THE RESPONSIBLE GAMBLING COUNCIL (RGC) IS AN INDEPENDENT NON-PROFIT ORGANIZATION DEDICATED TO PROBLEM GAMBLING PREVENTION.

RGC works to reduce gambling risks by creating and delivering innovative awareness and information programs. It also promotes the adoption of improved play safeguards through best practices research, standards development and the RG Check accreditation program.

RGC is committed to bringing together all perspectives in the reduction of gambling problems including those of people with firsthand experience with gambling problems, gaming providers, regulators, policy makers and treatment professionals.
# Table of Contents

RGC 30 Years: By the Numbers .......................................................... 2
Letter from the Chair and CEO .......................................................... 3

**Programs and Social Marketing** ...................................................... 4
  Responsible Gaming Resource Centre (RGRC) .................................. 4
  Problem Gambling Prevention Week (PGPW) .................................... 6
  Youth Drama Program ................................................................. 8
  Know the Score 2 (kts2) ............................................................... 9
  Social Marketing Campaigns ......................................................... 10

**Responsible Gambling Standards and Accreditation Program** ............ 11
  RG Check ................................................................................... 11

**Events** ......................................................................................... 13
  Discovery Conference .................................................................... 13

**RGC Centre for the Advancement of Best Practices** ......................... 14

**Information** ................................................................................. 16
  RGC Website .............................................................................. 16
  Newscan ....................................................................................... 17
  Canadian Gambling Digest ............................................................ 17

**Financial Summary** ..................................................................... 18
  Responsible Gambling Council (Ontario) ......................................... 19
  Responsible Gambling Council of Canada ..................................... 19
  Responsible Gambling Council - Prevention ................................... 19

**Board of Directors and Senior Management** .................................. 20

Contact Information .......................................................................... Back cover
RGC 30 years:
By the Numbers

Total impressions for all social marketing campaigns: 700,000,000
Total reach of "Within Limits/Problem Gambling Prevention Week":
- 749,000
- 325,000,000
- 749,000

CEO/Executive Directors: 2
Insight projects: 5
"RG Check" accredited or ‘in process’ venues: 50
"Newscan" subscribers: 1,200
Students who have seen an RGC drama: 350,000+

Total reach through Responsible Gaming Resource Centres:
- 2,500,000+
- 749,000

Students reached by "Know the Score":
- 250,000+
- 340,000+
Letter from the Chair and CEO:  
30th Anniversary Message

Looking Back – Moving Forward

The year 2013 marks the 30th anniversary of the Responsible Gambling Council. As we reflect on our accomplishments of 2012-2013, it’s also important to cast our glance back, and see how far RGC has come over the past 30 years.

In 1983, Tibor Barsony transformed his lived experience with problem gambling in Ontario into a mission to help others avoid the same path. Then called the Canadian Foundation on Compulsive Gambling (CFCG), the organization he founded advocated strongly to ensure prevention, research and counselling were available for people with gambling problems. After a network of counselling services emerged in the province, the organization had the opportunity to shift its focus and resources to prevention.

From humble beginnings, the organization we now know as the Responsible Gambling Council has grown and evolved into one of the world’s leading authorities on strategies and tactics for the prevention of problem gambling. Much has changed over the past 30 years—in policy, technology, knowledge and the way gambling is delivered. RGC has adapted and transformed along with the gambling landscape.

Looking Forward – Planning Ahead

The gambling world has always been fluid but the pace of change seems to be accelerating. Professional poker players have become celebrities, with televised events from around the world. The emergence of gambling opportunities via video games and peer-to-peer social networking sites like Facebook are creating increasingly blurred lines between gaming and gambling.

The strategies we have used in the past need to be examined and tested. New forms of online gambling such as expanded sports betting and the ‘gamblification’ of social games demand new prevention approaches. While we celebrate this anniversary, now is not the time to rest on past successes. Quite the opposite, it is a time to rethink the model and to discover new avenues to prevention.

As RGC enters its 4th decade, its Board and staff are working on a new strategic plan and vision for the future that will position the organization to continue to promote the strengthening and broadening of the problem gambling safety net.

Terry Finn  
Board Chair

Jon Kelly, PhD.  
CEO
Programs and Social Marketing

RGC is recognized worldwide for its compelling and effective problem gambling prevention programs and social marketing campaigns. RGC’s longstanding reputation for quality is built on its drive to understand problem gambling and ways to reduce the risks and then apply this knowledge to its messaging.

