



RESPONSIBLE GAMING PROBLEM GAMBLING CONSULTATION

Final Report

October 30, 2001

Prepared by: Neasa Martin
Neasa Martin & Associates

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Mandate

The OLGC through this consulting project sought to:

- Research responsible gaming and problem gambling programs & policies within the Canadian Industry, selected American and international gaming and associated industries based on OLGC identified informants.
- Identify existing policies and programs in related industries where social responsibility is critical.
- Develop policy guidelines, which reflect the OLGC commitment to responsible gaming, through a comparative analysis of existing policies and programs.
- Identify options for developing Responsible Gaming program elements and initiatives, which will provide leadership and direction to OLGC staff.

Based on consultation with OLGC staff, the scope and depth of the research was expanded to capture detailed program elements, staff training & self-exclusion trends of importance to the OLGC.¹

¹ To achieve a comparative review the number of key informants was expanded by approximately 200% with the approval of OLGC management. An ancillary benefit of the expanded research was the creation of a comprehensive contact database for gaming and related industries.

Themes & Emerging Trends

The Canadian Gaming and Alcohol & Brewing Industries show remarkable similarities as government-regulated industries with restrictions regarding "sale of products with the potential to cause individual and community harm if not used responsibly". The complexity of the situation is compounded as Provincial governments benefit from the revenues raised from product sale.

The Alcohol & Brewing Industry has a long and successful history of managing their products in a socially responsible manner with a high degree of public confidence. Their experience and success in this area provides a useful reference point for the OLGC as it evolves.

Through this research emerging Industry trends and "best practice" elements were identified in both the Gaming and Alcohol & Brewing industries. Significant congruence exists and is therefore the results are reported together. The following areas were explored in detail: corporate policy development, program strategies and elements, self-exclusion programs, staff training, partnerships and communications: The broadest trends are reported within the body of the report. (Appendix)

Corporate Policy:

In North America, gaming corporate policy trends indicate that clearly defined commitment, values and principles of social responsibility are a cornerstone of a successful business and serve as a blueprint for action. These enlightened corporations willingly accept responsibility for the potential harm of their product line and voluntarily agree to implement programs and policies which minimize risk. In the most mature environments, all corporate and operational decisions are reviewed to ensure the effective integration of "agreed" principles, which include product development, marketing and advertisement as well as, operating policies. Corporate policy is informed by community input and based on expert knowledge acquired through consultation with research, treatment, prevention and public awareness experts

CEO commitment and visible sponsorship, is crucial for creating a corporate wide response. Increasingly, this commitment is demonstrated through the creation of a Senior Director of Responsible Gaming who reports directly to the CEO or President. This position is supported with sufficient financial and human resources to develop programs, which consolidate responsibility, accountability and authority. All staff share in the responsibility for implementing change and are empowered by training and corporate policy. Through a responsible gaming framework, the corporation sets clear standards, defines goals and objectives and encourages innovation at the regional level where programs are shaped to reflect local needs and opportunities.

Program Strategies & Elements:

In all Canadian jurisdictions, with the exception of Ontario, programs are developed in close consultation with health, research and awareness experts to ensure the Industry understands emerging priorities and establishes programs with proven efficacy. The emerging trend in programs, informs customers and staff of "responsible play and risk factors" related to gaming. This approach reinforces the personal and shared responsibility of problem gambling and links people-to-help. Ongoing Responsible Gaming program evaluation is essential.

Self-Exclusion Programs:

Significant differences exist between the Canadian & American gaming industry in this area. The USA focuses on self-restriction not self-exclusion. It was reported to the Consultant that there is no documented scientific evidence to support a self-exclusion program or to justify the costs associated with its delivery². While many operators see self-exclusion as a component of a responsible gaming strategy, the Industry trend is to shift from enforcement, which all jurisdictions acknowledge is unachievable, to linking customers to help.

² Source - Rob Simpson, Executive Director of the Ontario Problem Gambling Research Centre

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Customer participation in a problem gambling education program is increasingly a requirement for re-instating gaming privileges. In Canada almost every gaming jurisdiction has been threatened with litigation but with no successful outcome.

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Staff Training:

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Currently, OLGC corporate staff training standards related to Responsible Gaming do not exist. Responsibility, by default, has been left to the individual gaming organizations. As a consequence, staff training is inconsistent across the Corporation.

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One of the significant challenges that OLGC faces in its efforts to introduce staff training programmes in responsible gaming is that there is no agreement on who should be trained, to what standards, how training should be delivered and by whom. In spite of this lack of agreement, there is a clear interest on the part of commercial casino staff to develop a comprehensive framework with clearly defined expectations and success criteria as soon as possible.

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Partnerships & Communications:

The importance of consultation with community partners was repeatedly stated as necessary for a responsible gaming strategy³. Health and community groups who enjoy public credibility and integrity deliver public education and prevention initiatives. The gaming industry has traditionally played a supportive rather than a directive role in public education and awareness. In industries where social responsibility is critical, corporations carefully select community partners that will advance their priorities and are based on the group's recognized expertise; public credibility, organizational capacity and their specific reach within target groups.

These corporations develop mechanisms to help them understand emerging research trends, identify key issues, monitor government, courts, and public opinion to insure they remain proactive in managing issues. Communication of corporate priorities and intent is deemed essential for building strong relationships. A frequently issued caution was to not see social responsibility as a marketing or public affairs activity. Communication must follow demonstrated commitment to insure that the public does not interpret it as cynical and self-serving.

Those informants consulted felt that the OLGC is doing the right thing in undertaking this research and was asking the right questions. Consulting with other jurisdictions was seen as an important "first" step in becoming more open to new ideas and there were numerous requests for copies of the research findings. The Ontario experts in problem gambling are eager to share their experience and recommendations with the OLGC.

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³ Except for OLGC, all organizations interviewed concurred with this position.

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OLGC – Consultant's Observations

OLGC has undergone a corporate merger that focused staff attention on consolidating the operations of two previously independent and culturally different organizations. OLGC has enjoyed a period of unprecedented growth and profitability in the gaming sector.

Although there is a stated commitment to operate within a responsible gaming framework the lack of a policy, strategic vision, stated values, priorities and objectives leaves staff without a blue print for action. Industry peers acknowledge that while OLGC makes the largest financial contribution to addressing problem gaming it has not realized the benefits of this investment within its own corporate structure or within the Industry. The informants noted that there is an incongruence of OLGC's marketing and advertising programmes with its stated corporate values and commitment. This has left many with the view that that responsible gaming is a stated but not lived corporate value.

The OLGC takes great pride in reporting how its profitability has contributed to the development of a comprehensive treatment, health promotion and research system for problem gambling. Because OLGC has focused on external efforts to address problem gambling the appropriate emphasis or priority may not have been placed on addressing its internal corporate responsibilities.

The well-funded system of research, treatment and health promotion within Ontario is now reaching a state of maturity and a 'world class' body of expert knowledge is available to develop a unique 'made in Ontario' approach to responsible gaming. Built into this emerging system, funded by the Ministry of Health, are staff and fiscal resources for public education and awareness activities which addresses the negative impact of problem gambling on individuals, families and communities.

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Jurisdictions where the public feels its interests are not

being safeguarded have advocated for greater restriction and reductions in gaming activities⁴.

OLGC can become a corporate leader in responsible gaming with the sponsorship by the executive and the commitment of necessary resources. A comparative review of Canadian & selected American jurisdictions shows the OLGC has introduced many of the common program elements recognized as essential but has done so in the absence of an organizing framework, without a strategic plan and in relative isolation from recognized experts.

Responsible gaming is divided between four OLGC staff who estimate that less than 20% of a full time staff member's time is dedicated to this program area. There is no clear designation of responsibility or authority and, as a consequence, there is a weakening of program accountability. OLGC programs appear to be developed based on what others in the Industry are doing. Policy is created in response to situational crisis. In the absence of an agreed upon framework every corporate decision becomes a potential battleground for competing interpretations of what responsible gaming means.

In many ways commercial casinos operators feel OLGC is moving backwards on this important front. The lack of a corporate policy framework on responsible gaming, clear direction or expectation has left them stalled on initiatives that were previously underway, e.g., staff training and establishing community partnership to deliver public awareness activities. OLGC corporate staff involved in providing the Consultant with direction on this research, has repeatedly emphasized the importance of creating a province wide approach with standardized program elements. Operators also agree that this is needed and are frustrated by a lack of forward movement on the part of OLGC. They feel efforts in addressing problem gambling are piece meal and not substantive in nature. Commercial operators would like to see OLGC develop an organizational framework that defines priorities, sets direction and clarifies corporate expectation of them. With a clearly defined framework and the provision of resources, the Operators

⁴ Australia and some European countries have a strong advocacy perspective. Plebiscites in eastern Canada and in Toronto also

would be well positioned to develop programs which will achieve stated goals. meet
Corporate expectations while at the same time reflect the realities and opportunities
available in local communities.

demonstrate the power of public opinion to restrict gaming activities.

Industry Trends for Best Practices:

There is a high degree of congruence as to what 'best practice' looks like amongst related industries where social responsibility is critical and those involved in gaming and related industries. The following table represents the Consultants opinion of where OLGC currently stands and serves as a guide for future action.

Elements of Best Practice	Related Industries	Gaming Sector	OLGC Current Status
	√	√	
	√	√	
	√	√	
Section 13	√	√	Section 13
	√	√	
	√	√	
	√	√	
	√	√	
	√	√	
	√	√	
	√	√	

*See field study notes Appendix Comparative Analysis-Detailed Findings.

¹ For example, ATMs on gaming floor, marketing to senior's groups, selling lottery tickets to minors, etc

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Ontario Lottery and
Gaming Corporation



Société des loteries et
des jeux de l'Ontario

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Appendices

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Appendix A

Sincere thanks are extended to the following individuals for sharing their time, wisdom and resources to inform this research project and to Betty Palantzas for her project leadership skills.

KEY INFORMANT LIST

ONTARIO LOTTERY & GAMING CORPORATION

Betty Palantzas, Manager, Government Communications- Project Lead
Anne Rappe, Sr. Manager, Communications
Jim Cronin Director of Communications
Susan Ramondt, Director, Strategic Planning

ONTARIO LOTTERY & GAMING CORPORATION- CASINO STAFF

Jim Mundy, Public Affairs, Casino Windsor
Keith Andrews, Public Affairs, Casino Windsor
Sherry Lawson, Director Corporate Affairs, Casino Rama
Tanya Hvlitsky, Director Corporate Communications, Casino Niagara

RELATED INDUSTRIES- CANADA

Elizabeth Kruzel, Co-ordinator, Social Responsibility, LCBO
Eric Hemphill, Director of Corporate Affairs, Molson's Brewery
Howard Collins, Vice President, Corporate Affairs, Ontario Brewers Association
Kim Dingwall, Corporate Affairs, Labatt's Brewery
Lyla Cerone, Brewers of Ontario
Michelle Lane, Responsible Use Program, Labatt's Brewery
T-Jay Upper, Director of Communications, The Beer Store

CANADIAN JURISDICTIONS

Alison Shultz, Manager Communications, Atlantic Lottery Corporation
Andrew Oaks, Coordinator Problem Gambling Program, Ontario Substance Abuse Bureau, Ministry of Mental Health and Long Term Care
Chryssoula Filippakopoulos, Problem Gambling, Saskatchewan Health Department
Daniel Dubeau, Director, Department of Problem Gambling Research & Prevention
Donna Klingspohn, Manager of Clinical Services, Ministry of Health Services B.C.
Gail White, Manager, Corporate Relations, British Columbia Lottery Corporation
Gerry Kolesar, Supervisor Problem Gambling Program, Addiction Foundation of Manitoba
Jean-Pierre Roy, Directeur De L'Information, Lotto Quebec
Joel Baltzer, Manager Policy & Research, Nova Scotia Alcohol & Gaming Authority
John LaRocque, Coordinator of Problem Gambling, Nova Scotia Department of Health
John Matheson, Sr. Manager, Corporate Affairs, Western Lottery Corporation
Jon Kelly, CEO Responsible Gambling Council of Ontario

Julia Watt, Communications Manager, Nova Scotia Gaming Corporation 902 424-3420

Kim MacDonald, Manager VLT, Nova Scotia Gaming Corporation

Leanne Fischer, Program Consultant, Problem Gambling, Saskatchewan Health Department

Liz Stephenson, Manitoba Gaming Commission

Lloyd Melbourne, Vice President, Casino Nova Scotia

Lydia Boni, Manager Corporate Issues, Alcohol & Gaming Commission of Ontario

Muriel Grimble, Exec. Director, Gaming Products & Services, Alberta Gaming & Liquor Commission

Robert Murray, Problem Gambling Program, Centre for Addiction & Mental Health

Rob Simpson, CEO Ontario Problem Gambling Research Centre

Ron Tizzard, Addiction Consultant, Department of Health & Community Services, NFL.

Susan Olynik, Vice President Communications, Manitoba Lotteries Corporation

Susan Vincent, Ontario Problem Help Line

Tammy Mazerolle, Supervisor Responsible Gaming, Atlantic Lottery Corporation

Wayne Melbourne, Vice President Property Operations, Casino Nova Scotia

AMERICAN JURISDICTION

Barbara Terbanc, Coordinator Problem Gambling Awareness Department, Ohio Lottery Commission

Carol O'Hare, Nevada Council for Problem Gambling

Connie Jones, Director of Responsible Gaming, Anchor Inc.

Debbie Munch, Executive Director, Corporate Communications, Park Place Entertainment

Julie Ault, Deputy Director, Ohio Lottery Commission

Lorenzo's Creighton, Vice President, Government & Community Relations, Park Place Entertainment

Mike Ryan, Executive Director- Missouri Riverboat Gaming Operations

Melissa Stephens, Administrator, Problem Gambling Programs, Missouri Gaming Commission

Stephan Fulwider, Training Coordinator, Excalibur Casino, Las Vegas, Nevada

Willie Taylor, Responsible Gaming Coordinator, MACPG- Responsible Gambling Committee

Appendix A

ONTARIO LOTTERY AND GAMING CORPORATION'S
RESPONSIBLE GAMING/ PROBLEM GAMBLING CONTACTS

OLGC Internal Contacts

Name Title/Address	Telephone Number	Email Address
Jim Cronin Director of Communications OLGC	416-224-7033	Jcronin@olg.on.ca
Susan Ramondt Director, Strategic Planning OLGC	416-224-7014	SRamondt@olg.on.ca
Anne Rappe Sr Manager, Communications OLGC	416-224-7034	ARappe@olg.on.ca
Betty Palantzas Manager, Gov't Communications OLGC	416-224-7020	BPalantzas@olg.on.ca
<u>OLGC Commercial Casinos</u>		
Sherry Lawson Director, Corporate Affairs/ Public Relations, Casino Rama	705-329-3325 1 800-832-7329	lawsons@casinorama.com
Jim Mundy (Public Affairs) Casino Windsor (519) 258-7878	519-258-7878	mundy@casinowindsor.com
Keith Andrews Casino Windsor	519-258-7878	Andrews@casinowindsor.com
Tanya Hvlitsky Director Corporate Communications Casino Niagara	903-374-3598 1 888 946-3255	Tanya@casinoniagara.com

Ontario Gaming Regulatory Agency Lydia Boni Manager Corporate Issues Alcohol & Gaming Commission	416 326-8710	www.32co.on.ca
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Ontario Ministry of Health and Long Term Care Andrew Oakes Coordinator, Problem Gambling Program, Ontario Substance Abuse Bureau, MOHLTC	416-314-2626	Andrew.oakes@moh.gov.on.ca
Jon Kelly Responsible Gambling Council (formerly Canadian Foundation on Compulsive Gambling) 505 Consumers Road, Suite 801 Toronto, ON M2J 4V8	416-499-9800 - 224	jonk@raco.org www.responsiblegambling.ca
Robert Murray Centre for Addiction and Mental Health	519-743-1939	Robert.Murray@CAMH.net
Rob Simpson Ontario Problem Gambling Research Centre 150 Research Lane Suite 104 Guelph, ON N1G 4T2	519-763-8049	Rob@gamblingresearch.org
Susan Vincent - no response Ontario Problem Gambling Helpline 231 Hyman Street London, ON N6A 1N6	519-439-0174	svincent@dart.on.ca

