13 years of operation in Ontario. The report is available at [www.olg.ca](http://www.olg.ca), and provides insights on how to improve lottery player protection and player experience.

### RG ScoreCard and Measurement Reports

*Measuring Awareness and Outcomes* is a detailed scorecard that reports on 26 measures and 130 indicators across all

areas of OLG's RG program. The indicators are drawn from data collected from a variety of sources including external RG stakeholders, public and employee surveys, and OLG's internal departments.

The report provides a means for OLG to systematically evaluate the success of key elements of the RG program. These indicators provide a baseline for continued improvement in areas such as research, employee training and player education. As discussed throughout this document, OLG will work to establish program targets to relevant program elements.

The report is segmented into six sections:

#### **AWARENESS OF GAMBLING FACTS**

Details the various ways OLG works to promote key gambling concepts, track progress and estimate player awareness.

#### **AWARENESS OF SAFE GAMBLING HABITS**

Gauges player awareness of healthy gambling behaviours through an annual tracking study and on-site intercept research.

#### **UNDERSTANDING GAMBLING FACTS — KNOWLEDGE AND BEHAVIOUR OUTCOMES**

Measures how "awareness" contributes to overall knowledge of healthy play habits, and how this knowledge can influence or reinforce healthy gambling attitudes and behaviours.

#### **AWARENESS OF SUPPORT SERVICES**

Tracks player awareness through RG web site visitation stats, RGRC data, and our RG annual survey. This helps us identify gaps and informs the future direction of our communications.

#### **SUPPORTING PEOPLE WITH CONCERNS**

Tracks how we support people through a range of OLG and third-party data.

#### **PUBLIC OPINION OF OLG'S RG PROGRAM**

Formally tracks public perception of OLG's RG program through a monthly survey, Vital Signs. While these opinions can be impacted by a variety of factors, generally, if OLG's RG program is successful, it will ultimately be reflected in public attitudes and opinions.



For the first time in September 2010, the report is available for the public and players in the About OLG section of KnowYourLimit.ca and OLG will distribute hard copies to stakeholders and other interested parties, as appropriate. Printed versions of the report will be made available at industry events including the Canadian Gaming Summit, RGC's annual discovery conference and CAMH's annual treatment forum.

A shorter version – OLG's RG Scorecard – will also be made available on KnowYourLimit.ca.

### Annual RG Progress Report

OLG developed its first RG annual progress report that provides an overview of the programs and initiatives undertaken over the course of the past fiscal year. The report documents OLG's progress on delivering key RG initiatives in 2009/2010.

The report is set to be posted on OLG's RG Web site, KnowYourLimit.ca. Printed versions of the report will be made available at industry events including the Canadian Gaming Summit, RGC's annual discovery conference and CAMH's annual treatment forum.

### RG Program and Policy Report

In 2010, OLG produced its first RG Program and Policy Report. The report, available to the public and interested stakeholders on KnowYourLimit.ca, provides a comprehensive overview of RG program elements. The report is available in the About OLG section of KnowYourLimit.ca. Printed versions of the report will be made available at industry events including the Canadian Gaming Summit, RGC's annual discovery conference and CAMH's annual treatment forum.

### Community Reports

Every year, OLG issues a community report *In Your Community* across 22 communities that feature gaming venues. The reports, available on www.olg.ca, details how OLG is an active partner, creating jobs, generating economic activity and contributing to thriving, environment-friendly communities across the province. Each report provides community-specific information about how OLG contributes to the prosperity of area businesses, public infrastructure and residential life. Printed versions of the reports are made available at all OLG sponsorship and community relations events.

## OLG's Corporate Social Responsibility (CSR)

All matters of social responsibility are inextricably linked to OLG's governance and operating realities. OLG's status as a crown corporation sets the context, because OLG's mandate is:

- set by the Province
- carried out within highly regulated environment
- weaves profit pursuit with many public interests, some of which evolve/shift over time
- delivered within a context where:
- stakeholders have close proximity to our operations and our shareholder
- players, stakeholders, media, and the public have many channels of recourse through which they pursue concerns

Strong internal programs, organizational capacity and competencies will allow OLG to proactively manage CSR as an integral part of business planning and delivery. Many of these organizational elements are in place, or are advancing significantly. Now, OLG is in the process of implementing a Framework that will provide structures/processes to gather CSR data from across the organization. The CSR Framework will:

- Formalize and structure OLG's ability to analyze and report on the many actions and corporate strengths that have been developed to manage key areas of social responsibility
- Enhance transparency and OLG's ability to proactively manage interests and concerns that regularly arise from public/media/government/stakeholders.

### CSR Reporting Themes

The following four categories capture key dimensions of CSR at OLG that are useful for internal and external "story-telling":

#### PLAYER PROTECTION

- Age controls
- Accessibility for Ontarians Disabilities Act (AODA)
- Secure gaming environments

#### RESPONSIBLE GAMBLING

#### COMMUNITY BUILDING

- Dividend to the province
- Economic development (job creation, business stimulus and economic spin-off) for local economies
- Support of key sectors: horse racing, charitable sector through Trillium Foundation and eBingo
- Sponsorship programs
- Payments to Municipalities in host communities

## BET ON GREEN

OLG will begin implementing this framework in 2011.

## Gaps and Opportunities

### OPPORTUNITIES

OLG's new CSR Framework and strong internal programs, organizational capacity and competencies allow OLG to proactively manage CSR concerns as an integral part of business planning and delivery.