All programs delivered in Ontario are funded by the Ministry of Health and Long-Term Care except where indicated. Please see individual programs for more information.

Responsible Gaming Resource Centre

The Responsible Gaming Resource Centre (RGRC), located in 24 OLG Slots and Casinos across Ontario, provides patrons with information about safer gambling, as well as assistance and local referrals for help with gambling-related problems. RGRCs provide a bridge to problem gambling agencies and resources in the community. There are two models: self-serve RGRCs, supported by regular staff visits; and full-service RGRCs, with full-time staff.

RGRCs deliver prevention messages to patrons through conversations with its professional staff, literature from partner organizations, an interactive kiosk, a website, digital signage, educational events and RGC-produced brochures available in 11 languages. All RGRCs are independently operated and staffed by RGC, with OLG (Ontario Lottery and Gaming Corporation) providing space and funding.

1983 - Tibor Barsony founded Canadian Foundation on Compulsive Gambling
1994 - Awareness program
2012-2013

- 191,758 people visited RGRCs across Ontario and received information about safer gambling and/or immediate support and assistance about a gambling-related problem
- 20,307 visitors to the RGRC website
- 41,614 patrons played the interactive kiosk MARGI, used at self-serve RGRCs as a stand-alone educational tool and at full-service locations to enhance conversation with RGRC service co-ordinators
- A new MARGI activity, Three Treasures, was launched and BetCheck, the responsible gambling safety check, was updated and re-introduced
- Following a successful pilot project last year, the Slot Demonstration was introduced at RGRCs in four locations. The demo uses decommissioned slot machines as a tool to give patrons an inside look at how these machines operate
- 115,492 patrons participated in responsible gambling educational events
- *Fact or Fiction*, a plinko-based activity that educates patrons around some of the myths associated with gambling, was updated and refreshed
- 3,301 patrons who expressed gambling-related concerns (for themselves or family/friends) were assisted. This 16% increase over the previous year reflects the greater levels of involvement by RGRC staff in self-exclusion and increased referrals by OLG staff to the Centre
- Three RGRCs closed, coinciding with the closing of three OLG sites

THANKS. YOU’VE HELPED ME TAKE A STEP IN THE RIGHT DIRECTION AND I’M EXTREMELY GRATEFUL FOR IT.

– A patron during self-exclusion registration
Problem Gambling Prevention Week

Problem Gambling Prevention Week (PGPW) is one of Canada’s largest problem gambling prevention programs. It is delivered by RGC and local organizations across Ontario and brings together stakeholders—including local counselling agencies, governments and gaming providers—who want to reduce the risk of problem gambling. It reaches more than 1.5-million Ontario households through interactive awareness displays, local advertising, activities and inserts in community newspapers. PGPW is a week-long, locally-focused program that in 2012-2013 was held in 28 communities and 79 associated catchment areas over a 12-week period.

RGC HAS MADE SIGNIFICANT ADVANCES AND CONTRIBUTIONS TO THE FIELD ... IN THE PROVINCE, NATIONALLY AND INTERNATIONALLY. THEIR PREVENTION PROGRAMS HAVE BEEN WELL, WELL RECEIVED.

Dr. Derevensky, International Centre for Youth Gambling Problems and High-Risk Behaviors, McGill University

> 1998 - Jon Kelly named CEO > 2000 - First youth drama, after the beep, performed > 2001 -
2012-2013

- *No Regrets* theme, with its focus on money management, returned for a second year. It continued to strike a chord with patrons and the treatment sector, with its overall message: “Knowing how to minimize gambling risks is key to steering clear of potential problems. At the end of the day, it’s good to walk away with ‘no regrets,’ whether you win or lose at gambling.”

- Year two of *No Regrets* generated 49.4-million impressions through interactive awareness displays, local advertising and activities, news stories and informational inserts in community papers.

- Introduced community presentations by a person with firsthand experience of a gambling problem. The personal story gave a face to the issues and built awareness of *PGPW* messages.

- Redesigned the *Cost2Play* calculator as a free downloadable app for smart phones.

- Almost 20,000 Ontarians directly participated in the interactive events held in their communities.