OTHER PROVINCES – Gaming/ Government/ Regulatory contacts

Name Title/Address	Telephone Number	Email Address
<u>BRITISH COLUMBIA</u> Gail White Manager, Corporate Relations British Columbia Lottery Corporation 70 Hillside Avenue Victoria, BC V8T 1Z6 Donna Klingspohn Manager of Clinical Services Addiction Services Ministry of Health Services Ph: (250) 953 - 3078	 250-383-4433 fax: 250-361-4053 250- 953-3078 Fax: (250) 953 - 3044	 Gwhite@bclic.com Donna.Klingspohn@gems9.gov.bc.ca www.gov.bc.ca/pubs/gamblingaddict
<u>Western Canada Lottery Corporation</u> John Matheson Senior Manager, Corporate Affairs 10 th Floor, 125 Garry Street Winnipeg, Manitoba R3C 4J1	 <u>204-946-1326</u> <u>fax: 204-946-1442</u>	 Mathesonj@wclc.com
<u>ALBERTA</u> Muriel Grimble Exec. Director Gaming Products & Lottery Services, Alberta Gaming & Lic. Commission Wayne Spychka- Problem Gambling Program Alberta Alcohol & Drug Abuse Commission	 780 447-8783 1 780-422-2314 780 447-8929	 Muriel.grimble@aglc.gov.ab.ca wayne.spychka@aadac.gov.ab.ca www.gov.ab.ca/aadac/addictions
<u>SASKATCHEWAN</u> Bob Markosky- on leave Manager Problem Gambling Saskatchewan Health Leanne Fischer Interim Manager Problem Gambling Saskatchewan Health Bill Davies, Director Executive Service- Saskatchewan Gaming Corporation 3rd Floor, 1880 Saskatchewan Drive Regina, SK S4P 0B2	 306 787-4626 306 787-4094 (306) 787-1592 cell# 306 539-4834	 Responsible for prevention, public education and treatment. lfischer@health.gov.sk.ca bill.davies@casinoregina.com www.gov.sk.ca/departments/overvie www.gov.sk.ca/departments/overvie

<p>Mr. Wayne Salloun - VP Operations at the Saskatchewan Indian Gaming Authority.</p> <p>Saskatchewan Liquor and Gaming Authority (SLGA)</p> <p>Casino Regina</p>	<p>306-477-7777</p> <p>Corporate Affairs (306) 787-7839</p>	<p>siga@siga.sk.ca</p> <p><u>email sent requesting contact</u></p> <p>www.casinoregina.com</p>
<p><u>MANITOBA</u></p> <p>Susan Olynik Vice President, Communications .. Manitoba Lotteries Corporation</p> <p>Gerry Kolesar, Problem Gambling Program Addictions Foundation of Manitoba</p> <p>Liz Stephenson- Manitoba Gaming Control Commission (Provides regulatory framework.)</p>	<p>204-957-2500</p> <p>1 204 944-6205</p> <p>214 954-9400</p>	<p>olyniks@mlc.mb.ca</p> <p>www.mbnet.mb.ca/cum/health/afm</p> <p>gkolesar@afm.mb.ca</p> <p>estephenson@mgcc.mb.ca</p>
<p><u>QUEBEC</u></p> <p>Jean-Pierre Roy- Directeur De L'Information Loto Quebec</p> <p>Daniel Dubeau Director Problem Gambling Program Loto Quebec</p>	<p>514-199-5169 fax 514-873-3721</p> <p>514 499-5048</p>	<p>Jean-pierre.roy@loto-quebec.com</p> <p>Daniel.dubeau@lotoquebec.com</p>
<p><u>NEW BRUNSWICK</u></p> <p>Brian Steeves- New Brunswick Lotteries Commission</p> <p>Robert Jones New Brunswick Ministry of Health</p>	<p>506 453-2623 fax 506 444-5773</p> <p>506 453-2283</p>	<p><u>Info sent by fax</u></p>
<p>ATLANTIC LOTTERY CORPORATION</p> <p>Alison Stultz- Acting Manager, Communications 992 Main Street Moncton, N.B. E1C 8W6</p> <p>Tammy Mazerolle Supervisor Responsible Gaming Atlantic Lottery- Atlantic Lottery Corporation (Ticket & VLT)</p>	<p>1800-561-3942 506-867-5439 fax 506 867-5439</p> <p>1800-561-3942 506 867-5030</p>	<p>astu@alc.ca</p> <p>tmaz@alc.ca</p>

<p><u>NOVA SCOTIA</u></p> <p>Julia Watt, - complete Nova Scotia Gaming Corporation (Crown Corp. "conduct & manage gaming business")</p> <p>John La Rocque, - complete Coordinator, Problem Gambling Nova Scotia Department of Health</p> <p>Donna Boutilier - not contacted Nova Scotia Gaming Foundation " Research Education and treatment problem gambling.</p> <p>Wayne Melbourne, Vice President Property Operations, Casino Nova Scotia-contacted Metropolitan Entertainment Group- Park Place Entertainment Ltd. & East Port Properties- (Contracted to deliver Casino operation)</p> <p>Joel Baltzer, - complete Manager Policy & Research " Nova Scotia Alcohol & Gaming Authority (Regulatory Agency- Crown Corp)</p> <p>Marilyn Pincock, P/G Resource Materials</p>	<p>902 424-3420</p> <p>902 424-4368</p> <p>902 424-0963</p> <p>902 425-7777</p> <p>902 424-6160</p> <p>1 902 424-4096</p> <p>902-453-5686</p>	<p>jwatt@gamingcorp.ns.ca</p> <p>lrocque@gov.ns.ca</p> <p>boutilier@gov.ns.ca</p> <p>melbourl@casinonovascotia.com</p> <p>www.casinonovascotia.com/gaming/responsible</p> <p>baltzer@gov.ns.ca</p>
<p><u>PRINCE EDWARD ISLAND</u></p> <p>Maureen McIver-contacted PEI Department of Health</p>	<p>902 368-5791</p>	
<p><u>NEWFOUNDLAND</u></p> <p>Lynn Barter, Department of Finance Newfoundland</p> <p>Ron Tizzard-complete Addictions Consultant Department of Health and Community Services Confederation Building, West Block P.O. Box 8700 St. John's, Nfld. A1B 4J6</p>	<p>709 729-0329</p> <p>709 729-0719</p>	<p>tizzard@mail.gov.nf.ca</p>

American Jurisdictions:

Name Title/Address	Telephone Number	Email Address
Julie Ault- new role- complete Deputy Director Ohio Lottery Commission 615 West Superior Ave Cleveland, Ohio 44113-1879 Barbara Terbanc- completed Ohio Lottery Commission Problem Gambling Awareness Department Recent industry wide survey completed copy to be forwarded- received	330- 797-2627 1 800 539-6468 1 216 787-4647	www.ohiolottery.com/problem Barbara.terbanc@olc.state.oh.us
Melissa Stephens - completed Problem Gambling Programs Administrator Missouri Gaming Commission PO Box 1847 Jefferson City, MO 65102	573-522-1373 fax 573-526-4084	mstephensen@mail.state.mo.us
Joan Jacka, contacted Nevada Gaming Control Board Carol O'Hare -completed Nevada Council Problem Gambling Partners with Harrah's	702-486-4000 1 702 369-9740	www.gaming.nv.us nevccouncil@aol.com
Daniel Heneghan- completed Director of Communications New Jersey Casino Control Commission Tennessee Ave. and Boardwalk Atlantic City, N.J. 08401	(609)41-3799 voice (609)41-3799 fax	http://www.state.nj.us/casinos/

Gaming Companies- American Jurisdiction

Name Title/Address	Telephone Number	Email Address
George Togliatti, contacted Vice President Corporate Communications Harrish, Los Vegas	1 702 407-6519	gtogliatti@harrish.com
Debbie Munch - complete Executive Director, Corporate Communications Park Place Entertainment	702-699-5008 fax 702-699-5233	MunchD@parkplace.com
Lorenzo's Creighton, contacted Vice President, Government & Community Relations, Park Place Entertainment	702-699-5247	lcreightonl@parkplace.com
Stephan Fulwider, complete Staff Training, Excalibur Casino, Los Vegas		
Judy Patterson- declined interview American Gaming Association (Gaming Industry Association)	1 202 657-6500	jtp53@aol.com www.americangaming.org/responsible
Connie Jones, complete Director Responsible Gaming, Anchor Gaming Inc.	406 585-6720	Connie.jones@anchorgaming.com

SOCIAL RESPONSIBILITY- Related Industries- Ontario contact

Name Title/Address	Telephone Number	Email Address
Lyla Cerone- declined interview Ontario Brewers Association Ottawa	905 709-1811	
T.Jay Upper, completed Director of Communications Ontario Beer Stores	905 361-4203	T-Jay.upper@thebeerstore.ca
Elizabeth Kruzel- complete Cordinator, Social Responsibility LCBO, Corporate Policy Division 4 th Floor, 55 Lake Shore Blvd E	416-864-6820	Elizabeth.kruzel@lcbo.com
Eric Hemphill- brief interview resource materials provided Direct Corporate Affairs Molson's Brewery	416-226-1786 fax 416 512-3810	Erik.hemphill@molson.com
Michelle Lane- interview scheduled Responsible Use Program Labatt's Brewery	416 240-3724 fax 416 240-3156	Michelle.lane@labatt.com
Howard Collins- complete Vice President Corporate Affairs Canadian Brewers Association	613-232-9601	hcollins@brewers.ca

FINDINGS

Related Industries Where Social Responsibility Is Critical

Similar Industries With Similar Issues: Canadian Alcohol & Brewing Industry is primarily government-regulated industry with specific restrictions regarding sale. Their product has the potential to cause individual and community harm if not used responsibly. Governments benefit from the revenues raised from product sale.

THEMES & RECOMMENDATIONS

Social Responsibility must be a cornerstone of your business.

- ❖ Shared responsibility of all staff. Needs to be viewed by all as "good for business". Reflected and integrated into the organization policies and operations

Take responsibility for potential harm.

- ❖ "Regulate or be regulated". Public attitude will turn against industries, which are not seen as socially responsible and will demand greater regulation. You will lose control of your agenda.
- ❖ Recognize the risk management issue. The courts will define responsibility in ways not thought possible.

Meet your regulatory responsibilities

- ❖ Sales to or for minors, sale to intoxicated individuals. Staff must be trained to implement. The industry must monitor and enforce

Understand the issues

- ❖ Research is vital- test market programs, evaluate and refine what you do.
- ❖ Identify key issues and develop strategic response i.e. drinking & driving- underage/ binge drinking. Monitor courts, government policy, and public opinion. Layer and build on previous messages for greatest impact.

Exceed expectations

- ❖ "Raise the bar"- Become a leader in your field. Bold & visible.

Think Globally- Act Locally

- ❖ Provide a central framework, policies, priorities and direction.
- ❖ Encourage innovation regarding program application locally.

Commit Resources

- ❖ Success requires human & fiscal resources- program is not an add on.

"You Can't Do it Alone"

- ❖ Seek partners with expertise, credibility, profile, reach and capacity. Identify potential synergies which build message
- ❖ Work within the industry to identify key messages.

Communicate – Communicate - Communicate

- ❖ Keep in touch with key-stakeholders and Community Partners

Definition: Responsible Gaming: "Betting only what you intend and can afford"

**RECOMMENDATIONS TO OLGC-
Related Industries with Social Responsibility.**

The following is a complete unedited list of recommendations and pitfalls identified in discussions with Alcohol & Brewing Industry representatives as essential to a successful social responsibility program.

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COMPARATIVE ANALYSIS

Detailed Findings

CORPORATE POLICY

The majority of Canadian Gaming jurisdictions are undergoing or have recently undergone a comprehensive policy review, which shifts towards responsible gaming as a core – corporate-wide framework. Policy is informed by a review of related industry, key stakeholder and consumer consultation. Close consultation with recognized experts and knowledge of research findings is seen as essential and informs policy decisions. Strategic Plans are in place and guide program development. The trend is to establish a Senior Director of Responsible Gaming with a designated budget. Creation of a Responsible Gaming Committee composed of Senior Department staff to put framework into operation is increasingly the trend.

In American jurisdictions the focus on R/G – P/G is considerably more uneven and driven by increased or threatened regulation. Gambling is a commercially owned and operated industry, which is regulated by the State. Lotteries tend to be state run and regulated through commissions. A random Internet site review of 65 casinos (list provided by OLGC staff) revealed only 6 with reference to problem gambling. The most common element was signs & symptoms and link to help. However, there are a few recognized industry leaders with clearly developed R/G- P/G frameworks, Corporate Codes of Commitment, Marketing & Advertisement Codes and clear policies regarding staff responsibility to implement the framework. Groups such as the American Gaming Association & North American Association of State and Provincial Lotteries have created a knowledge base and resources to guide the industry in this area.

OLGC through its Annual Report & Corporate website makes a public commitment to Responsible Gaming and has developed many of the common program elements of a responsible gaming/problem gambling. However it lacks an overarching framework, which clarifies the principle of R/G, vision and values, or strategic plan to guide the organization and direct staff to achieve a shared goal. Nor has it dedicated staff and budget resources to developing this important area of responsibility. Policies appear to develop in reaction to events and not as part of an integrated strategic plan. The lack of staff attention or fiscal resources committed to R/G-P/G brings the degree of corporate commitment into question.

PROGRAM STRATEGIES & ELEMENTS:

Almost all informants recognize that the gaming industry is not the 'expert' in this area. It is considered essential to work closely with research/ health / treatment/ public education experts and collaborate with them in developing and defining program elements. All Canadian gaming industries have the following program elements in place: Responsible gaming messages, posters, brochures, and promotion of help-line and self-exclusion programs. The current trend is towards responsible gaming which places increasing focus on informing customers and staff of the odds of play, signs & symptoms of problem gambling, self-assessment strategies, identifying risk groups and risk factors for developing problem gambling. Prevention of problem gambling, early identification and active linking of customers & staff to help is seen as the priority.

Public Awareness activities, which emphasis prevention and help are almost always, delivered in partnership with health departments and community partners. Many jurisdictions have identified and targeted special risk groups for greater education i.e. youth- school based programs. The most commonly used strategy includes: print and radio media, posters, brochures, and community forums.

Within the American sector industry leaders (Anchor- Harrah's etc.) similar program elements are in place. Experts in R/P-P/G work closely with industry leaders to define and develop program strategies and elements. There is more emphasis placed on personal responsibility and choice. Posters, brochures, signage tag lines on products and machines and promotion of help-lines are common program elements. Also included are signs & symptoms of problem gambling and self-assessment. Lotteries also include these elements in marketing, point of sale posters and tag lines on products. Public Awareness is most often coordinated through the National Problem Gambling Awareness Week sponsored by the American Gaming Industry. In some jurisdictions Regulatory Agencies require casinos and gaming establishments to develop PG programs and a failure to do so will result in loss of licence.

OLGC has divided responsible gaming and problem gambling between three different staff that collectively commits less than one day a week (on project basis). As a consequence the responsibility, authority and accountability necessary to create a proactive, comprehensive and integrated responsible gaming program is not in place. Ontario is the only jurisdiction that does not actively included health, research and awareness experts into defining, designing and developing R/G -P/G programs, including staff training.

Prior to amalgamation many initiatives in P/G were under way within the commercial casino sector that built upon community expertise and partnership. Staff training was being offered, although not in a consistent or comprehensive manner. Following amalgamation the operators have waited for OLGC to develop an organizational framework that would provide principles, direction, and a strategic plan outlining priorities and define expectations of them as operators. In the absence of this previous initiatives have stalled.

STAFF TRAINING:

In nearly all-Canadian jurisdictions treatment/ health experts take an active role in designing and delivering staff training in consultation with the industry. A number of provinces sub-contract staff training to private companies. The trend within the Canadian industry is moving towards three levels of training- 1) all staff to receive orientation/ training in R/G-P/G principles including odds of play, signs & symptoms, self-assessment, responsible play; corporate framework and policies, which emphasised shared responsibility. 2) Staff with customer contact receives training in identification of signs & symptoms, and strategies for respectful response to link customers to help. 3) Selected supervisory staff is trained in intervention and referral. Employee Assistance Programs were often emphasised as important and increasing staff awareness of R/G & P/G helped link vulnerable staff to help.

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Some American states (Nevada) require staff training for licensing. However, within the industry intervention with customers remains a controversy. Recognized industry leaders include an orientation to all staff on hire of R/G- P/G (Operation Bet Smart- Red Flags & Referrals etc.) and shared responsibility for recognizing underage, improper drinking and problem gamblers. Direction on how to offer assistance to guests is provided. Supervisors receive specialized response training. The focus is link to help. P/G experts developed staff training. Training continues through workshops, seminars, paycheque inserts, industry newsletter, back-of-the-house messaging etc.

OLGC currently lacks an overall framework for staff training or even basic agreement of what knowledge and skills staff should possess to meet their obligation is a major impediment to moving forward. Staff training has been left to the gaming operators. Staff training is inconsistent in its frequency of delivery, content or agreement about who requires training.