### Second Party Assessment

Seeking the review and recommendations of outside experts, or 2nd party assessors, is a critical aspect of OLG's RG department in the development of new projects. This process encourages a higher level awareness of risks in product development stages, and in reviewing the process of implementation and relevant support structures.

### Poker Lotto Assessment

Poker Lotto combines both an instant win and a nightly draw component. With the launch of this original and innovative lottery game, OLG wanted to ensure that all of the supports it provided staff and retailers did not overlook any potential risks associated with RG.

OLG engaged RGC to perform an overall best practices review. The assessment examined the steps OLG has taken to support Poker Lotto's launch from a RG perspective.

The RGC were to inform OLG about any potential best practices undertaken by other jurisdictions that may better support Poker Lotto, and also provide any ideas for a discussion around evolution and on-going improvements to support players, retailers, and OLG staff.

In order to facilitate the RGC review, OLG provided them with the training manuals used in advance of the Poker Lotto launch, our GAM-GaRD Assessment, and all of the communications support. They were asked to review the listed supports as well as the operational experience at retailers, and report on any other marketing or RG support responses that could be adopted by OLG.

### SE 2nd Party Assessment

In 2007, the RGC initiated a thorough review of best practices for SE. They identified the emerging state of best practices from across Canada, but acknowledged that the findings had to be interpreted within the context of each jurisdiction's own specific circumstances.

RGC spoke to a number of different focus groups and policy makers to determine the way in which the process of SE could be improved. RGC's conclusions reflected the broader perspective that improvements would move SE beyond the domain of enforcement to individual assistance, focusing more on providing support to the self excluded patrons. The report also featured a cross-Canada comparative analysis, outlining the ways in which each province executed their individual SE programs.

Subsequent to the release of the RGC Report, OLG acted on many of the highlighted recommendations. By creating an internal implementation chart, OLG began tracking the updates made to the SE program. 22 RGC recommendations were broken down into 29 different projects. As of May 2010, 22 of 29 have been completed, and an additional 5 are in progress.

Some of the changes that were to take effect involved enhancements to OLG's RGRCs, which are operated by the RGC and participate in certain aspects of the SE process. As a result, OLG approached RGC's Centre for the Advancement of Best Practices to evaluate the outcome of these enhancements at five locations: Woodbine Racetrack, Niagara Fallsview Casino, Casino Rama, Casino Windsor and Point Edward.

The evaluation will take place over a two year period, with the final report due in June of 2011. The study will use a quasi-experimental, longitudinal design, following a number of patrons over a six month period, evaluating their steps as they work through the SE process. OLG anticipates an instructive report to be produced in the near future.

In conjunction with the RGC report, OLG also asked KPMG to assess SE policies and procedures in the province of Ontario. By examining the strengths, weaknesses, and possible areas of improvement, KPMG provided an additional layer of oversight to OLG's direction in SE. The 2008 KPMG review was based on practices in other jurisdictions and evidence supporting the effectiveness of certain elements of SE programs.

Through meeting with OLG personnel, reviewing and analyzing OLG's SE policies, procedures and processes, gathering information from other gaming jurisdictions, and locating potential gaps in SE policy, KPMG drafted a comprehensive report. In the final draft, a total of 23 observations were made along with considerations that should be taken into account by OLG.

In response, OLG organized the 23 observations into 44 different initiatives and projects, in order to track progress over time, as changes are implemented. As of September 2010, a total of 29 projects have been completed and an additional 8 are in progress.

## RG Check

OLG is in the process of engaging the RGC to explore the possible adoption of their RG Check Accreditation program. The program – an independent standard for responsible gambling initiatives, will be used as part of an accreditation process for Canadian gaming venues, providing an external assessment of performance against visible, open benchmarks.

### DETAILS

The RG Check Accreditation program is venue-based, comprised of **eight standards** by which a venue will be assessed, each with corresponding criteria that provide detailed expectations. In order to receive accreditation, the venue must:

- Have **RG** policies in place that address problem gambling and are corporately supported and implemented
- Have a well-managed and communicated **SE program** in place that facilitates access to counselling and other supports.
- Commission responsible **advertising and promotion** that does not mislead or misrepresent products or target potentially vulnerable patrons
- Facilitate **informed decision making** by provides substantial and readily available information to enable patrons to make informed decisions
- Provide assistance to patrons who may have problems with gambling
- Provide **access to money** and money services responsibly, and in a manner that does not encourage excessive spending
- Create **venue and game design features** that promotes awareness of the passage of time, breaks in play, and the responsible use of alcohol
- Provide **employee training** so that staff understand the importance of RG and are knowledgeable about their role and the corporation's expectations of their actions.

Detailed criteria for each standard are outlined in RGC's Responsible Gaming Index and Accreditation Overview documents. OLG expects to implement this standard across all land-based gaming sites in 2012.

## Gaps and Opportunities

### OPPORTUNITIES

OLG's engagement with RGC and adoption of standards marks a significant step and presents tremendous opportunity for OLG, and all Canadian gaming operators. The move toward third-party standardization will lend a layer of credibility (in addition to the organization's self-regulation) supplied by an independent agency, benchmarked by international best-practices, research and social responsibility parameters.

Importantly, the move toward standardization can benefit players and serve broader questions of public interest – and it can support operators. Over time, robust, practical standards can ultimately clarify which approaches are true "best practices".