- 14,978 visitors to *NoRegrets.ca*

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**Almost 20,000 Ontarians directly participated in the interactive events held in their communities.**

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CFCG becomes Responsible Gambling Council ➤ 2001 - Tim Hurson elected Board Chair
Youth Drama Program

RGC’s youth dramas use professional young actors and age-specific language and messaging, incorporating insights from extensive research and real-life anecdotes provided by secondary school students. The one-hour session, including a 30-minute performance followed by an interactive debrief to reinforce key messages, has proven to be a powerful tool to communicate the risks of teen gambling. Over the last decade, RGC has created, developed and delivered seven drama programs for over 250,000 secondary school students in Ontario, Nova Scotia, New Brunswick, Prince Edward Island and Newfoundland and Labrador.

2012-2013

- Produced a 3.5-minute video designed to promote the youth drama program to high school principals, teachers and guidance counsellors

Scared Money

RGC’s youth drama Scared Money premiered in Ontario in 2012. Scared Money explores the personal costs that face a young adult, and those around him, as he becomes more focused on social gaming and then subsequently on gambling for real money in online poker games.

- Reached more than 9,133 students in 21 communities in Ontario
- 40 performances in 31 schools, including a First Nations community

82%

RGC’s youth drama, 82%, returned to the stage in Atlantic Canada. 82% explores the personal costs that face a first-year university student, and those around him, as he becomes more and more focused on his next bet. The title refers to a strategy that the lead character, Chris, mistakenly believes will help him win.

- Reached more than 4,825 students in 21 schools in 21 communities across Atlantic Canada

> 2001 - ‘Measuring Gambling and Problem Gambling in Ontario’ released >
Know the Score 2 (kts2)

Know the Score 2 (kts2) is an interactive problem gambling awareness program for college and university students, delivered online and on campus. kts2 dispels myths associated with gambling, highlights signs of problem gambling, shares problem gambling services and suggests ways to keep gambling safer. Since piloting the program in 2002, kts2 has been delivered 498 times to 330,889 students in Ontario, British Columbia, Manitoba, Newfoundland and Labrador, New Brunswick, Nova Scotia, Prince Edward Island, Saskatchewan and New York State.

2012-2013

- Visited 28 colleges and universities across Ontario and 22 in Atlantic Canada
- Interacted in person with 10,214 students in Ontario and 4,336 in Atlantic Canada
- Employed 87 students in Ontario and 22 in Atlantic Canada
- 3,146 online student interactions in Ontario and 2,597 in Atlantic Canada
- 2,452 likes on kts2 Facebook page

INTERACTED IN-PERSON WITH 10,214 STUDENTS IN ONTARIO AND 4,336 IN ATLANTIC CANADA
Social Marketing Campaigns

Safe or Sorry

Safe or Sorry is a prevention campaign that targets 18 to 24 year-olds who participate in some form of gambling, with an emphasis on males and those who participate in online gambling and poker. The campaign returned for a second year and was in market from April 2012 to the end of March 2013. Media included TV, magazines, online, transit, restobar and campus ads, campus newspapers, student agendas and calendars and Beer Store cart ads. French and English micro-sites (SafeorSorry.ca and Mieuxvautprévenir.ca) supported the campaign and both included an informational quiz contest, with a draw.

Over the summer months, street teams were hired to distribute Safe or Sorry giveaways at events geared to young people across the province, such as concerts and sporting events. In addition to this face-to-face interaction, the vehicle wrapped in Safe or Sorry/Mieux vaut prévenir messaging promoted the campaign both at and in transit to and from these events.

2012-2013

- The campaign generated over 100-million impressions (or opportunities to see the message), led by 56,714,736 Out of Home impressions, 38,981,272 Online Banner Ad impressions and 10,630,000 TV impressions
- SafeorSorry.ca and Mieuxvautprévenir.ca received more than 196,130 visits
- 48,389 contest entries were submitted during the campaign period
- About 408,900 people were at the various events attended by street teams and about 980,000 people were exposed to the vehicle wrap
- It is estimated that this phase of the campaign reached in excess of 85% of Ontarians 18 to 24 years old on an average of 25 or more occasions
Responsible Gambling Standards and Accreditation Program

RG Check

*RG Check* is an accreditation program created by RGC based on its Responsible Gambling Index (RG Index), a set of eight standards that define the expected elements of safety measures for slots venues and casinos. The standards provide objective and independent benchmarks for the content, quality and breadth of responsible gambling programs delivered by gaming organizations at land-based venues.