SELF-EXCLUSION:

Within the Canadian Gaming Industry (not Lotteries) self-exclusion programs forms a core element of R/G-P/G programs. In some jurisdictions the regulatory body administers the program. All SE programs, with the exception of Ontario, were developed by or in close consultation with treatment/ health experts. There are similarities in the way the program is structured, managed and duration of exclusion varies. An important trend is to see SE as the last step of a more comprehensive R/G program with the emphasis on linking customers to help rather than enforcing exclusion. A number of provinces are moving towards mandatory education as a requirement for re-entry. Only Quebec has an evaluation component and reports the highest degree of satisfaction with the program. They escort but do not charge customers on re-entry and the focus is to link people to care. There have been no successful legal challenges mounted regarding this program. The most common legal threat is for failing to restrict access and resulting financial losses.

In America the focus is on Self-Restriction rather than Self-Exclusion and stress individual rights and responsibilities. The most common elements include removal from marketing, special club privileges, denial of cheque and credit privileges. Some states (Missouri, N.J) have imposed regulations that require S/E and in some jurisdictions it is the regulating body, which administers the program. In these states customers can be denied play privileges and winnings for both customers and casinos are denied. Arrest for trespassing is used to encourage customers to get help.

OLGC's offers a province wide SE program. The move to create a province-wide harmonized program has created complex operational problems. The large number of customers on the program makes effective recognition across sites relatively impossible. The SE program stresses the OLGC's responsibility to enforce the restriction. This shifts responsibility for managing problem gambling away from the individual and on to OLGC, and undermines the basis tenant of effective treatment. There is currently no research to support this program but many continue to see it as having an important last step role in a responsible gaming strategy.

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COMMUNICATIONS:

The trend within the Canadian industry is to active promote policies and programs through a strategic communications plan to create greater transparency. Most common vehicles mentioned include corporate website, production of branded brochures, posters and signage with corporate identified tag lines and media releases. Industry representatives participating in forums, workshops and conferences were mentioned as valuable for communicating corporate commitment.

A note of caution was frequently mentioned not to make responsible gaming part of marketing or public relations activity. It must be seen to have integrity. Develop your framework and define and implement your programs before communicating them to the public. Within the American market those that have a R/G-P/G program actively promote their program and aggressively position themselves as industry leaders in ways mentioned above.

COMMUNITY PARTNERSHIPS:

Across Canada the importance of community consultation and partnerships was strongly and repeatedly emphasised. Developing partnerships with organizations with high public credibility, expert knowledge, community reach and capacity was thought to be essential for developing and delivering programs. Public Awareness Programs without community partnerships was found to have little reach and low credibility. Some jurisdictions have formal structures (annual round table, public surveys, community forums) in place to involve community partners, but for most it is project based and ad hoc in nature. The need to understand and listen to public concerns without defensiveness was seen as important to building confidence and trust.

In America the trend is towards creating industry based Associations that develop the knowledge base, create policy framework and define program elements and strategies based on research and expert knowledge.

Through this research the OLGC has been identified, as an organization that works in isolation, is defensive about its programs and closed to new ideas. There are few mechanisms in place to garner input or understand issues and concerns. Communications have been seen as part of marketing or public affairs. The actions of the corporation are often seen to be out-of-sync with stated commitment to responsible gaming. This is most evident in the area of advertisement & marketing.

INTERNATIONAL INTERNET REVIEW:

A desktop search of Australia, Britain & European websites within the gaming & lottery industries was undertaken. There are pockets of information to be found but is not as prolific or developed as in North America. In Australia little attention is paid to responsible gaming- problem gambling on casino and lottery sites. More information can be found on public debate sites (church groups, citizens groups, municipal counsels) and focus on the need for greater control & restrictions of gaming operations. Policy documents, position papers, Codes of Ethics etc. are readily accessible. Those sites

accessible in English revealed little attention to R/G-P/G. In Europe greater regulation and controls are emphasised.

FIELD STUDY:

At the outset of this review the consultant engaged three 15 year old girls to purchase lottery tickets at five separate corner store retail outlets. This was done to quickly check the OLGC's ability to meet its regulatory obligations regarding sale of gaming products to minors.

It is important to note that not once was identification requested or sale of lottery tickets denied.

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BRITISH COLUMBIA**BRITISH COLUMBIA LOTTERY & GAMING COMMISSION:**

Gail White, Manager Corp. Relations

Role of BCLGC: Manages charitable gaming (40 charitable casinos) in province including lotteries, casinos, and horseracing and bingos. BCLGC formulates policies, develop and applies standards, enforces terms and conditions related to charitable gambling and issues licences charitable bingos, and lotteries. Provides \$4 million funding to Ministry for Children & Families for Problem Gambling Programs and Help-Line.

Policy Development: Currently undertaking extensive corporate review of its responsible gaming/ problem gambling policies and programs (not yet available). The Public & Corporate Affairs Departments are developing policy to be approved by BCLGC Board of Directors. Policy is informed by extensive consultation with key stakeholders. Seeking to integrate RG/PG into compulsory training across corporation to insure inclusion in marketing, product development, sales and communications staff integrate message into activities. All staff will be responsible for promoting & monitoring R/G.

Program Strategies & Elements: "Know when to quite" posters, brochures, 1 800 Help Lines posted on games and products, posters, wallet cards available on site. Self-exclusion program. Developing R/G materials on signs & symptoms, responsible play, myths, odds of play. Emphasises informed decision making re: gaming & personal responsibility for managing play. RG/PG materials being developed with BC Ministry of Children & Families through Problem Gambling Program including materials targeting risk groups seniors, youth etc. BCLGC involved in public awareness activities through participating in media campaign with print and radio ads, conferences, Safe Schools Conference etc. Currently no dedicated staff for program development but recommendation made that new portfolio be established at a senior staff level to manage and monitor program development and effectiveness. Approximately five people have shared responsibility equalling approx. 1FTE. No specific budget currently allocated. However recommendation for RG/PG designated budget made to the Board of Directors.

Staff Training: New training program currently in development based on "Respect & Respond". All BCLGC staff will receive training to insure integration of RG principles into all departments including retail sites. BCLGC sub-contracts to private companies management of casinos. Staff training is an expectation of receiving gaming contract. Casino front line staff currently receives no directive to intervene but are encouraged to alert the "right people". BCLC has its own gaming control staff on each casino site that is responsible for taking a lead role in intervention. Moving towards guidelines on how to direct people to help and a training program is in development.

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Self-Exclusion: BCLGC offers program through its 18 casinos. BCLGC just assumed responsibility for 40 bingo halls, which have no security staff. Approximately 500 people per year are registered with SE program. Declined entry, receive no marketing materials for a min. 6-month exclusion. Must apply for re-entry. Moving towards mandatory treatment as requirement for re-entry. Can apply through casinos or corporate headquarters. Have considered access through treatment facilities but no decision made as yet. Administered by casino Security Department. Photos circulated for staff review. Surveillance maintained by security and customers escorted from premises if attempt to re-enter. No legal action against BCLGC to date although threats of litigation made. Emphasize voluntary nature of program and that responsibility rests with the individual to adhere to program. Last step in a more comprehensive strategy.

Communications: Through web site, posters, brochures, posters, participation in workshops and conferences. A communications strategy is in development.

Community Partnerships: Key stakeholders include Min. of Children & Families, problem gambling counsellors, non-governmental (NGO) problem gambling programs, and charities that benefit. . No structure currently in place to manage community partnerships. BCLGC is becoming more active in its outreach to community groups and provides financial support and undertakes joint efforts. Identifying potential partnerships where there is a synergy of purpose. Must be willing to listen without defensiveness, hear concerns and develop strategic alliances.

BC MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL: Gaming Policy and Enforcement Division: Advising the minister and cabinet on policy, standards and regulatory issues. Develop, manage and implement government's gaming policies and legislation. Establish industry-wide public interest standards for gaming operations. Manage distribution of gaming proceeds according to government policy. Manages applications from charities for direct access funding. Registers all gaming service providers and employees. Audits standards and integrity of audit process, and use of proceeds. Investigates allegations of wrongdoing. Manages the broad regulatory environment including licensing decisions and appeals, gaming facility locations and relocations and stakeholder relations.

BC MINISTRY FOR CHILDREN & FAMILIES: Addictions Services, , Donna Klingsohn, Manager for Clinical Services, Problem Gambling Program

Role: The Problem Gambling Program (PGP) at Ministry for Children & Families is funded (\$4 million dollars) directly through revenues of the BCLGC. (PGP) coordinates the development of clinical treatment, education, awareness services and research activities to address issues of problem gambling.

Policy: Operates under a policy framework written by the Solicitor General. New Gaming Act is being introduced that included extensive community consultation. There are a number of significant mergers underway in BC related to responsibility for regulation of the Gaming Industry.

Program Strategies & Elements: Focus is on developing the clinical knowledge and treatment expertise across B.C. PGP currently has 35 FTE staff, which is increasing to 50-60 FTE. They currently spend 25% of their time treating problem gamblers and 75% doing education and public awareness. In April 2000 an extensive evaluation of services provided and strategic plan developed on results. Clients, program staff and community groups were included in evaluation. PGP staff delivers community education in partnership with BCLGC staff. PGP coordinates the 1 800 help line. Produce general awareness brochures, posters on responsible gaming/ problem gambling that are provided to the casinos, community and part of educational activities. Special target groups include youth, seniors, aboriginal groups, and Asian community. They are currently developing a media based awareness program in partnership with BCLGC, and the Problem Gambling Foundation.

Staff Training: PGP played a key role in developing the curriculum base for training lottery & gaming staff in partnership with the BCLGC. BCLGC has hired independent firm to develop training program based on the identified knowledge and skill needs of staff.

Self-Exclusion Program: PGP has played a consultative role. They feel it should be just one of many strategies and emphasis should be on responsible play i.e. breaks in play, self awareness of risk, and directing people to professional help. See this as part of a customer service strategy.

Communications: Brochures, posting help-lines on gaming products, posters at gaming sites, media presentations, public education forums, conferences.

Community Partnerships: PGP works very closely with BCLGC. Consult with self-help community, Problem Gambling Foundation, addictions councillors. There was Advisory Council. Working towards establishing an Addictions Advisory Group for each Health Region.

WESTERN LOTTERY CORPORATION: John Matheson, Director- Corporate Affairs

Role: WLC is a non-profit organization, which manages sales, conducts and operates lottery & gaming-related activities such as VLT's for the governments of Alberta, Saskatchewan and Manitoba. The Yukon Territory, Northwest Territory & Nunavut are

associate members. They are governed through a Board of Directors with two representatives from each region.

WLC is not responsible for developing gaming/ problem gambling programs. They will provide communications assistance through product labels and marketing developed by member provinces. Including: listing provincial 1 800 Problem Gambling Help Lines, provision of space at retail for posters and brochures, placements Problem Gambling stickers & screen prompt messages on VLT's in Saskatchewan and on web site.

ALBERTA

ALBERTA GAMING & LICENCING COMMISSION (AGLC):

Muriel Grimble, Executive Director of Gaming Products and Lottery Services

Regulation: AGLC operates under legislative framework, which includes guidelines, but not directives, for responsible gaming including: restrictions on access to minors and advertisement limits.

Role: Regulates, licences and operates gaming in Alberta including: charitable gaming, lotteries, VLT's, technology games, and casinos. Casinos are licensed by AGLC to private operators to manage tables. Sale of lottery products managed through Western Lottery Corporation.

Policy: Recently undertaken broad policy review of RG/PG. Within two months new framework will be launched including 400 page document, which will define, mission, mandate, history, definition, policies, objectives, program elements and operational guidelines. Policy framework developed by Corporate Affairs & Communications Departments to be approved by Board of Directors and government. RG/PG will be integrated into all aspects of operations including marketing, sales, communications, operation and point of sale.

Policy framework informed by extensive consultation with key stakeholders and community input. A public survey of 1,500 individuals was undertaken to identify issues and concerns. Industry representative, treatment & research experts, government agencies and gambling opposition groups were also included in review.

AGLC sees itself taking the lead role in creating policy framework for managing RG/PG.

Programs & Elements: Awareness program "Deal Us In" developed in 1998 collaborative with casinos and Alberta Alcohol & Drug Addictions Commission AADAC. Staff training, 1 800 help lines, posters, brochures, matchbooks with help line, and humorous posters targeting risk groups posted in washrooms. Self-exclusion

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program. \$3.6 million provided to AAGC to fund help line, treatment, education awareness programs.

Communication: Corporate web site, posted materials, community consultations.

Staff Training: Two-part training program developed as part of "Deal Us In": Phase 1- staff education & awareness of signs and symptoms of problem gambling and availability of help. Phase 2- intervention strategies to encourage patrons in difficulty to access help. Training manual developed by AADAC with AGLC involvement. Training delivered by AADAC in partnership with casino Human Resource staff. All staff receives training on hire.

Self-Exclusion Programs: Approximately 225 people registered each year. Program developed with ADDAC and managed by casinos. 1-year restriction with application for reinstatement required. Application made by individuals through 16 casinos or the AGLC head offices following a 24-hour cooling off period. Treatment providers declined consideration of involvement in registration although will inform clients of program's availability. The casino Security Departments manage the SE program by circulating photos and maintaining surveillance. No specific training provided on how to implement program. Signs posted throughout casino informing patrons of availability of program. No evaluation mechanism in place beyond looking at numbers who register and those caught by surveillance. No legal actions taken but voluntary nature of program and AGLC assuming no liability for failure to adhere to restrictions is prominent. AGLC expressed some reservations with program due to the problem of human error in surveillance particularly as numbers increase.

Community Partnerships: AGLC host stakeholder annual meeting annual which include casino operators, VLT & lottery retailers, AADAC, Gamblers Anonymous, Credit Councillors, Gambling Associations, Hotel Associations, families, patrons to identify issues and concerns and provide update on activities across the province. Work very closely with AADAC, government and community partners to develop and communicate key messages.

ALBERTA ALCOHOL & DRUG ABUSE COMMISSION: (AADAC)

Role: The AADAC is a government-funded agency to help Albertans achieve lives free from the abuse of alcohol, other drugs and gambling. In 1994, AADAC also became responsible for addressing problem gambling. AADAC manages 38 treatment programs across Alberta with specialized gambling counsellors.

Involved in research, monitoring impact and public education focused on prevention. Developing intervention training for gaming venue staff, developing targeted programs aimed at young adult males, collaterals of gamblers increasing awareness of potential risk factors for problem gambling. Undertakes annual awareness campaigns, which include

print and T.V. messaging. Produces brochures: "Stacking the Odds", "When Its No Longer A Game", and "Are You Concerned About A Co-Worker?"

SASKATCHEWAN

THE SASKATCHEWAN GAMING CORPORATION: (SGC)

Role: SGC was established under The Saskatchewan Gaming Corporation Act, 1994. SGC operates casino gaming in partnership with the Federation of Saskatchewan Indian Nations under an agreement that provides for revenue sharing within the casino gaming industry and joint participation and management of Casino Regina. VLT's, casinos, bingo licences, and horseracing. Lottery products are managed through Western Lottery Corporation. Unable to secure interview, no RG/PR policy on website.

SASKATCHEWAN INDIAN GAMING AUTHORITY:

SIGA provides daily management & operation of four Native Casinos. SIGA have authority for developing independent programs for responsible gaming & problem gambling. Request for interview declined.

SASKATCHEWAN MINISTRY OF HEALTH: Problem Gambling Program, Leanne Ischer, Community Consultant.

Role: Provision of expert treatment, prevention, public awareness programs and research related to responsible gaming & problem gambling using a public health model; except for First Nations who develop independent programs. Has an operating budget of \$2.75 Million.

Policy: In 1994 following public outcry against VLT's government developed policy and regulatory framework. Policy is developed by Ministry staff, based on consultation with key stakeholders and approved by government.

Programs & Elements: Ministry of Health is responsible for developing and training treatment for PG, prevention, education & awareness and supporting 1 800 help line. Ministry of Health is responsible for training PG counsellors in every district, with in-patient services provided through Alberta facility. Ministry of Health has a yearly planning cycle where budgets are set and programs are developed based on consultations with key stakeholders. Gaps, successes, weaknesses are identified and program priorities established.

Public education program is province wide targeting all residents with a harm reduction/get help message including bus advertisement, billboards, print and radio advertisement. Messaging includes odds of play, probability, and self-awareness re: risk factors. Second strategy includes targeting at risk groups with specific messages including seniors,

natives, and youth. They test market programs before delivery to insure success. They use a mental health/ harm reduction not addictions model. Key message include there a risks associated with gambling, harm reduction, problems are amenable to treatment, you can gain control, help is available.

MoH funds CMHA- Saskatchewan to deliver its province wide public awareness and prevention program through community presentations. Currently undertaking prevalence studies.

Staff Training: MoH developed training materials for Problem Gambling. Casinos are responsible for delivering training program. SIGA casinos have looked at staff training but nothing concrete in place at present. Saskatchewan Liquor & Gaming Authority requires training in customer assistance for VLT's that is delivered through Hotel & Restaurant Associations.