*RG Check* accredits individual venues, acknowledging the importance of examining the actual locations where players experience responsible gambling programs. The final decision to accredit specific venues is made by independent Accreditation Boards, with reference to the standards in the RG Index and the reports and recommendations of *RG Check* staff. The boards are composed of three members chosen from the Accreditation Panel, a roster of prestigious individuals who have been selected for their integrity and commitment to high standards in social responsibility and public policy.

**2012-2013**

- The Panel approved 23 venues for accreditation
- An additional 27 venues have started the process

*“RGC has distinguished itself by identifying the key questions at the key times and creating research that can be applied in a very meaningful way for operators. RGC has a knack for seeing what is coming on the horizon.”*

Paul Pellizzari, Director of Policy & Social Responsibility, OLG

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*Within Limits* launches ➤ *2004 – Know the Score* expands to Nova Scotia ➤ *2005 – BetCheck* launches
RG Check Accreditation Panel Members 2012-2013

Stanley Sadinsky, QC (Chair)
- Professor Emeritus, Faculty of Law, Queen’s University
- Former Chair of the Ontario Racing Commission and OLG

David A. Korn, MD
- Assistant Professor, Dalla Lana School of Public Health, University of Toronto
- Holds an affiliate position at Harvard Medical school, with a focus in the area of gambling
- Former Chief Medical Officer for Ontario

George L. Morfitt, FCA
- Adjunct Professor, University of Victoria
- Former Auditor General of British Columbia

Dan Perrins
- Executive in Residence and Senior Policy Fellow at the Johnson-Shoyama Graduate School of Public Policy, University of Regina
- Former Deputy Minister to the Premier and Head of the Public Service, Government of Saskatchewan
Events

Since its inception, RGC has provided an international platform to explore, examine and discuss issues related to problem gambling prevention.

Discovery 2012

Every year, the Discovery Conference brings together people who are committed to problem gambling prevention, treatment, research and policy analysis. With more than 15 sessions and 25 speakers from around the world, the conference brought together a wide range of participants to meet and network, discuss latest perspectives and share new ideas. Discovery 2012 was held in Toronto from April 2 to 4.

2012

- Welcomed Frank O’Dea, author of the bestselling memoir *When All You Have is Hope*. Mr. O’Dea’s keynote address shared his story of success and his powerful message of ‘Hope, Vision, Action’ that has motivated audiences to make a difference in their homes, careers and communities.

- Heard from familiar presenters and new faces, covering topics such as: The Impact of Technology: Implications and New Risk Factors; Advancing the Responsible Gambling Agenda Among Gaming Staff; Raising the Player Protection Bar - Online Gambling; Playing Games for Social Change; and Insight from Onsite: Perspectives Gained from the Gaming Floor - Panel Discussion.

- Offered participants an inside look at a very large ‘back room’ at a focus group of intense video and online Gamers...who also Gamble.
RGC Centre for the Advancement of Best Practices

The RGC Centre for the Advancement of Best Practices, a division of the Responsible Gambling Council, promotes the identification and adoption of best practices to reduce the incidence of problem gambling. The Centre undertakes independent research and analysis of best practices in responsible gambling, prevention and risk reduction measures.

The Centre's research is designed to support decision makers in the pursuit of workable measures to reduce problem gambling. It also informs the direction and roll-out of RGC programs and social marketing campaigns, providing valuable information about how best to connect with the target for each program.

2012-2013

Provided Organizational Support and Consultation

The Centre continued to provide reviews, analyses and advice for responsible gambling initiatives and strategies to gaming providers and governments.

Provided Analysis, Research and Evaluation

A central role of the Centre is ongoing analysis of emerging responsible gambling issues, conducting commissioned research and the evaluation of prevention programs. The Centre completed evaluations of RGC prevention programs (Safe or Sorry, Know the Score 2 (kts2) and the youth drama Scared Money).

The Centre also provided a number of its key stakeholders with RG (responsible gambling)-related analysis and evaluation in various areas such as RG standards for electronic gaming machines, how best to communicate information on how games work including the odds of winning, and identifying and responding to gambling-related problems in the online world.

“RGC INSERTS SCIENCE INTO THEIR PROJECTS AND INTO THEIR SEEKING OF BEST PRACTICES AND THEY WORK WITH CONSUMERS, REGULATORS, SERVICE PROVIDERS, TREATMENT PROVIDERS. WITH THAT KIND OF PHILOSOPHY, RGC IS REALLY ABLE TO GIVE A COMPREHENSIVE ANSWER TO THE QUESTIONS THEY’RE ASKING.”