Self-Exclusion Programs: The MoH has no role in SE program, which is developed and delivered by casinos.

Communication: Through website, brochures and awareness campaigns, media broadcasting.

Community Partnerships: MoH works with community partners to deliver its programs. Over 60 community groups were included in consultations. Maintain close contact with groups positioned to inform and deliver messages i.e. youth and seniors groups. Contact is program specific.

CANADIAN MENTAL HEALTH ASSOCIATION- Saskatchewan Division:

Role: Delivers community education and prevention services on behalf of the Ministry of Health. Educators provide seminars & presentations to service clubs, teachers and develop community action plans for prevention & earlier intervention. Produces RG/PG brochures, posters and collateral educational materials. CAMH assists in the development of self-help groups for problem gambling.

MANITOBA

MANITOBA LOTTERIES CORPORATION: Susan Olynik, Vice President of Communications

Role: MLC is responsible for the management and operation of two casino sites, province wide LVT, and the sale & distribution of lottery tickets. MLC has designated

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Prepared by Neasa Martin & Assoc.

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staff located within the casino sites responsible for administering self-exclusion and problem gambling programs.

Policy: MLC is currently developing a new corporate wide framework for Responsible Gaming (RG) & Problem Gambling (PG). Within two weeks policy will be presented to the Board of Directors. Policy developed jointly by Communications & Public Affairs. The six page policy document will include purpose, mission statement, background on responsible gaming including definitions, policy statements, guidelines for staff, customer awareness messaging, voluntary exclusion program, site holder training, promotion of the help-line, restriction of minors, as well as guidelines for suppliers and stakeholders. Each division will be required to review its procedures to align operations within a responsible gaming framework. There is recommendation to establish a senior staff position to oversee a responsible gaming portfolio with a corporate Gaming Committee including senior representation from each division to identify concerns, monitor programs and initiate change.

Programs & Elements: *Phase one* includes: Program elements have included a voluntary self-exclusion program, 1 800 help-line, brochures, posters, tag lines on all products and at all sites. The MLC does not allow credit play or cheque cashing in its casino facilities or VLT sites. Public awareness activities include multi-media, radio, print, TV commercials on responsible gaming run two times yearly in partnership with community partners. *Phase two-* in development: expand production of awareness materials and continue to develop responsible gaming program elements related to helping customers and enhanced public awareness. Priorities are established based on research of other jurisdictions, literature review and close consultation and collaboration with gambling experts at the Addictions Foundation of Manitoba. .

Staff Training: The MLC has offered training to casino staff and VLT site managers through the "Manitoba Problem Gambling Assistance Program" which focuses on recognizing the signs & symptoms of problem gambling, intervention and referral knowledge. This training was developed in partnership with the MLC, Addictions Foundation of Manitoba (AFM), the Manitoba Lottery & Gaming Commission, and consultation with gaming staff. The MLC is revising this program to include a three-tiered training program. *Level 1.* All MLC staff at the point of hire will receive training including awareness of responsible gaming practices and a corporate orientation to policies and procedures. *Level 2.* Specialized training for casino staff and VLT site holders includes the above plus an understanding the signs and symptoms of problem gambling and resources available to assist customers, *Level 3.* Designated staff with a responsibility to intervene is trained in respectful and compassionate interventions, which facilitate customers in accessing assistance. The curriculum is designed in consultation and delivered by AFM staff. The Manitoba Restaurant & Food Services Association and the Manitoba Hotel Association support this program. (Refer to Manitoba Problem Gambling Assistance Program Manual).

Self-Exclusion Programs: (Program currently under review) The MLC has a Self-exclusion program since 1989 with a minimum two-year exclusion period. There are over 400 individuals registered in the program. The program is administered through the Security Department at the Casino sites. The voluntary nature of the program is emphasised and the onus of honouring the program rests with the applicant. Written application is made and witnessed, security photos taken and circulated amongst casino staff. Those who are caught attempting to re-enter will be charged with trespassing and removed from the casino. Security staff is trained in program administration upon employment. Customers can apply to the floor manager directly at the casino site or through corporate headquarters. Re-instatement requires written application and the completion of ½ day problem gambling course offered through the Addictions Foundation of Manitoba. There is no mechanism in place to evaluate the program. The MLC does track the number of people caught trying to re-enter. The major concern rests with the difficulty of identifying people who attempt re-entry when the numbers are so high. Although litigation has been threatened there has been no legal actions taken to date.

Communication: The MLC is developing a communications plan to launch its new policy framework. Currently communicate programs through pamphlets, posters on site, in response to media requests, through awareness programs and through its website.

Community Partnerships: The MLC works closely with the AFM, community and consumer groups interested in problem gambling, casino & LVT site operators, representatives of government, and the regulatory commission, Manitoba Hotel & Restaurant Associations. They currently both seek out input and respond to requests. The new framework recommends the establishment of an External Advisory Group to assist in understanding issues, concerns and advise on strategies to improve operations.

MANITOBA GAMING CONTROL COMMISSION: Liz Stephenson

Role: MGCC is a crown corporation responsible for the regulation of gaming activities including: licensing charitable gaming, municipal raffles, licensing & registration of gaming staff, and Indian Gaming through an agreement to licence. The MGCC also has responsibility for overseeing gaming integrity and the promotion of responsible gaming practices and problem gambling programs.

Policy: MGCC makes recommendations related to gaming to the government. Policy is developed by staff based on ongoing and extensive consultation with key stakeholders and review of gaming research public surveys.

Staff Training & Programs: Utilizing a public health model the MGCC sets strict training requirements for VLT operators and casino staff. Training program developed in partnership with Addictions Foundations of Manitoba, Manitoba Lottery Corporation. MGCC strives to promote a broader public awareness message include: a balanced

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approach to gaming, an enjoyable adult activity with potential risk, understanding odd of play and an obligation on the gaming industry to promote responsible play. Promoting an understanding of increased risk within special populations such as youth, seniors, women, people with mental illness and specific ethno racial groups is an aspect of programming. MGCC prefers to encourage self-regulation on the part of the industry rather than imposing regulation.

Self-exclusion Programs: MGCC plays no role in regulating or managing SE programs.

Community Partnerships: MLC undertakes broad consultation on issues of significance. Key stakeholders include: Government, Charities, VLT operators, Manitoba Lottery Corporation, general public, community groups, Addictions Foundation of Manitoba gambling experts, researchers and the media.

Communications: The MLC uses media releases, brochures, participation in conferences and forums, interviews and the corporate website to communicate their programs.

ADDICTIONS FOUNDATION OF MANITOBA: Gerry Kolesar, Supervisor, Problem Gambling Services.

Role: Provincial Government Crown Corporation mandated to provide prevention, public education, treatment and research services related to problem gambling. AFM receives \$1.7 million per year from the MLC to support activities.

Policy: Gambling Policy reflects overarching policies of the Addictions Foundation of Manitoba. A provincial planning team comprised of regional representatives in the addictions field who advise senior management on issues and recommend programs.

Programs: AFM is focused on addressing Problem Gambling. Public awareness is done through radio, T.V., print media at a "modest" level. They have developed prevention handbooks targeted at risk groups: youth, seniors, Asian, Aboriginal groups and specialized public education and brochures in various languages. They have 23 FTE dedicated to public education and awareness activities. AFM offers a one-hour prevention program "PUGS" to high school students. Odds of play, negative cognitions and risk factors and signs and symptoms of problem gambling are discussed.

Staff Training: AFM Staff has a major role in developing and delivering "Problem Gambling Assistance Programs" to VLT site operators and casino staff that is mandated by the MGCC. MLC helped define learning needs. There are three levels of training depending on the degree of responsibility related to gaming customers. Level 1. is a 45 min. orientation to problem gambling and corporate policies of the MLC. Level 2. For supervisory staff and security managers is a one-day training program on responding and referring customers in apparent distress. Level 3. All day training for designated

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intervention staff includes crisis intervention strategies and skills to assist in connecting people to support services. Training is delivered by AFM staff 4 times yearly and provides staff with transferable certification. The MGCC requires the gaming industry & VLT operators to have certified staff on site.

Self-Exclusion Program: Customers of MLC can apply for self-exclusion program through AFM in addition to MLC corporate office and casino sites. Staff from MLC will visit treatment centre to undertake paper work. MLC and AFM are the first to introduce mandatory 1/2 education program for customers who request re-entry to casinos after voluntary self-exclusion. Legal council was sought regarding potential for assumed liability. Program emphasises that this does not immunize people from the risk of developing gambling problems and a waiver of liability is required.

Communications: Through web site, brochures, media- P.S.A.'s, public speaking, forums, conferences. Lots of media interest in problem gambling.

Community Partnerships: Work closely with Mental Health professionals to enhance their ability to screen support and refer. Meet monthly with MLC and maintain weekly contact with MGCC. Work closely with Manitoba Hotel & Restaurant Associations to encourage seeing responsible gaming as an aspect of customer service. Work with Responsible Gaming Council to define message and develop programs.

ONTARIO

ONTARIO LOTTERY & GAMING CORPORATION:

Role: OLGC is a crown corporation responsible for the ownership, operation, sale and regulation of lottery products, charitable and commercial gaming activities and slots-at-race track. Independent companies are licensed to manage the day-to-day operation of commercial casinos on behalf of the OLGC.

Policy: Last year Ontario Casino Corporation & Ontario Lottery Corporation merged operations into a single corporate structure- OLGC. Efforts to integrate the differing corporate policy and operating procedures are ongoing. Staffs identify a vacuum in policy related to responsible gaming/problem gambling. Corporate Communications, Strategic Planning, Government Relations, and Public Affairs Departments staff develops policy that is reviewed by the Executive Committee and recommend to the Board of Directors for final approval. Operating policy related to RG/PG is currently developed in response to identified concern.

Program Strategies & Initiatives: OLGC communicates a responsible gaming message- "Go for Fun, Not for Broke" along with 1 800 help line through posters, stickers on gaming and bank machines, and inclusion on marketing and promotion materials. Brochures and posters from Problem Gambling Council are display on the floor and at the back of the house. Lottery products and promotional materials include a tag line "It's Just A Game, Play Responsibly". There is no strategic planning process used to identify priorities and determine program elements. In the past there was a full time Responsible Gaming Position but it is currently divided between Communications, Public Affairs & Strategic Planning Department. Approximately .20FTE is committed to this program area and no designated RG/PG budget is identified. Commercial casinos have developed RG/PG programs, staff training and public awareness independently with monitoring by OLGC.

Revenue from OLGC charitable casinos and racetrack slot facilities are designated to support the development of a knowledge base and specialized treatment systems for the research, prevention and education and treatment problem gambling.

Staff Training: No policy framework or training program in place to define OLGC's role in staff training. Differing opinions exist within the organization regarding what should be done and by whom when customer problems are identified. Responsibility currently rests with casino operators (both commercial and charitable) to develop their own training programs. OLGC will review and revise its policies when incidence occur and send out directives to all operations. Information is provided to lottery retailers regarding sales to minors and penalties for failure to comply. There is no monitoring process in place to determine compliance.

Staff training at the casino level differs in content, form, frequency and intensity with conflicting directives to staff re: if, when and how they should respond to customers in distress. OLGC staff expressed a unified desire to see a consistent training program develop however are uncertain what role the OLGC should take in defining curriculum, determining frequency of training, articulating roles and responsibilities for staff and who should be responsible for the delivery of training to insure consistency.

Self-Exclusion Program: OLGC has offered a Self-Exclusion since 1994. Casino Windsor included a SE program as part of its responsible gaming plan required in the licensing agreement with the OLGC. Casinos Niagara & Rama introduced independent self-exclusion programs. In 1997 the casino operators agreed to common policies, procedures and program elements to harmonize program across all sites. In 1999 as a consequence of amalgamation and the inclusion of racetrack slot operations a province wide self-exclusion program was instituted across all gaming facilities. The OLGC assumed administrative responsibility for the program with program management remaining with the site operators under guidelines provided by OLGC. Over 2,000 individuals are currently on the program with an estimated 15-50 requests per month. Customers apply through local Security Departments but the ban extends to all OLGC

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properties. An application form is completed, photos taken and copy sent to OLGC head office for province wide distribution. Applicants are removed from mailing and promotion lists and provided information on the 1 800 Help line and problem gambling information. Casino & racetrack security staff reviews photos of SE customers and will charge customers with trespassing and remove from site. Penalties increase with subsequent re-entry. OLGC currently discourages promotion of SE program and customers hear about it if they request assistance from staff.

There is an unlimited ban for exclusion. Reinstatement can be requested after 6 months following an interview with security staff and the completion of a written application for reinstatement. After 30 days the application for reinstatement is automatic. Three requests for SE results in an automatic five-year ban. OLGC staffs are banned from gaming within OLGC properties as part of the Alcohol & Gaming Commission of Ontario regulations; however, staff of the casinos can request SE and provision is made to allow entry to casino site for purposes of work only.

There have been legal actions taken (outcome pending) as a consequence of losses related to re-entry while on self-exclusion. OLGC sees self-exclusion as part of a strategy to help problem gamblers help themselves. There is currently no evaluation mechanism in place. OLGC acknowledges the difficulty of insuring consistent enforcement due to the large numbers on the program and the lack of recognition technology to support program.

Communications: OLGC communicated programs and policies through its website, annual report, speeches, media interviews, letters to the editor and the Ministers response in Question Period.

Community Partners: OLGC identifies Ontario Substance Abuse Bureau, Responsible Gaming Council, treatment providers and research centres and gambling advocates as their key stakeholders. Contact is currently reactive to requests or on a project specific basis. There is no systematic process for gathering or sharing information/concerns related to responsible gaming.

COMMERCIAL CASINO SURVEY- Ontario

CASINO WINDSOR: Jim Mundy, Director of Public Affairs & Keith Andrews

Policy: Policy focuses primarily on the issue of Compulsive Gambling. Developed by the Executive Group. Reflects what is thought to be a reasoned and measured response to a small but serious problem. Policy was part of the initial bid to secure the operating contract for Casino Windsor.

Programs Strategies & Elements: Program elements were developed in consultation with the Canadian Foundation of Compulsive Gambling (now known as Problem Gambling Council of Ontario) and include; customer awareness of 1 800 help-line which

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is posted on gaming floor, slot and bank machines. Posters and brochures include sign: and symptoms of problem gambling and where to get help. Public awareness campaign include print and radio media, billboards, bus boards focusing problem gambling and getting help. There is no dedicated staff and limited time spent on this issue.

Self-Exclusion Program: Casino Windsor has offered a voluntary self-exclusion program to its customers since it opened. OLGC recently mandated a province wide program to include all commercial and charitable casinos, slots at race tracks and harmonize procedures for application and reinstatement. This expansion increased the difficulty in effectively excluding the thousands of people on the program. Customers apply through Security Department who completes the form and takes photo. Exclusion is indefinite but customers can apply in writing for reinstatement after a minimum of six months. A customer that makes three requests for self-exclusion will receive an automatic five-year ban. Photos are sent to OLGC and circulated to Windsor security staff. Gaming and security staff detects known customers of Windsor quickly. Those who attempt to re-enter will be escorted out. Next attempt they will be charged with trespassing. Subsequent trespassing results in increasing penalties. Security Department manages the program and staff are oriented and trained on hire. No program evaluation exists and its effectiveness is questioned. Signs promoting the program are posted on gaming floor. Managers will inform customers of the availability of program when assistance is requested.

Staff Training: There is currently no training for staff related to responsible gaming or problem gambling. In past CFCG developed a curriculum and training program on problem gambling for supervisors and managers. Casino management expressed concern that staffs is in the entertainment business and fear training will lead to inappropriate intervention which violates the rights and privacy of customers. Management feels compulsive gambling is an invisible illness, which is difficult to diagnose even for professionals. Focus should be on response not intervention. Management feels staffs currently use good sense in responding to customers in apparent distress, which they informally support. Casino Windsor has a specialized EPA program to address gambling problems of staff.

Communications: Casino Windsor does media broadcasts including radio and print media, posters, signage, brochures and tags on marketing materials to communicate programs. Casino Windsor staff also does public speaking and participates in forums and workshops.

Community Partners: CFCG (now known as Problem Gambling Council of Ontario) is the most trusted community partner and regular contact is maintained. Some contact with 1 800 help line and local support groups.

CASINO RAMA: Sherry Lawson, Director Corporate Affairs & Public Relations

Confidential

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Prepared by Neasa Martin & Assoc.

Policy: Policy created by Corporate Affairs with review by Human Resource and Legal Departments and approved by Executive Committee. Current policy focuses on problem gambling but also includes a commitment to "Respect & Respond" which states a balance between the right to play & privacy with responsibility on staff to approach and assist. Revisions to policy are not being considered at this time.

Program Strategies & Elements: Rama has no strategy for addressing RG/PG beyond insuring awareness materials are available to customers through posters, brochures, tag line "Keep The Fun In Gambling" on promotions and marketing materials, signage, 1 800 help line posted on floor and every slot machine. Signs of problem gambling posters are located in staff rooms. First Nations gambling services promoted through print materials. Staff wear nametag which includes 1 800 help-line. There is limited staff time dedicated to RG/PG (½ day per month) and a budget of \$20,000- 25,000 is available for related activities including staff training, conferences etc. They do no media or print based public awareness activities.

Staff Training: In the past the CFCG offered training to staff. Casino Rama now hires an independent trainer (Bob Davies) to deliver a two-hour training program approximately two times yearly. Training is compulsory for supervisors and up. All staff can sign up for voluntary training. Curriculum developed in consultation with Casino Rama. Emphasizes role of staff is to respond respectfully, direct customers in distress to help and not to judge or provide counselling. Signs & Symptoms of problem gambling are discussed and computer generated scenarios allows interactive role-playing of when and how to respond. Line staffs are required to alert shift manager to potential problems. If customer approaches any staff directly they are informed of 1) availability of self-exclusion program, 2) getting help through help-line, 3) provided print materials. Casino Rama offers an Employee Assistance Program, which refers staff and their family to Addictions Counsellors if required.

Self-Exclusion Program: Security Manager is responsible for SE. Security staffs are oriented to program on hire. Customers must return to the Casino Rama administrative headquarters (off gaming site) during daytime to apply. Communications Operator completes the form and photographs customer to insure a single point of contact, consistent and complete approach. The customer is removed from Player Privilege Program and promotional mailing lists. Many people are caught when they attempt to access program. There is a lack of checks and balances as people use different ID with different spelling of names; addresses and phone numbers. Photographs are circulated at shift change but with over 2,000 to review efficacy is compromised. Worked better when it was locally administered. Customers who attempt to re-enter will receive a ticket for trespassing, second attempts receive a summons and must attend court. Fines increase with each subsequent charge (some have come back as many as 8 times). No evaluation measure in place. They do track numbers who are caught re-entering. There are no known threats of litigation related to program. OLGC making this a province wide program

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created an unwieldy program which is difficult to administer effectively and expensive to operate. May be good for public relations in that we are seen to be trying to help people. But we know people are slipping through despite best efforts.

Communications: Programs are communicated through web site, posters and flyers on floor, posting 1 800 help line, interviews with the media, and participation in workshops, conferences and public forums.

Community Partnerships: In the past OLGC dictated the level of financial support it was to provide to the CFCG with little ongoing contact now beyond requested support materials. Casino Rama is actively involved in Georgian Community College- Addictions Program through lecturing class, participating in Curriculum Committee, offering student tours and placements within Casino Rama, sponsoring College participation in Problem Gambling Conferences offered by Problem Gambling Council (formerly CFCG). Rama sponsors three scholarships for students with a special focus on gambling. Rama maintains regular monthly contact with First Nations Health Service Program and provides sponsorship to program.

CASINO NIAGARA: Tanya Hvlitsky, Director of Corporate Communications

Policy: Policy developed in 1997 by Public Relations, Corporate Affairs and Communications Departments based on Casinos Windsor & Rama's Policies, which reflects a focus on Problem Gambling not responsible gaming.

Program Strategies & Initiatives: Focus is on awareness of problem gambling and accessing help through: customer awareness materials including posters, brochures from CFCG including Casino Niagara logo, promotion of 1 800 help-line on gaming machines & floor, washrooms, and marketing materials etc. Public awareness program are undertaken 4x yearly including: P.S.A.'s on local radio and print advertisement, holiday season announcements with a responsible gaming message "Bet With Your Head, Not Over It". In past OLGC established a \$100,000 budget, which was designated for transfer to the Canadian Foundation Compulsive Gambling to support their awareness activities. Approximately .15 FTE staff time is committed to responsible gaming. Would like to be able to contact OLGC for advice and resources related to program development and a dedicated budget. Draws on Responsible Gaming Resources provided by Hiatt.

Staff Training: Initially staff training was offered by the CFCG who developed curriculum in consultation with Casino Windsor. Each new employee now receives a 2-hour orientation session on responsible gaming delivered by Casino Windsor's Training Department. Four hours of mandatory training is provided to existing staff. Expert advice was sought in establishing curriculum. Staff volunteers and sign up for monthly sessions. Of the 3,800 staff- 1,200 have received training. Front line staff, security staff, medical personnel, shift managers and supervisors receive more intense training. Associates are trained to prevent underage gambling.

EAP offered through independent company with experience in problem gambling counselling. Look to OLGC to provide program guidelines and materials but not micro-managing initiatives. Staffs are instructed to alert supervisor to problems. Customers must approach staff before help can be offered. Hosts often have good relationship with staff and will provide information. Threats of suicide are to be directed to medical staff.

Self-Exclusion Program: Casino Niagara offers a voluntary self-exclusion program. Waiting for OLGC to provide clearer directives regarding implementing the province wide program. No staff training is undertaken, Security staff manages the program and review photo gallery at the beginning of each shift. A lot of known customers are caught but question efficacy province wide. One couple threatened litigation as a consequence of bankruptcy as a consequence of being let back in to gamble. Signs promoting the program are posted on gaming floor. Managers will inform customers of the availability of program when assistance is requested.

Communications: Corporate web site, pamphlets, posters, print advertisement, and press kits to encourage media.

Community Partnerships: Casino Niagara provides support to the Responsible Gaming Council of Ontario (CFCG) for conference. In past was obliged by OLGC to provide \$100,000 in financial support. Has informal monthly contact with treatment experts, public health department and problem gambling groups. Would like to dedicate more energy in developing community partnerships but limited time available.

ALCOHOL & GAMING COMMISSION OF ONTARIO:

Lydia Boni, Manager Corporate Affairs

Role: A quasi-judicial regulatory agency with a responsibility to insure that casino & charitable gaming is conducted in the public interest, by people with integrity, and in a manner that is socially and financially responsible.

The AGCO investigates, and registers operators, employees, and suppliers of the gaming industry to insure integrity of the system. Casinos are responsible for insuring regulations regarding restricted sale to minors & intoxicated customers, adequate security and surveillance is maintained and advertising prohibitions are respected. Breaches of regulation are investigated appropriate action taken including: imposing corrective measures, legal charges, suspension or revocation of gaming licence. AGCO can impose problem gambling strategies but relies on the industry to self regulate. OLGC is responsible for insuring gaming is conducted in a responsible manner training is in place.

ONTARIO PROBLEM GAMBLING RESEARCH CENTRE: Robert Simpson, CEO

Role: OPGRC is mandated to invest in research, increase capacity for research and disseminate research findings to enhance our understanding of problem gambling, strengthen treatment, prevention and awareness of problem gambling.

Policy: OPGC has developed a "Problem Gambling Framework" (Sept. 2001) to define its mandate and policy framework. Developed by staff and approved by Board of Directors. OPGRC takes a neutral position on gambling. OPGC recommends that OLGC make its principles more transparent.

Program Strategies & Elements: OPGRC recommends that policies and programs of the OLGC be informed by research findings related to problem gambling. OPGRC define responsible gaming as : "individuals gamble no more than is planned or is affordable" and problem gambling "develop a dependency (consumes more time, impaired control) and has negative consequences (debt, work, family). OLGC can use research to identify gaming practices that will minimize the risk of developing gambling problems and directing those with problems to help. Elements of RG should include: product warnings, signs & symptoms of pg, self-identification, risk and responsible gaming practices, response strategies for staff and links to help. Evaluate your programs and revise to improve. Research findings are showing gambling problems are increasing in proportion to the level of gaming available. When gambling problems increase so does community opposition. Get ahead and be proactive.

Staff Training: Staff training needs to include: general awareness, specific awareness, play interruption and links to help. Must include EAP that are in sync with corporate strategy.

Self-Exclusion: "Feel good" program with no scientific evidence to support it. OLGC should consider getting rid of it because: 1) it is impossible to monitor, 2) conflicts with clinical best practice by diminishing personal responsibility and assuming responsibility for the individuals problem, 3) increases OLGC risk through assumed liability. Not required, voluntarily imposed- if you fail to meet your assumed responsibility courts may award damages and reparations. Look to alcohol & tobacco industry and 4) it is very costly to administer. Resources may be better spent on other strategies with known efficacy.

Communications: Communication plans in development. Will include web site, dissemination of research to interested parties through publication of findings, conferences, seminars and workshops and media releases.

Community Partnerships: Involve recognized experts to inform practice and program development. Link gaming- treatment- research-education & awareness. Take care not to invite anti-gambling activists into planning process because of the potential disruption.

ONTARIO SUBSTANCE ABUSE BUREAU: Ministry of Health & Long-Term Care: Andrew Oaks, Coordinator of Problem Gambling Program.

Role: OSAB-PGP is responsible for developing a province wide strategy for developing expert treatment, research, prevention, education and awareness programs with a problem gambling focus.

Policy: OSAB-PGP is developed based on a mandated Cabinet Document that serves as the blueprint for program development. Three pillars include developing: treatment, prevention & awareness and research capacity.

Program Strategies & Elements: OSAB-PGP directly funds 44 agencies to provide expert treatment. .50 fte of each staff's time is committed to prevention & education programs in the community. Project funding provided to CAMH to develop "Helping the Problem Gambler" and "Promoting Community Awareness of Problem Gambling". OSAB-PGP funds the Problem Gambling Help line, Responsible Gambling Council of Ontario, the Ontario Problem Gambling Research Centre and CAMH Problem Gambling Program as well as training opportunities, conferences and workshops to disseminate knowledge. OSAB-PGP sees it's primary role to facilitate the emergence of a comprehensive treatment, prevention and education system.

OLGC needs an operating plan for implementing responsible gaming with clear objectives and timelines for achieving goals.

Staff Training: OSAB-PGP sees the expert "state of the art" resource materials it has commissioned as useful in developing staff training programs. Staff training currently appears to be hit and miss. OLGC needs to outline corporate commitment, clarify expectations and provide supporting resources. All staff needs awareness orientation. Staff training must be seen as a corporate priority. Front line staff needs more specific training. Supervisory staff requires training in respectful response and linking customer to help. Must reflect a serious commitment that is monitored. Successful RG practices should be rewarded and failure to meet standards sanctioned. Build in incentive programs which reward growing the business in a socially responsible manner. Recruit senior executives based on their ability to build industry within a responsible gaming framework. Compensation based on sales plus responsible gaming. EAP programs which link to RG framework essential.

Self-Exclusion: No current role. SE needs to be linking people to help. Recommends that consideration be given to mandatory education as a requirement for re-entry. To be effective staff training with clear directive regarding role is essential. Must be monitored and evaluated.

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Communications: OSAB-PGP does not see communicating directly with the public as part of its role and programs. OSAB-PGP develops the infrastructure and the organizations they fund assume the communications role.

Community Partnerships: OSAB-PGP works closely with treatment providers, researchers and organizations involved in public education and awareness. OSAB-PGP would encourage OLGC to include community partners with expertise to inform their decisions.

RESPONSIBLE GAMING COUNCIL OF ONTARIO (formerly CFCG):
Jon Kelly, CEO.

Role: To collect and disseminate information about responsible and problem gambling, undertake public education, awareness s, prevention and early intervention initiatives. Provide counsel and referral to problem gamblers and their family to promote recovery. Promote the development of comprehensive treatment and support system. Implement problem gambling research. RGCO takes a gambling neutral position and works with all interested parties.

Policy: RGCO policy is based on consultation, built on research, developed by executive staff and approved by the Board of Directors.

Programs Strategies & Elements: Staff work with Board to develop an annual strategic plan with priorities to advance core mission. PGCO develops a virtual and reference library of expert knowledge and resources related to R/G & PG including "Newslink". Hosts an Annual Problem Gambling Conference. Develop and distributes education and prevention materials including brochures for self-assessment, signs and symptoms, identifying risk factors and strategies for responsible gaming. Youth Focus Program includes outreach and education into schools (After the Beep). RGCO coordinates an annual public awareness initiative including key messages, posters, brochures P.S.A.'s, and media. Provide direct information and support to gamblers & families and encourage links to treatment.

Staff Training: PGCO (formerly CFCG) provided training to casino supervisory staff at Niagara and Windsor (over 5,000 staff trained). No training held since amalgamation. Staff at a supervisory level received 3-4 hours of training in basic principles and response strategies to address problem gambling. Casinos were the driving force in creating training. Core elements of training included: basic information on problem gambling, identifying who should respond to precipitating events, role clarification regarding what is required and reassurance re: responsibility. Training seen within a customer service framework. Training based on best-known practice and established research.

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Self-Exclusion Program: PGCO has no role in SE programs. SE 'feels good' and have usefulness when part of an overall strategy to manage problem gambling. Prog not based on research and should be evaluated. What is it attempting to do? Is it successful? Are there other approaches that may be helpful?

Communications: Website, newsletter, conferences, awareness programs, brochures, posters, signage, media and collaborative partnerships

Community Partnerships: PGCO seeks out partnerships based on synergy of purpose, shared concerns or common programs. Works closely with MoH, treatment providers, gambling advocates and OLGC staff.

ENTRE FOR ADDICTION & MENTAL HEALTH: Problem Gambling Program (CAMH- PGP): Robert Murray

- 7 **Role:** CAMH-PGP delivers treatment, undertakes research, educated professionals on problem gambling, develops public education and awareness programs, enhances treatment system capacity to provide care within harm reduction model.

Policy: Policy built upon treatment, research, education and awareness experts of the Addiction Research Foundation. Programs utilize a harm reduction approach with focus on early intervention. CAMH-PGP takes a gambling neutral approach and works with all interested parties.

Program Strategies & Elements: PGP guided by annual strategic plan. PGP provides outpatient treatment to problem gamblers and their family including development of specialized programs for women, youth, ethno-racial communities. Undertakes research to develop evidenced based expertise in the prevention, identification and treatment of problem gambling. Enhances treatment system capacity by sharing findings with addictions specialists and allied professionals through published research, training programs, workshops and forums. Produced a training manual "Helping the Problem Gambler". Assist community groups and treatment specialist to undertake public education and awareness programs by developing a "Promotion Awareness Program Resource Manual" including templates for brochures, PowerPoint presentations, and facts and figures on problem gambling. Developing a CD based training program for casino staff "Red Flags and Referrals". Training based on core knowledge of RG/PG, clarifying responsibilities for staff and building on communication skills of staff to respond to behavioural manifestations not diagnosis of problem gambling. Goal is direct people to help. Include your own staff in the process. Let them develop operating policies. Training should include staff in focus groups to identify issues. Blend their knowledge of the customers with expert knowledge of PG/RG. Training should not be theoretical but informed by experience.

Self-Exclusion: No role. PGP sees the SE as an opportunity to link problem gamblers with help. Time of application is period of vulnerability where individuals may be more receptive to hearing messages of hope and help. Strengthen that link. Consider re-entry program being tied to education re: odds of play, potential risks and responsible gaming strategies.

Community Partnerships: CAMH- PGP has established an Advisory Committee including external and internal treatment providers, Tourism Ministry, MoH and PG researchers. PGP strives to translate expert knowledge into understandable language and a useable form. Very interested in working with OLGC to enhance knowledge related to problem gambling, prevention and risk.

QUEBEC

LOTO-QUEBEC (LQ): Jean Pierre Roy, Directeur D L'Information (Written response submitted), Daniel Dubeau, Director Department of Problem Gambling & Research.

Role: LQ develops, owns, operates and monitors traditional and electronic lottery games, bingos, and three commercial casino operations. Subsidiary develops multimedia and electronic gaming products.

Policy: Policy focuses on prevention of problem gambling informed by research findings. RG/PG seen as an overarching principle for which every one is responsible. Integrated across all divisions' seen as part of good business practice.

Operating policies include refusal of credit, restriction to minors and restriction of alcohol consumption in gaming areas, advertisement standards, and product development with greater messaging capacity.

Program Strategies & Elements: A \$4.3 million budget is allocated to awareness/prevention programs. Department of Problem Gambling Research & Prevention established to develop and monitor programs. Responsibility for conducting research recently transferred to the Ministry of Health. Awareness focuses on staff and customers knowledge of compulsive gambling. Program includes resource materials on signs and symptoms, self assessment, risk factors and intervention strategies for getting help, posters, information cards, brochures, training video, responsible play tag lines on VLT screens, products, promotion and marketing materials, casinos have interactive self assessment program with help promotion. A restricted sale to minor's message includes on all products and materials. Prevention includes public awareness of responsible gaming and availability of help through TV and print media, P.S.A.'s, posters, and brochures. LQ evaluates its programs and operations to improve practices.