David Hodgins, Professor and Department Head, University of Calgary

“30 YEARS”

“2008 – Comprehensive report on emerging best practices in self-exclusion released”
Insight Project

Insight Projects examine key problem gambling issues in detail, seeking shared understanding and solutions by bringing together specialists, gaming providers, treatment providers, researchers and people with firsthand experience of gambling problems.

Insight 2012 – Responsible Gambling for Lotteries

The Centre produced its fifth Insight Project and forum, with a focus on responsible gambling for lotteries. The goal of this Insight project was to develop a framework of best practices to help gaming providers respond to patrons who may have a gambling problem. To achieve this objective, the Centre:

• Reviewed and analyzed national and international research – as well as policy and regulatory documents

• Examined stakeholder training and procedures (stakeholder policy and procedures materials, and employee training materials)

• Conducted focus groups with lottery players who have experienced problems related to their play

• Hosted an international forum in Toronto from November 27 to 29, 2012, attended by 45 experts, including regulators, operators, treatment providers, researchers and lottery retailers

• Prepared a report that identifies best practices of responsible gambling provision for lottery operations

The 2012 Insight project was made possible through the support of the Alberta Gaming and Liquor Commission, the Atlantic Lottery Corporation, the British Columbia Lottery Corporation, the Manitoba Lotteries Corporation, the Nova Scotia Lotteries and Casino Corporation, and the Ontario Lottery and Gaming Corporation.
Information

RGC provides a valuable service to a diverse audience by disseminating news, information and analysis, as well as promoting the exchange of ideas.

RGC Website

ResponsibleGambling.org provides the latest responsible and problem gambling information and tips. The site is designed to be easily accessible based on the visitor’s interest (safer play, RG news and research or help with a gambling problem). ResponsibleGambling.org also provides information about RGC programs and social marketing campaigns.

2012-2013

- More than 55,000 visitors* to the site from nearly 200 countries worldwide
  - 17% for responsible and problem gambling news and research
  - 15% for information about RGC
  - 10% for safer play tips and resources
  - 5% as a bridge to treatment

* This figure does not include traffic to program-specific sites such as Know the Score or Problem Gambling Prevention Week which is listed elsewhere in this report.

MORE THAN 55,000 VISITORS* TO THE SITE FROM NEARLY 200 COUNTRIES WORLDWIDE

> 2009 - RG Index created > 2009 - The RGC Centre for the Advancement of Best Practices launches
Newscan

RGC’s free weekly e-newsletter for the responsible gambling sector, Newscan provides responsible gambling news, insights, upcoming events, calls for papers/award nominations/RFPs and other updates of interest to stakeholders across Canada and around the world.

2012-2013

- Included insight and analysis of current responsible gambling and problem gambling issues by RGC staff and guest writers
- Published weekly international news headlines with direct links to each story
- More than 1,200 subscribers from 37 countries around the world

Canadian Gambling Digest

The Canadian Gambling Digest is an annual summary of statistics related to gambling in each of the 10 Canadian provinces. Data includes number of venues, revenues and revenue distribution, problem gambling assistance and more. The report is released on behalf of the Canadian Partnership for Responsible Gambling (CPRG) — a collaboration of non-profit organizations, gaming providers and gaming regulators working together to find and promote effective ways to reduce the risk of problem gambling.

2012-2013

- Tenth digest released, available at www.cprg.ca
- Featured another CPRG project: The Organization and Management of Gambling in Canada. The information in this section—which features an overview of the operation, regulation and management of gambling in each province—gives Digest readers a more encompassing look at the similarities and differences in how gambling is run across the country

MORE THAN 1,200 SUBSCRIBERS FROM 37 COUNTRIES AROUND THE WORLD

- 2009 - RGRCs expand to 24 Ontario locations
- 2009 - RGC brochures published in 11 languages
Financial Summary

The Responsible Gambling Council (RGC) independently operates under the legal authority of three corporations, all of which are non-profit organizations.

The Responsible Gambling Council of Canada (RGCC) is the legal entity for best practice research and evaluation activities in all jurisdictions, as well as for the delivery of responsible gambling programs and services outside of Ontario. It is incorporated under the Canada Corporations Act and has charitable status from the Canada Revenue Agency.

The Responsible Gambling Council (Ontario) is the legal entity that delivers programs and services in Ontario. RGC(O) independently operates the Responsible Gaming Resource Centres (RGRC) at 24 gaming venues in Ontario. It is incorporated under the Ontario Corporations Act and has charitable status from the Canada Revenue Agency.