Staff Training: Staff training is currently under development. LQ and the MoH are introducing a "First Line- Crisis Response Service" which staff can be called upon when customer is in crisis. Security and Casino managers receive training in recognizing and responding to problem gambling. Last year 4,000 site owners received voluntary training on RG/PG. All new employees receive an orientation to RG & LQ policies. EAP programs in place to recognize and treatment staff gambling problems through an offsite Health Service.

Self-Exclusion: LQ offers a self-exclusion program. Customers can request SE to casinos, bars, restaurants and entertainment facilities through Casinos or LQ offices. Program managed by Security Department. 3,331 people currently on program with approximately 1,000 added every year. The voluntary ban can be from 6 months to 5 years and automatically expires. Written application is made, photo circulation and security monitors and enforces the agreement. There is no penalty but customers will be removed from the gaming site. If customer attempts to enter more than 3 times they are linked to the "First Response Service". Program has recently been reviewed and high

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satisfaction with 30% of SE customers stop gambling. Legal threats have been made and some cases are in preparation. Customers on SE lose all special privilege cards and won't receive advertisement School based program developed, special resources for high risk groups.

Communication: TV broadcasts, print materials, brochures, stickers, posters, videos, interactive stations, newsletters, Internet, participation in conferences and workshops.

Community Partners: LQ works very closely with MoH & Social Services. LQ maintains an extensive Documentation Centre available to public. RG/PG is high on the government agenda and a coordinating committee including the Deputy Minister monitors progress and ensure coordination with education, health, and law enforcement.

RÉGIE DES ALCOOLS, DES COURSES ET DES JEUX:

The Régie is responsible for enforcing legislation related to alcohol and gaming. It also supervises enforcement of the regulations governing lotteries, government-owned casinos and video-lottery machines. It provides the Minister of Public Security with advice on any matters involving the social impact of the activities it oversees and any security measures that may be necessary.

ATLANTIC LOTTERY CORPORATION (ALC):
Tammy Mazerole, Supervisor of Responsible Gaming

Role: ALC manages gaming operation on behalf of the governments of Nova Scotia, New Brunswick, Prince Edward Island, Newfoundland and Labrador. Products include traditional lotteries and VLT's. Except in NB & PEI where VLT's are privately owned. ALC has no responsibility for casinos. There are no regulatory requirements for delivering responsible gaming program.

Policy: The four member provinces provide the policy direction for ALG through representation on the Board of Directors.

Program Strategies & Elements: Each province develops its own Responsible Gaming/ Problem Gambling Programs through Departments of Health. Each currently has its own help line so this information is not included on lottery products. ALC has begun to initiate a coordination of effort to insure the long-term support of the public and their confidence in the industries ability to manage associated problems responsibly. ALC has developed banners including warning signs of problem gambling; brochures and posters which must be posted near VLT's. Self identification cards are in development. They have policies regarding cashing cheques and extending credit to VLT players. ALC publishes articles on responsible gaming/ problem gambling in its Player Publication for lottery players. Key messages focus on responsible use. Recent referendums in NB heightened awareness for the need to develop programs for problem gambling. ALC would like to enhance communication of available programs & services.

Staff Training: ALC had a role in curriculum development for training VLT site operators. Nova Scotia developed their program independently. ALC will facilitate sharing of information and resources between provinces. They have no role in casino operations.

Self-Exclusion Program: No role.

Communications: ALC uses its website, posters, banners, key messaging, newsletter to communicate.

Community Partners: ALC has infrequent contact and no mechanisms in place to communicate with key stakeholders. ALC draws on expert knowledge of researchers, treatment experts and Health Departments to develop its messages. ALC feels there is a need for an advertising code, create a consistent message, coordinate assess to help lines through one number with its own logo and unique brand message. Focus on prevention not response to problem gambling.

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NEW BRUNSWICK

NEW BRUNSWICK LOTTERY COMMISSION: Brian Steeves,

Role: The NBLC develops provincial lottery policy and represents provincial interests in the lottery field, particularly as it relates to government-operated lotteries. The commission is also responsible for regulatory policy relating to all privately operated gaming activities such as VLT's, raffles and bingos.

The New Brunswick government does not directly operate lotteries but is a shareholder in the Atlantic Lottery Corporation (ALC) and in the Inter-provincial Lottery Corporation (ILC). In 1999-2000, it offered in the New Brunswick market the following products: video lottery. On March 23, 2000, the New Brunswick government announced a restructuring of departments and changes in some programs. As a result, the responsibility for licensing and enforcement was transferred from the Revenue Division of the Department of Finance to the newly formed Department of Public Safety. The change took effect April 1, 2000. The responsibility for gaming policy continues to reside with the Lotteries Commission and Department of Finance.

The Atlantic Lottery Corporation is a jointly owned corporation of the four Atlantic Provinces.

NOVA SCOTIA

CASINO NOVA SCOTIA: Lloyd Melbourne, Vice President of Property Operations

Role: CNS operates two commercial casinos in Sidney & Halifax. Part of Park Place Properties.

Policy: CNS does have a corporate policy on Responsible Gaming & Problem Gambling, which is part of their mission statement and a core operating value. RG policies are incorporated into each division. Policy is developed through a Responsible Gaming Committee, which meets regularly, and is comprised of senior staff from Security, Human Resources, Training, and Communication Departments. Casino staff has been invited to inform the committee on issues. They devise an annual plan to guide actions. CNS intends to reconstitute the committee with division managers who will guide an operations and policy review.

Program Strategies & Elements: Customer awareness includes signage, posters, responsible gaming tag line "Casino Nova Scotia Supports Responsible Gaming" and 1

800 Help line information is posted on all gambling machines, bank machines and marketing materials. CNS hosts a Responsible Gaming Awareness Week in the fall in conjunction with the Nova Scotia Addictions Foundation. An in-house program features posters, brochures, forums including reformed gamblers, RG training sessions, focus groups, employee contests, addictions workshops, resource kiosk, buttons etc. Media releases inform community of program.

They are in the process of developing their own brochure explaining responsible gaming. CNS is currently in discussion with Nova Scotia Gaming Commission and Atlantic Lotteries Corporation to develop a public awareness campaign with a media component. Staff training and orientation to responsible gaming as a part of customers services is seen as an essential component of RG programming.

Staff Training: CNS subcontracts delivery of staff training to an independent company (CNS). They collaborated to develop the core curriculum. *Level 1.* Each new staff, on hire, receives an orientation to RG/PG and corporate policy related to responsible gaming including signs & symptoms and supports and services. They are directed to alert their supervisors when customer is experiencing distress. *Level 2.* Managers and supervisors receive training in a response and referral strategy with specific protocols for intervention. They encourage a break in play and undertake a private conversation to explore concerns. Customers are then informed of the availability of self-exclusion programs and available assistance programs. CNS is developing a retraining program for all existing staff to enhance their capacity to respond to customers in distress. CNS would like to develop and train staff in a smart serve program similar to the liquor industry as part of its RG strategy.

Self-Exclusion Program: The Nova Scotia Alcohol & Gaming Authority administers the Self Exclusion Program. Application can be made through the NSAGA or the casino site and applies to both gaming facilities. It is managed at the casino level through the Security Department. Patrons apply in writing are photographed and pictures circulated to management of the casinos. Customers who attempt to re-enter will be issued a Notice of Trespass that is in effect for 6 months. If they attempt to re-enter they will be charged and fine \$200. It is lifetime exclusion but a written request for reinstatement can be made to the NSAGA who will undertake a financial review and hold a hearing of reinstatement. They would prefer a time limit to exclusion to create a more manageable database. Over 700 people are on the list currently with an addition of 2-3 per month. CNS keeps a record of those caught attempting to re-enter (2-3 per week) but no evaluation mechanism is in place. They feel confident that they are very successful in keeping regular customers out but recognize the programs limitation for infrequent or out-of-town visitors. Although there have been threats of litigation related to re-entry and gambling loss no successful challenge has been mounted. The program is promoted by word-of-mouth. Any customer in distress is informed of the programs availability. CNS would also like to see a mandatory education session with an addictions counsellor as a part of the self-exclusion program.

Communication: In-house responsible gaming messages.

Community Partnerships: CNS works closely with Department of Health. Ministry of Health staff actively participates in the Responsible Gaming Awareness Week. CNS has undertaken community focus groups as part of program planning. There is no ongoing consultation. Was providing financial support to a Self-Help Drop in program for gamblers that folded.

NOVA SCOTIA DEPARTMENT OF HEALTH

John LaRocque, Co-ordinator of Problem Gambling Program

Role: Provide planning, expert treatment, education, public awareness and research for the prevention and management of problem gambling. Includes management of 1 800 Help line.

Policy Development: 1994 Gaming Control Act provides the policy framework and refers to ongoing funding for responsible gaming & problem gambling. Casino Nova Scotia provides direct funding to support problem gambling programs in Nova Scotia through a portion of VLT profits.

Programs Strategies & Initiatives: Strategic Plan written 2 ½ years ago to guide program development. Not yet approved by government. Proposes a more proactive approach to identification of risk factors, early identification and intervention within a public health framework. There is 25 FTE staff working on treatment with ½ time spent on public education activities including public speaking and community outreach. Key messages include balance play, identifying early signs and symptoms of problem gambling, and how to access help. Produce posters, brochures displayed in casinos, VLT sites, community centres, doctor's offices credit bureaus etc. Education video "Romancing the Odds", newsletter "Gambling Awareness" Have developed school-based programs at jr. & high school level with a balanced life style and "learn to draw the line" message. Primary school program are being developed using puppetry, play and song. Receive \$4 million in transfer payments and can access \$750,000 in an accumulated Problem Gambling Fund.

Staff Training: MoH played a major role in developing operator-training programs for VLT sites including defining curriculum content based on current research and best practice. Initially there was strong resistance however shifted towards a sense of enlightened self-interest when community opposition developed. Addictions counsellors initially delivered training program for VLT retailers. Subsequently training was developed and delivered by private company (FGI) based on close consultation with Ministries of Health and Tourism. All retailers with customer contact require training in restricting access to minors, identification of signs, symptoms, and strategies for responding to problem gambling behaviour and how to respond sympathetically while

directing people to help. Training includes video exercises. Each site must have a policy regarding responsible gaming. AGA monitors compliance with program and revoke licence to operate LVT's. Although concern was expressed that the program would reduce profits it has not impacted sales and improved public perception of the industry.

Communications: Posters, brochures, website, public presentations, participation in forums, media interviews, help line, tagline on gaming products, circulation of materials to health care providers and community groups.

Community Partnerships: Work closely with addictions workers to understand issues, Regular ongoing contact with church groups, charities, local citizens groups, advocacy groups (not very well developed), school organizations, teachers, police, and RCMP. There was close consultation in developing the strategic plan.

NOVA SCOTIA ALCOHOL & GAMING AUTHORITY (NSAGA)

Joel Baltzer, Manager Policy & Research

Role: Regulatory body for gaming and administers the self-exclusion program. Insure gaming activities are conducted in a socially responsible manner, in the public good and minimizing the negative impact of problem gambling. Researches trends within the industry, monitors compliance and makes recommendations to government.

Policy: NSAGA does not have a policy re: responsible gaming. The Gaming Control & Casino Regulations Act provides the framework for actions.

Program Strategies & Elements: The NSAGA has no programs beyond creation of a Directory to Problem Gambling Help Facilities and administration of Self-exclusion Program.

Staff Training: Industry managed responsibility.

Self-Exclusion Program: Administered by NSAGA through Casino Regulations & Gaming Control Act. Can apply for voluntary exclusion through casinos, the Nova Scotia Gaming Corporation or the NSAGA. Personnel from the NSAGA maintain supervisory staff on site at the casinos and are responsible for registering SE program. Over 600 individuals are currently on the program. Between 93 and 148 enter program annually. They do not evaluate program but track number of people caught re-entering. They have success in preventing re-entry. Penalty for violating volunteer agreement include removed from site and denied any winnings. Unlimited exclusion by customers can reapply at any time. Approx 11 individuals request reinstatement annually and 40% declined. The Authority holds a hearing and reviews financial affairs of customer before granting re-instatement. There have been legal challenges regarding denial of winnings but no complaint has gone to trial. Voluntary nature of program is stressed.

Communications: Through web site, brochures available at all gaming sites, annual reports widely circulated to libraries, media releases, Directory of Problem Gambling Help Facilities.

Community Partnerships: Maintain close relations with the Ministry of Health, non-profit organizations, self-help groups, consult with other jurisdictions, occasional use of focus groups.

PRINCE EDWARD ISLAND

PEI DEPARTMENT OF HEALTH: aureen McIver, Addiction Program- internet search.

No casinos in PEI. Lottery & VLT's managed through ALC.

The development of the new gambling treatment program has now been completed. Over the summer, new gambling counsellors will be hired and existing addictions staff trained to assist in the implementation of gambling treatment services. Programs will be available in the fall both at the provincial facility and in the health regions for those addicted to gambling and for families affected by gambling addictions.

Individuals experiencing gambling problems will be assessed in the health regions to determine the level of gambling treatment they need, and then referred to either an inpatient or outpatient program.

Clients in the outpatient gambling treatment program will continue to live at home while they take part in the day and evening treatment schedule. It is expected that the majority of clients will require the outpatient treatment program.

A fifteen-day inpatient program will be available for people who demonstrate more intense symptoms such as an inability to stop gambling, cross-addictions, severe depression, anxiety, suicidal thoughts or potential criminal activity.

Gambling Programs

Education and treatment programs are currently being developed for problem gamblers.

NEWFOUNDLAND & LABRADOR

NEWFOUNDLAND DEPARTMENT OF HEALTH AND COMMUNITY SERVICES: Ronald Tizzard, Addictions Consultant (written submission)

Newfoundland and Labrador have no gambling casinos. Gambling products consists of VLT's, electronic number games i.e. 649, Super 7 and paper lotteries products. Lottery distribution and sales in managed through the Atlantic Lottery Corporation.

Policy: There is currently no formal policy or program discussions in place within the Province. Should policy be developed it would include various government departments with responsibility including Finance, Health and the Regulatory Agency. The Atlantic Lottery Corporation would be included and there would be opportunity for broad Community input

Program Strategies & Elements: The Health & Community Service Department is accountable for responsible gaming & problem gambling programs. There are 6 health and community services regions in this province. Each region has an addictions services program, providing required substance abuse and gambling clinical services. Apart from the provision of direct clinical services each region also has staff dedicated to sharing information on a broad spectrum of addictions related topics including gambling. This happens usually for the public, schools, corporations etc. via training programs, guest speaker occasions etc. A one-day 'gambling awareness workshop' is offered to community professionals and Para-professionals, brochures, books, articles are available through the regional addictions services offices to the public and professional community. The media is not regularly used for information sharing purposes although media is contacted during the annual Addictions Awareness Week.

The government of this province in partnership with Atlantic Lottery Corporation is providing prevention messages, and referral information in each video lottery terminal (VLT) site in the province. Individuals with gambling problems are encouraged through the display information to call a 24 hour, established mental health 1-800 crisis line for further referral information and help.

The lead for the provision of such services outlined above from within the government sector lies with the Department of Health and Community Services, specifically and currently lies with the Addictions. Costs for the provision of these and any future services have not been separated out from the overall provincial addictions services budget. However, when Addictions Services was tasked with providing clinical services to the gambler client population, each Health Region received funding for an additional clinical counselling position. Program priority is based on identified needs as funding permits.

There are currently no prevention programs in place at a sufficient level to require outcome measures to determine effect.

Staff Training: There are no casinos in the province. More formal intervention programs and associated training for VLT operators and ticket sales retailers is being discussed and a work in progress, lead by the Atlantic Lottery Corporation. On an ad hoc basis, Addictions Services staffs have addressed such concerns with operator and retailer staff upon invitation.

Self-Exclusion Programs: There is no Self Exclusion Program discussed or implemented in this province, to date.

Communications: Communication with the gaming public regarding such program implementations would be shared and promoted at the gaming sites i.e. VLT locations and/or retail locations. The media may/may not be used.

Community Partnerships: Key stakeholder groups include: Atlantic Lottery Corporation; Government; general community; gaming public; gaming operators and retailers. There is currently very little contact and only on an as needed basis. There appears to be no active community activist/lobby group. There are close ties with formal addictions service providers with little to no contact with community groups. The Ministry adheres to harm reduction notion/model. The preferred treatment methodology is the bio-psychosocial model.

SELECTED AMERICAN JURISDICTIONS

OHIO LOTTERY COMMISSION: Barbara Terban, Co-ordinator Problem Gambling Awareness Department.

Role: OLC develops, operates and manages sales of lottery products on behalf of the State of Ohio within legislative framework. Casinos or electronic gaming were voted down in Ohio.

Policy: Responsible gaming policy developed from a broad consultative process undertaken in 1997. Based on review OLC developed programs and operating policies related to responsible gaming including restricting sale to minors.

Program Strategies & Initiatives: Problem Gambling Awareness Department (under Corporate Communications) establishes an annual strategic plan for developing RG/PG policies and programs. PGAD has dedicated staff (.5FTE) and program budget. Responsible play messaging appears on all corporate communications, lottery products, and promotional and marketing materials. Information provided on signs & symptoms of PG, self-assessment, and responsible play strategies, educational resource and treatment links. OLC undertakes public awareness campaign focused on responsible play and problem gambling awareness including: P.S.A.'s, print and TV media. OLC produces posters and 3 brochures: problem gambling, PG in special risk groups (youth & seniors). OLC offers a Speakers Bureau, does outreach into community, offers a school based educational program; "Caution- Youth At Play" with resource guide for teachers. OLC offers its own in-house help line. Lottery proceeds fund Ohio Drug & Alcohol Addictions Services.

Staff Training: No casinos. OLGC provides a training manual to retailers including corporate policies and RG/PG messaging. No directive given regarding intervention. OLC provides signage, brochures and taglines directing people to help line.

Communications: Through website, outreach activities, media, point of sale, newsletter to retailers and staff.

Partnerships: Ongoing contact with Ohio Problem Gambling Council. OLC is recommending the development of an alliance of industry, community groups, treatment providers and charitable groups to identify and address issues.

ANCHOR GAMING INC.: Connie Jones, Director of Responsible Gaming Program

Regulatory Environment: Gaming licensing & regulation is a state responsibility consequently legislative requirement different across various states. Public pressure is what is driving the industries response to RG/PG. Resulting in plebiscites, increasing restrictions or enforced regulations. AGI has lost Canadian contracts as a consequence of public opposition.

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Role: AGI is a private gaming operator with holdings across the USA. Develops, operates, licences and sells electronic gaming machines (slots, electronic lotteries, LVT's and LVT's), owns and operates state lotteries, pari-mutuels, casino venues and racetracks in operations in selected states. AGI has recently undergone multiple mergers that expanded and diversify their operations.

Policy Development: Recent release of a Nation Gambling Study raised fears within the industry of greater restrictions and controls. Trend in USA is in the absence of voluntary RG/PG programs states will impose requirement. "Enlightened self-interest" has driven their rg/pg program development. Initial policy developed by Government Relations Department in consultation with Human Resources. AGI has a "Corporate Responsibility Policy & Program" strategic document that guides their program development. Established a Responsible Gaming Committee composed of managers from all divisions & subsidiaries, including representation from H/R and Corporate Legal Department. Established a Corporate Steering Committee composed of senior operations officers to implement the plan. Engaged a Director of Responsible Gaming Program to direct program.

Programs Strategy & Elements: There is 1fte staff position exclusively for RG/PG with a dedicated budget. Customer education re: Responsible gaming through posters and signage displayed in gaming venues and point of sale, R/G tags on products and equipment, Anchor Problem Gaming Brochures, promotion of help lines, high risk groups identified, self assessment & signs & symptoms materials available. Anchor Gaming participates in APGC Problem Gambling Awareness Week with forums, workshops and training in underage and problem gambling identification and public education activities. VLT messaging, dollar credits and play clocks are being developed as a response to RFP requests. Soft ware has RG message.

Staff Training: All staff receive an orientation to basic concepts of responsible gaming/problem gambling, potential risk factors and corporate policy and implementation plan. Training completed within 60 days of hire. All staff is trained to detect underage gamblers. Staff training developed in consultation with treatment experts. EAP programs, staff educational materials and specialized training for managers to detect problem gambling in staff are available. Back of the house messaging, pay packet inserts, corporate newsletter. Staff intervention with customers remains highly controversial. Nevada refuses to intervene. In most jurisdictions staffs are directed to inform managers if customer is identified as having a problem or when approached for assistance. Specialized training provided to supervisory staff on approach, intervention and direct to help. Anchor encourages its staff to volunteer within the community in initiatives related to problem gambling.

Self-Exclusion: AGI does not offer a SE program. Some casino sites have SE programs where state required (Missouri, N.J.). Managed through Security Department and can include a lifetime ban (i.e. Missouri). Written application through casino sites and state offices where customer is photographed. Those who are identified by Security staff on re-

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enter will be charged with trespassing. Unsure of SE numbers- around 200. Remain controversial program.

Communications: AGI has its own promotional materials that are displayed on casino, racetrack & VLT sites. AGI participates actively in advisory groups, educational conferences, and workshops, to promote programs. Involved in American Gambling Association's "Problem Gambling Week" with activities across all sites.

Community Partners: AGI operates in multiple states and has no formal community partners. Will sponsor community groups like National Council on Problem Gambling and state affiliates when hosting RG events.

NEW JERSEY CASINO CONTROL DIVISION: Daniel Heneghan, Director of Communications

Role: Does not cover lotteries. Regulatory body for gaming, which sets the rules, investigates and licences gaming operations and insures regulatory enforcement. NJCCD responsible for administering state wide self-exclusion program. Complaints from public or failure to comply with regulations will initiate a formal hearing that can result in financial penalties, warnings with specific remedies or revocation of licence to operate.

Policy: Established through State Legislation and ad hoc process for new policy development. Advertisement policies require operators to include age restriction (21 years) and responsible gaming/ help message. Encouraging industry to see RG/PG programs as "enlightened self-interest". Will only regulate in voluntary programs fail.

Programs: No designated staff or budget for RG/PG programs. Project 21- trains staff to request ID from customers who look 26 and under and decline entry to anyone under 21. Not regulated but voluntarily adopted. NJCCD has created promotional brochures. Have some involvement in public awareness activities include: self-identification, signs & symptoms and assisted in developing AGA materials including child abandonment program, RG tag lines, and posters.

Staff Training: No direct role beyond setting requirements re: age limits.

Self-exclusion Program: NJCCD recently (Sept. 2001) assumed responsibility for administering a statewide self-exclusion program established September 2001- Does not prevent re-entry but removal from mailing lists, suspension of credit privileges, and special privilege clubs. Casino operators are not to knowingly deal to customer. Casinos & customer forfeits any winnings if on SE. Must apply for re-instatement. Each casino required developing internal controls to manage program. NJCCD enforcement staff is on site monitor gaming, provide information to public and to handle applications for SE. Customers can also apply through NJCCD offices. Photographs are distributed across all NJ casinos. Currently 15 customers registered. Customer can choose duration from 1 year to a lifetime ban. No evaluation built in. No legal complaints yet. Media coverage has

promoted program. Developed a promotional brochure for distribution within casinos, treatment agencies, state councillors, Gambler Anonymous etc.

Communications: Website, media, promotional brochures and the presents of NJCCD enforcement staff & information booths within casino sites.

Community Partners: No formal mechanism but ongoing contact with state councillors, treatment providers, community groups.

MISSOURI GAMING COMMISSION: Melissa Stevens, Problem Gambling Advocate

Role: MGC regulates the Casino industry. Investigates applicants and issues casino licences, monitors and enforces regulations. Establishes standards and internal control for gaming industry including defining staff training requirements. Encourages industry to voluntarily adopt RG/PG practices. Conducts research and education related to RG/PG.

Policy Development: Currently under review. State legislations through Bill 902 provide direction.

Program Strategies & Initiatives: There is 1 full-time Problem Gambling Advocate with a dedicated budget of \$40,000 (\$15,000 for outreach and education/ \$25,000 for research). Programs developed based on strategic plan determined by key stakeholder consultations. MGC produces educational posters & brochures. Speakers Bureau does outreach and education for prevention & awareness. Special risk groups' targeted- youth based initiative "All Bets Off" including school-based presentations at elementary & secondary school levels. Hosts Annual Gaming Awareness Week (2nd year) includes posters, brochures, billboards, mass mailings, and print and radio media including PSA's.

Staff Training: Casinos are required to implement a staff-training program for RG/PG. Staff training developed by Missouri Riverboat Gaming Association.

Self-Exclusion Program: Offered by MGC since 1996. Lifetime ban with no mechanism for reinstatement was based on consultation with treatment providers and compulsive gamblers. There are over 3,300 customers currently on program and numbers exponentially growing ('98- 336, '99- 569, '00- 1,115). Casinos were required to initiate a plan to manage program through Security Department. Customers on SE will be escorted from casino and charged with trespassing. Volunteer application removed from credit, special player clubs, marketing and promotional lists. Both customer and casino forfeit winnings. MGC has its officers on site at the casinos to monitor operations. Can apply through casino or at MGC administrative office. Provided information on treatment & problem gambling. Funding for evaluative research requested.

Communications: Speakers Bureau, brochures, posters, billboards, website and traveling education program.

Community Partnerships: MGC works closely with Missouri Alliance to Combat Problem Gambling a multi-sector alliance of health, research, gaming industry & problem gambling advocate groups. Establish an annual strategic plan to achieve upon goals.

NEVADA COUNCIL ON PROBLEM GAMBLING: Carol O'Hare, Executive Director

Regulatory Environment: Nevada Gaming Commission controls and regulates the gaming industry in Nevada through investigation and licensing of gaming establishments, set minimum standards for RG/PG including prevention, awareness and staff training.

Role: NCPG role is to generate awareness, promote education and advocate for quality treatment of problem gambling in the state of Nevada. Provide crisis intervention and referral to gamblers, prevention programs particularly with youth, and train professionals.

Policy: Policy developed by executive staff for approval by Board of Director. Programs reflect mission and priorities the urgent & emerging issues. Gaming neutral position.

Program Strategies & Initiatives: NCPG offers 24 help-line to support and refer. Speakers Bureau provides prevention and awareness info through media, personal presentations to schools, and religious communities etc. Deliver a state recommended staff training program for gaming industry on responsible gaming & problem gambling. Administers youth awareness-scholarship program. Provides specialized continuing education to health care professional on problem gambling. Prepares and distribute responsible gaming & problem gambling literature to meet Nevada Gaming Regulations. Participates in Gaming Awareness Week. Does public education with media print, video & audio PSA's.

Staff Training: All casino and gaming operations must deliver to all staff training on PG/RG as required by Nevada Gaming Commission. That includes local corner stores with VLT's etc (there are over 2,700 licensed gaming establishments in Nevada). NCPG has both in-house & offsite training. A 1-hour curriculum based program includes understanding of RG/PG and response strategies. Guests must ask for help for staff to intervene whose role is to support and link. NGPG provides a 60-hour specialized training program to professional staff to meet National accreditation standards.

Self-exclusion: Nevada does not have self-exclusion programs which is felt to violate the individual right to gamble, impossible to manage and of little benefit. Casinos instead will remove gamblers from credit, players clubs and marketing and promotional materials.

Communications: Web site, publications, pamphlets, posters, staff training, signage, speaker's bureau, media presentations, advocacy etc.

Community Partnerships: No specific partnership. NPGC sees gambling as an emotional illness requiring treatment. Will work with other groups where there is a shared interest. Seek synergy.

PARKPLACE ENTERTAINMENT (PPE): Lorenzo Creighton, Vice President of Government & Community Relations.

Role: PPE is a privately owned business with 26 casinos across the USA. Gaming is a state regulated industry and Park Place conforms to the state imposed standards within each jurisdiction they operate.

Policy: Corporate wide commitment to Responsible Gaming with a written mission statement demonstrating corporate wide support of RG.

Programs & Initiatives: PPE- RG/PG is coordinated by the Vice President of Government & Community Relations. Corporate head quarters provide a baseline standard for RG/PG, utilizing the resource materials and framework developed by the American Gaming Institute to inform their programs. Core elements include: customer awareness through signs & symptoms, self-awareness, RG awareness posters, brochures and promotion of help line. PPE participates in the National Gaming Awareness Week and undertakes presentations and workshop on "Understanding the Odds of Play". PPE has a video PSA available for media use and community distribution.

Staff Training: Staff receives mandatory training in an orientation to RG/PG and on how to identify problem gambling both within themselves and their customers. Supervisory staff receives specialized training in response to problem gambling to link customers to help. Education regarding restricted access for youth, responsible alcohol & tobacco use is also provided.

Self-exclusion: Customers can request removal from mailing and marketing lists, players clubs and credit privileges. Managed through Security, written application and photo circulated. Customers on SE will be declined play privileges if they re-enter the casino. Some states have regulated self-exclusion requirements, which deny winnings to customers and casinos.

Communications: Web site, signage and participation in Gambling Awareness Week.

Community Partnerships: PPE works closely with the American Gaming Association. And provides financial support to groups such as Nevada Problem Gambling Council.

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INTERNET SEARCH- American Jurisdiction

Casino review:

Based on the "Gaming Guide" listing provided by OLGC staff over 65 random searched of casino gaming sites was conducted. Less than 5% of sites made reference to responsible gaming or problem gambling. Each casino site was contacted through email to request information on policies and programs available. Only 3 additional contacts were received. Most common elements included: Customer awareness re: problem gambling, links to toll-free help lines, and Gamblers Anonymous. Some sites offered signs & symptoms and self-assessment questionnaires.

Resources & Information:

There is an extensive amount of information available on the internet produced by a wide variety of informants including: Gaming Industry Association, Problem Gambling Councils, Health & Treatment and Research services, and state commissions. Caution must be taken to review information through the perspective of the website owner. For example the casino industry positions information differently than problem gambling councils. Common elements include: information on problem gambling- definitions, risk factors, self-assessment, signs and symptoms, strategies for responsible play and information for family members.

General searches for responsible gaming, problem gambling, frequently landed on Internet and casino gambling sites, which were promoting play not responsible gaming. An unexpected outcome of this desk top research is the unwanted advertisement received for credit counselling, Internet gambling, pornography and adult companions.

INTERNET SEARCH --International

Australia- more sites focussing on public debate, more frequent response by community groups, churches etc. advocating for greater restrictions, more government position papers, Industry Codes of Conduct

Europe- move towards greater controls and enforcement (Switzerland, Scandanavia)

Codes of Practice- Victoria Gaming Machines
American Gaming Association: Responsible gaming initiative

WHAT OLGC ASKED FOR:

- Research responsible gaming and problem gambling programs & policies within the Canadian, selected American and international gaming and associated industries.
- Identify existing policies and programs in related industries where social responsibility is critical.
- Through a comparative analysis of existing policies and programs, the OLGC seeks to develop policy guidelines, which reflect the OLGC commitment to responsible gaming.
- Identify options for developing program elements and initiatives, which will provide leadership and direction.

WHAT THE CONSULTANT DID:

Review Background Documentation, defined scope of inquiry in partnership with OLGC staff. The primary focus was on Canadian & Selected American Jurisdictions.

Identify key informant list.

Key informant was expanded to create comparative groups.

Total Number of Informants= 53

8 OLGC staff interviewed, 7 Related Industry staff, 28 Canadian staff, 10 American staff.

Where an individual could not be reached a review of corporate websites and Annual Reports were used to gather information.

A line of inquiry was developed in consultation with OLGC staff. The review was deepened in response to OLGC staff request for greater detail.

Covering letter & line of inquiry was forwarded to each informant and telephone consultations were scheduled. Interviews required on average approximately 1-½ hours to complete. Where requested face-to-face interviews were arranged within the Toronto region.

On completion of interviews correspondence thanking informant for their contribution and requesting print and collateral materials on policies and programs.

A detail summary profile sheet on each organization interviewed was prepared and is available to OLGC staff. A comparative chart for program strategies & elements, staff training & self-exclusion were prepared to address specific staff information needs. An ancillary benefit to this review is the preparation by the consultant of a detailed database of key staff in the area of Responsible Gaming/Problem Gambling for future reference.

Internet search related to responsible gaming policies & programs was conducted for each key informant group and policy guidelines, program elements and self-exclusion documentation gathered.

Approximately 150 sites focussing on Responsible Gaming & Problem Gambling were visited within Canada, USA and international.

A random search 65 of American Casino sites were reviewed based on a list provided by OLGC staff.

Random Internet search within Australia, Britain, Europe was undertaken and 48 sites visited.

Where available policy and program descriptions were printed for review.

Data Collection & Analysis

The information gathered through interview, Internet search and collection of collateral policy and program materials was reviewed and analysed.

The overarching trends and elements of Best Practice were identified.

A comparative review of OLGC's current practices, policies and programs was undertaken.

A recommendation for creating a policy framework to provide leadership and direction in the area of responsible gaming was identified.

Program elements & initiatives reflecting "Best Practice" in responsible Gaming are recommended.

Recommendations & Pitfalls identified by key informants were summarized.

Report Preparation

The final report will outline process used and summarize the work undertaken.

The report will provide a distilled thematic summary of interview and their findings including recommendations for crafting a policy framework for Responsible Gaming & Problem Gambling.