The Responsible Gambling Council-Prevention (RGC-P) is the legal entity for the RG Check accreditation program. It is incorporated under the Canada Corporations Act.

In practice, the name Responsible Gambling Council is used as an umbrella term for all Council activities.

RGC’s base funding for the Youth Drama Program, kts2 (Know the Score) and Newscan in Ontario, along with funding for Problem Gambling Prevention Week and social marketing campaigns, is provided by the Ontario Ministry of Health and Long-Term Care.

Funding for the independent operations of the Responsible Gaming Resource Centres is provided by Ontario Lottery and Gaming Corporation.

RGC undertakes programs, research and evaluations for other entities across all jurisdictions in Canada, funded on a per project basis.

- 2011 – RG Check launches
- 2011 – Cost2Play calculator launches
- 2012 – Safe or Sorry
## Responsible Gambling Council

### Responsible Gambling Council (Ontario)

**Revenue Before Expenses 2012-2013**

*For the year ended March 31, 2013*

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ontario – base funding</td>
<td>$1,776,500</td>
</tr>
<tr>
<td>Ontario – Problem Gambling Prevention Week</td>
<td>$1,500,000</td>
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<tr>
<td>Ontario – Social marketing</td>
<td>$2,000,000</td>
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<td>RGRC funding</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$8,764,500</strong></td>
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### Responsible Gambling Council of Canada

**Revenue Before Expenses 2012-2013**

*For the year ended March 31, 2013*

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevention programs and products</td>
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</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1,402,509</strong></td>
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### Responsible Gambling Council - Prevention

**Revenue Before Expenses 2012-2013**

*For the year ended March 31, 2013*

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>RG Check Accreditation</td>
<td>$439,116</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$439,116</strong></td>
</tr>
</tbody>
</table>
Board of Directors & Senior Management

The Responsible Gambling Council has three separate boards of directors—one for the Responsible Gambling Council (Ontario), one for the Responsible Gambling Council of Canada and one for Responsible Gambling Council-Prevention.

In practice, the Boards of Directors for RGCC and RGC(O) consist largely of the same members. They are made up of individuals from across Canada and include individuals who have experienced gambling problems, treatment providers, gaming operator executives, gaming regulators and professionals in non-gaming industries. In 2012-2013, Terry Finn served his sixth year as Chair of both boards.

The Board of Directors for RGC-P currently has three members made up of individuals who have experienced gaming problems and non-gaming professionals. These members are also members of the other two boards. In 2012-2013 Larry Moodie served as Chair.
Responsible Gambling Council (Ontario) / Responsible Gambling Council of Canada

Prasan Balappa
Detective Inspector (Retired)
Royal Canadian Mounted Police

Robin Boychuk
Advisor, Policy and Strategic Planning
First Nations and Inuit Health Branch
Health Canada, Atlantic Region

Peter Darke
Associate Professor of Marketing
Schulich School of Business, York University

Terry Finn, Chair
Senior Account Manager
The Computer Media Group

Hamlin Grange
President and Co-Founder
DiversiPro Inc.

Jane Holmes
VP Corporate Affairs
Woodbine Entertainment Group

Michael Hunter (RGC(O) Board Only)
Professor
School of Hospitality and Tourism,
Ryerson University

Tim Hurson
President
Tim Hurson Enterprises

Larry Moodie
Detective Inspector (Retired)
Ontario Provincial Police, Organized Crime

Susan Olynik
Vice President, Corporate Communications
and Social Responsibility
Manitoba Lotteries Corporation

George Sweny (RGCC Board Only)
Senior Vice President, Charitable and iGaming
Ontario Lottery and Gaming Corporation

Responsible Gambling Council – Prevention

Terry Finn
Senior Account Manager
The Computer Media Group

Tim Hurson
President
Tim Hurson Enterprises

Larry Moodie, Chair
Detective Inspector (Retired)
Ontario Provincial Police, Organized Crime

Senior Management

Dr. Jon Kelly
Chief Executive Officer

Paula Antoniazzi
Program Director

Barry Koen-Butt
Director of Awareness Programs and Communications

Kevin Noel
Operations Director

Dr. Jamie Wiebe
Director, RGC Centre for the
Advancement of Best Practices

Yvon Lemire
Executive Director
Maison Fraternité

David McBride
Former Senior Policy Advisor
Government of Ontario