Program elements & initiatives reflecting current trends will be provided. Recommended for future steps will be included.

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Name & Title

Organization:

Role:

Regulatory Environment:

GAMING & LOTTERY INDUSTRY QUESTIONS

1. POLICY DEVELOPMENT

- * What is your organization's current policy related to Responsible Gaming- Problem Gambling? Can you provide me with written policy statements?
- * Who is involved in the development of policy/ program development in the area of Responsible Gaming- Problem Gambling?

2. PROGRAM STRATEGIES & ELEMENTS

- * What programs are currently being offered to address the issue of Responsible Gaming- Problem Gambling? (Define program elements i.e. advertisement, print materials, Public Service Announcements etc.).
- * Who within your organization is responsible for developing and administering this program area? What are the costs associated with delivering programs? Is there a specific budget allocated? What level of staffing is allocated to this program area? # of Full Time Equivalent's?
- * How do you decide program strategies and determine program priorities?
- * How do you measure program success?

3. STAFF TRAINING- Direct gaming

- * What training programs are offered to casino/ gaming staff regarding problem gambling and strategies for intervention? Who does the training? Which staff receives training? How frequently is training done? Can you provide me with written program materials for review?
- * Who within the casino is responsible for developing training priorities, program content and develop training materials?
- * What directives are given staff regarding intervention when problem gamblers are identified? Who intervenes? How?
- * How is the issue of problem gambling amongst staff managed?

4. SELF-EXCLUSION PROGRAMS

- * Do you offer a self-exclusion program? Describe the program elements: duration, penalties, reinstatement etc.?
- * How is this program administered & by whom?
- * Approximately how many people are involved in the self-exclusion program? (Over what period of time?)
- * Who is responsible at the site level for managing self-exclusion program?

- * What access points are available for gamblers to apply to the program? I.e. visit casino site, through treatment programs?
- * How do you manage identification and insure consistent enforcement?
- * How is staffs trained to administer self-exclusion programs?
- * What legal implications, if any, have arisen as a consequence of this program? (Law suite for exclusion, human rights challenge?)
- * How would you rate your program's overall effectiveness? How do you measure effectiveness?
- * What recommendations do you have, or important learning related to self-exclusion programs, to offer the OLGC?

5. COMMUNICATIONS

- * How do you communicate policy and programs on Responsible Gaming- Problem Gambling to gaming patrons and the public including availability of the self-exclusion program?

6. COMMUNITY PARTNERSHIPS

- * Who do you see as 'key stakeholders' in developing and delivering programs and initiatives related to Responsible Gaming/ Problem Gambling?
- * What is the nature and frequency of contact with community partners?
- * What is the nature of your partnerships with treatment and problem gambling groups?
- * Do you adhere to any particular public health/ addictions model/ treatment approach?

7. RECOMMENDATIONS

- * What advise would you offer the OLGC based on your experience in the area of responsible gaming /problem gambling?
- * Are there any pitfalls to be avoided?
- * Other comments?
- * Can I contact you again if additional information is required?

RELATED INDUSTRIES
Where Social Responsibility is critical

Name & Title:

Organization:

CORPORATE POLICY DEVELOPMENT

What is the _____ corporate policy related to Social Responsibility?

Who is involved in the development of corporate policy in this area?

To what degree do government law and or regulation influence policy & program development?

COMMUNICATIONS

How do you communicate corporate policy and programs on Social Responsibility to the public?

PROGRAM STRATEGIES & ELEMENTS

What is the organizations strategy in this area?

What are the core elements of your programs and initiatives?

What programs & initiatives are you currently undertaking in the area of social responsibility?

How do you decide program strategies and which initiatives to undertake?

How do you determine program success?

CORPORATE COMMITMENT

What is the budget attached to Social Responsibility initiatives?

What staffing support is directed to this program area? Roles & Responsibilities, number of FTE's?

PARTNERSHIPS

Who do you see as 'stakeholders' in developing and delivering programs and initiatives related to Social Responsibility?

Who are your external partners in delivering your programs & initiatives? Why?

How do you select your external partnerships?

How and with what frequency do you meet with community partners?

RECOMMENDATIONS

What advise would you offer the OLGC based on your experience in this area?

Are there any pitfalls to be avoided?

Other?

Can I contact you again if additional information is required?

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Section 13

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Section 13

Section 13

COMPARATIVE REVIEW- DRAFT

Self-Exclusion- Canadian Jurisdictions

umbia	BCLGC-Administers SE, 500 people on program/year. 6-month minimum. Written application-photographed. Apply thru casinos & BCLGC corp. office Security Department manages program. Escorted off premises- if refuse charge with trespassing. No marketing material. Written request for re-entry. Considering mandatory education. Signs & staff promote SE program. Voluntary nature of program stressed- last steps in RG program- stress personal responsibility of customers. No successful legal action- threats re: re-entry & \$ loss. No evaluation- Question efficacy. MOH consulted in program development.
Alberta	Alberta Gaming & Licensing Commission administers program. 225 people/year. 1-year minimum. Written application- 24 hour cooling off. Apply thru casinos or AG&LC offices. Security Department manages program. Escorted off premises- if refuse charge with trespassing. No marketing material. Written request for re-entry. Considering mandatory education. Signs & staff promote program. Voluntary nature of program emphasised - last step in R/G program- stress personal responsibility of customers. No successful legal action- threats re: re-entry & \$ loss. No evaluation done. Not seen as effective but satisfied. AADAC developed program.
Saskatchewan#	Casino Regina administers program. Written application through casino - photographed and circulated through Security Department who manages program. Promoted through website
Manitoba	Manitoba Lottery Corporation administers program. Program currently under review. 400 people/year. Written application required through casino or MLC offices. Customer photographed. Security Department manages program. Escorted off premises- if refuse charge with trespassing. No marketing material. Mandatory 1/2 day education required thru AFM for reinstatement. Signs, staff & treatment providers promote. Personal responsibility- Voluntary nature of program emphasized with emphasis on linking customers to help. Legal threats- no action re: re-entry & \$ loss. No evaluation beyond tracking #'s. MLC questions efficacy of program. AFM consulted re: program design.
Ontario	Commercial casinos developed program. In '99. OLGC created a province wide program administered by OLGC staff. 2,000 people on program with 1,000 added yearly. Minimum 6 months exclusion. Written application through all gaming sites. Customers photographed and circulated across all sites to security staff. Three requests by customer results in an automatic 5-year ban. Security Department manages programs at site level. Re-entry results in trespassing charges with increasing penalties. No marketing material- loss of special players privileges. Written request for re-instatement- interview- automatic 30 days. Program not actively promoted. Volunteer program. Customer privacy and enforcement stressed. No formal evaluation. Internal review (2001) has identified deficiencies, need for overhaul of program identified. Difficult to enforce.

Confidential-

Prepared by Nancy Mc...

COMPARATIVE REVIEW- DRAFT

Quebec	Loto Quebec administers program. 3,331 people on program with 1,000 added yearly. Min. 6 months to 5 years determined by customer. Written application through casinos, gaming sites, and Loto Quebec offices. Customer photographed. Focus is to link customers to help. Security Department manages program. Escorted off premises- no penalties. 3 removals involve "First Response Service". SE -automatically expires. No re-instatement possible. Program actively promoted through signage and staff. SE is a voluntary program which stresses personal responsibility and links to help. Legal action pending- re: re-entry & \$ loss. Very satisfied. Recently evaluation- 30% quit gambling. MoH consulted on program design.
Nova Scotia	Nova Scotia Alcohol & Gaming Authority administers program. 700 people on program with 100 added yearly. Unlimited exclusion. Written application required through casinos or NSGA offices. Customers photographed and circulated to Security & enforcement staff. NSGA enforcement staff on site at casinos. Casino Security Dept. manages. Customers on SE escort off premises- Notice of Trespass issued and if customers re-enter within 6 months- charged with trespassing. Written request for re-instatement- financial hearing. Brochures & signage promote program. Linked to help. Voluntary nature of program stressed. Threats but no legal action taken re: re-entry & \$ loss. Considering mandatory education. No evaluation. Reasonably satisfied. MoH consulted in program design.
NB/ PEI/ NFL	No casinos- no self-exclusion.

Self-Exclusion/ Restriction- Selected American Jurisdictions

Anchor Gaming Inc.	AGI does not have SE program. Some states (Missouri, New Jersey...) and commercial casinos offer program.
Harrah's Entertainment Inc.	Harrah's offer a Self Restriction Program, which restricts customers who admit to having a gambling problem. Written application required through casino, through reservation services or 1 800 line. Customer photographed. Managed through Security Department. Removes customers from mailing, marketing and special privileges programs. Casinos will deny play privileges. Credit and cheque cashing privileges denied. Personal responsibility stressed. Link customers to help.
Missouri Gaming Commission	MGC administers program. Lifetime ban with no opportunity for re-entry. Developed in consultation with treatment providers, community consultation and key stakeholders. Casinos required by MGC to implement program to manage program through Security Department. MGC has enforcement officers at casino sites to register customers. Can register through casinos, MGC offices. Customers escorted from premises and charged with trespassing. Volunteer program removes customer from marketing and promotional lists. Both customers and casinos forfeit winnings if customer re-enters gaming facilities. Information on PG and help provided with emphasis on linking customers to help.
Missouri Riverboat Gaming Assoc.	Casinos offer Self-Exclusion programs that remove customers from marketing, special privileges programs, and deny cheque cashing and cash advances through bank machines.

COMPARATIVE REVIEW- DRAFT

Nevada Council on Problem Gambling	Does not promote Self-Exclusion Programs because it is felt to diminish personal responsibility for accepting and managing problem gambling addiction. No research to support program.
New Jersey Casino Control Division	Recently established SE program (Sept. 2001). 15 customers currently registered. Removes customer from mailing lists, cheque cashing, credit and special privilege programs and marketing. Casino operators cannot knowingly deal to SE customers. Min. 1 year to lifetime ban selected by customer. Casinos & customers forfeit winnings. Applies statewide. Written application with photograph. Provided PG and help information. Marketed through brochures, signage and media. No evaluation built in. No legal threats.
ParkPlace Entertainment:	ParkPlace offer a Self Restriction Program, which removes customers from; mailing lists, marketing, play privileges, credit and cheque privileges. Play privileges are denied and customers escorted from premises. Written application required through casino and corporate offices. Meets state requirements when more restrictive ie denying winnings to customers and casinos. Customer photographed. Managed through Security Department. Personal responsibility stressed. Link customers to help.

#- not interviewed- information gathered through internet search

SE= Self-Exclusion. R/G= Responsible Gaming. P/G= Problem Gambling. Ftc= full-time equivalent, PSA= Public Service Announcements, MoH= Ministry of Health, VLT= Video lottery terminals.

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Additional Information from
the Alberta Alcohol and Drug Abuse
Commission

(MON)

In order for you to update your files, please note that the coordination of problem gambling services within the Alberta Alcohol and Drug Abuse Commission (AADAC) now falls within the Tobacco Reduction and Problem Gambling Unit. The Tobacco Reduction and Problem Gambling Unit coordinates both the Alberta Tobacco Reduction Strategy (ATRS) and the Problem and Responsible Gambling Strategy.

In 1994, AADAC was given the mandate to address problem gambling in Alberta. More recently, AADAC added problem gambling to the Tobacco Reduction Unit's portfolio in order to enhance existing services and revitalize partnerships. AADAC works with key partners in government, the community and the gaming industry to minimize the harms associated with gambling through leadership and coordination, prevention and education, harm reduction and treatment, and research and evaluation. As well, AADAC offers gambling services, such as resources, marketing and prevention, education and treatment services.

FLOOR

Additional Information from Saskatchewan Health

Role: First paragraph, page 1. While First Nations organizations do receive annual funding for problem gambling services and do develop their own programs, Saskatchewan Health continues to work with the Federation of Saskatchewan Indian Nations to support the development of appropriate programming. All programs and resources that are developed and delivered by Saskatchewan Health are available to First Nations people. Further, Saskatchewan Health has partnered to deliver problem gambling training to National Native Drug and Alcohol Counsellors and have also produced First Nation specific print materials. These projects have either been cost shared or fully funded by Saskatchewan Health.

Programs and Elements: Second paragraph, page 2. The reference to the prevalence study is misleading. The Canadian Mental Health Association is contracted to deliver community based programming and was not involved in the most recent Saskatchewan problem gambling prevalence study. That study was undertaken solely by Saskatchewan Health.

Staff Training. First sentence. Saskatchewan Health develops training materials for problem gambling counsellor training and assists, when asked, in developing training materials for other constituencies. Forth paragraph. This information should be clarified with Saskatchewan Liquor and Gaming Authority (SLGA). My understanding is that SLGA contracts to have training delivered to VLT site holders and while the Hotel and Restaurant Association supports this program it is not delivered through that body.

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Community Partnerships: The reference to "*over 60 community groups were included in consultations*" refers specifically to our older adult initiative. The initiative will dictate who and how many community consultations we conduct.

Saskatchewan Health requests that any information provided to another agency accurately reflect the problem gambling programs and services delivered by the Province of Saskatchewan.



"Elizabeth
Stephenson"
<estephenson@mgcc.
mb.ca>

To: <apyymaki@olg.ca>
cc:
Subject: FIPPA - Responsible Gambling Consultation

13-04-2004 01:34 PM

Dear Ms. Pyymaki:

In response to your letter dated March 26, 2004, the Manitoba Gaming Control Commission (MGCC) agrees to the public release under the Freedom of Information and Protection of Privacy Act of the information contained in the excerpt you provided. As mentioned to you by telephone, the information does contain inaccuracies about structure and organizational responsibilities and activities undertaken by the MGCC and Manitoba Lotteries Corporation. Any questions about this information should be referred to the MGCC for resolution.

Please contact me directly at the address below if you have any questions.

Elizabeth Stephenson

Liz Stephenson
Director of Research
Manitoba Gaming Control Commission
800-215 Garry Street
Winnipeg, Manitoba
Canada
R3C 3P3

ph: (204) 954-9449
fax: (204) 954-9450

Additional information

Ontario Problem Gambling
Research Centre

"The Ontario Problem Gambling Research Centre has serious concerns about this record, which was prepared by a consultant employed by the Ontario Lottery and Gaming Corporation in late 2001. It appears to be an attempt to summarize advice provided by Judith GlynWilliams, Director, Grants Operations and Robert Simpson, CEO in response to requests to discuss these issues. At the time it was prepared, OPGRC was not a provided with this summary, and has never had the opportunity to review the summary and to correct or verify its accuracy.

Concerns about the record include:

- the record paraphrases loosely and contains inaccuracies resulting in a document that is not a proper reflection of our advice
- the record is poorly written and includes spelling and grammar errors, even in the citations from our Problem Gambling Framework
- the applicant should contact the OPGRC directly for an accurate reflection of the Centre's position on these issues (Judith GlynWilliams (519) 763-8049, judith@gamblingresearch.org)."

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*Additional Information from
Missouri Gaming Commission*

1. "Casinos required by MGC to implement program to manage program through Security Department" and "Casinos were required to initiate a plan to manage program through Security Department."
 - Casinos are required to submit internal controls that are subject to approval by MGC. The internal controls must include the casino's plan to address the various requirements of the voluntary exclusion program.
 - MGC does not require the casino to manage the voluntary exclusion program through the security department. Although the security department is certainly involved in enforcing the program at each casino, it is up to the casino to determine how program compliance will be managed at their property.
 - Reference: 11 CSR 45-17.010(5)
2. "Can register through casinos, MGC offices" and "Can apply through casino or at MGC administrative office."
 - All applications for placement on the List of Disassociated Persons (the voluntary self-exclusion program) must be accomplished in the presence of a MGC agent. This can be accomplished at the MGC office at each casino, or at any of our three regional offices.
 - Although the applications can be accomplished at the casino, it is important to note that the casino entity is not able to process the request for placement on the state self-exclusion program.
3. "Customers escorted from premises and charged with trespassing" and "Customers on SE will be escorted from casino and charged with trespassing."
 - Although this probably goes without saying, this occurs only upon a violation of the self-exclusion contract with the customer. In other words, it does not occur at the time of application.
4. "Both customers and casinos forfeit winnings if customer re-enters gaming facilities" and "Both customers and casinos forfeit winnings."
 - Per 11 CSR 45-17.010(3), any wager placed by a person on the List of Disassociated Persons is considered an illegal wager, and the chips tokens, electronic credits, etc. in the possession of the disassociated person at the time of discovery are subject to forfeiture.
 - The rule does not currently address any self-exclusion related forfeitures by the casino.

Please share include these clarifications with the records when they are provided to the requestor. I realize that the clarifications are merely a matter of semantics, but I would like to decrease the possibility of anyone misinterpreting the information.