

---

**From:** Suzanne Rowley on behalf of Jim D. Lightbody  
**Sent:** December-03-18 9:46 AM  
**To:** ALL- All Staff OFFICE; ALL- All Staff REMOTE; ALL- All Contractors Internal  
**Subject:** Weekly Jim Session: Power of Perspective

Good morning,

Different perspectives always lead to the best ideas. That's why I always tell people who join our organization that they have that gift of a fresh perspective. And through the BCLC Innovation Lab, we've been turning to some of the brightest young minds to give us that fresh perspective.

To give you some background, the Innovation Lab is a collaboration with the Kamloops Innovation Centre (KIC). BCLC has a great relationship with Thompson Rivers University's (TRU) co-op program and we saw an opportunity at KIC to create an even better learning experience by focusing them on emerging technologies and discovering how they could apply to our business. So we brought in four TRU co-op students, Navepreet Kaur, James Howe, Matthew MacKay and Sachin Akula who have been working for the last eight months with our own Mike Wells as their mentor at the KIC. They took on projects around coding collaboration, artificial intelligence and user interaction to create several applications including a new chat bot for our Customer Support Centre, and Alexa/Google Home giving winning lottery numbers. I love the new perspectives they brought to their work, which in turn will better our business. In fact, there are a few pieces of their work that we plan to explore further in house and bring into the fold.

Our company as a whole should always be looking for opportunities to be collaborative and to champion better ways to get things done. Lincoln Smith, Executive Director of the KIC, has said this is a new model that other organizations could follow. I want to recognize Mike Wells for his leadership of this program, which we plan to bring back next year. As well, kudos to Evan Kelly from our Media Relations team for telling a great story to [media](#) and others on how we are helping enrich education and the technology sector in our home community.

I also want to recognize our Director of Software Services, Lauren Goebel, for representing BCLC at the CIO Vancouver conference last week. The conference brought together IT leaders for a day of thought-exchange and collaboration. Lauren was on the Women in Technology panel and spoke about the value of diversity in the workplace. Her perspective on that subject is something we continually benefit from at BCLC, and I'm proud that she had the opportunity to share it with other top IT professionals. Great work, Lauren!

*BCLC's Lauren Goebel, 4 from left*

Speaking of fresh perspectives, last week we announced a new, dedicated GameSense Advisor (GSA) at Chances Chilliwack, the first Community Gaming Centre to have a GSA and one of the newly designed staffed Information Centres. Michael Verhoef will help keep gambling fun for our players. He will be on site interacting with players to help them make informed decisions about gambling and encourage them to play in a healthy manner. By fall 2019, GSA's will be in all 18 community gaming centres, in addition to the 17 casinos where they have been in place for a number of years. Our Director of Player Health, Jamie Wiebe wrote a great article on [LinkedIn](#), where you can learn more.

I will leave you this week by encouraging you to take time to vote for a name for our new intranet! Our project team narrowed the list from 170 submissions. Your choices are BET, SPOT and The Hub. I've cast my vote so I hope you will too! All the information is on (soon to be retired) [YAK](#)!

Have a fun week,

**Jim Lightbody**  
President & CEO

BCLC Head Office  
74 West Seymour Street, Kamloops BC V2C 1E2  
T s 17(1)

BCLC Marketing & Sales Office  
2940 Virtual Way, Vancouver BC V5M 0A6  
T s 17(1)

[jdlightbody@bclc.com](mailto:jdlightbody@bclc.com)  
[bclc.com](http://bclc.com)



---

**From:** Suzanne Rowley on behalf of Jim D. Lightbody  
**Sent:** December-10-18 10:46 AM  
**To:** ALL- All Staff OFFICE; ALL- All Staff REMOTE; ALL- All Contractors Internal  
**Subject:** Weekly Jim Session: Growing Agility at BCLC

Good Morning,

Over the past few months I have been talking a lot about the work we are doing to shift to an agile culture at BCLC. We all know that culture grows - it doesn't just suddenly appear and take over. I understand that our journey to becoming an agile organization has raised many questions because change often feels ambiguous. That is why I have always committed to open communication with you and ensure each and every one of you will have the understanding of what it means to you, and train you to use the various tools or methodologies you may need. And what I need from you is commitment. Commitment to engage and adopt a different way of working, leading and communicating.

We had our senior leadership team meeting last week, which was focused entirely on shifting to an agile culture. It was an excellent interactive meeting as our leadership team learned from experts in the field about what an agile culture looks like and can do for a company and its people. For example, the difference between 'small a' agile and 'big A' agile. Small 'a' agile is about a mindset or philosophical approach to doing our work - the stuff I've been talking about. We also learned about the three methodologies that are central to our organization's move towards shifting how we do our work - like 'big A' Agile, Design Thinking and Lean. We learned how these three methodologies can be used to solve different types of problems or achieve different objectives. On the second day, we got to roll up our sleeves and apply our learnings in an agile workshop where we had to work through a real world business problem. We experienced the challenge of working with ambiguity and uncomfortableness using new models, and the remarkable possibilities and solutions that emerge when you commit to working differently. The feedback in the room was that there is greater understanding of how becoming agile will support people to bring their best work, help us solve problems for our customers and create the right environment we need for continuous improvement and learning.

The next step we're taking in growing our agile culture is opening up the training to all of you. In the new year the HR team will be rolling out agile training throughout our company so that all of you are equipped with the right tools, learnings and understanding of the mindset shift required. In addition, some of you may have heard me speak of our plan to form an enterprise Agility Resource Team that can support teams across the company in adopting agile methods and approaches to solve their problems. Sort of like an internal consulting team for us. We will be posting for temporary secondments to this team - so stay tuned for details.

One area of our business we asked to lead the way to help us learn to be agile is the Business Technology division. They recognized that in order to support this agile culture strategy, they need a new operating model. In the new year they will be undergoing a shift to this new operating model. The new model in BT builds on the success of the three agile pilots I've told you about this year, and is how we'll scale up those pilots and apply our learnings. BT's new approach to work aligns its structure with the agile philosophy and methodologies, and will allow us to deliver more value, more frequently to our customers. It will also resolve longstanding challenges with processes and backlogs, and will further improve collaboration between BT and each division, ensure better service and delivery across our company, and better support the needs of our people and business. I will be watching and learning how this new approach to structure in BT might apply across our entire enterprise. Pat Davis shared what this shift will look like with his division last week. You can read more on Pat's Executive Corner on [YAK](#).

Speaking of YAK, the results are in for the naming contest on our new intranet. Our people have voted and *The Hub* is the winner! Eight people submitted *The Hub* into the naming contest, and the intranet replacement project team will be doing a draw to see who out of the eight will win the contest's grand prize.

I'm really looking forward to attending the Kamloops holiday party this Friday. I had a great time at the Vancouver party last week, and can't wait to celebrate the holiday season with everyone in Kamloops!

Have a fun week,

**Jim Lightbody**  
President & CEO

BCLC Head Office  
74 West Seymour Street, Kamloops BC V2C 1E2  
T s 17(1)

BCLC Marketing & Sales Office  
2940 Virtual Way, Vancouver BC V5M 0A6  
T s 17(1)

[jdlightbody@bclc.com](mailto:jdlightbody@bclc.com)  
[bclc.com](http://bclc.com)



---

**From:** Suzanne Rowley on behalf of Jim D. Lightbody  
**Sent:** December-17-18 10:27 AM  
**To:** ALL- All Staff OFFICE; ALL- All Staff REMOTE; ALL- All Contractors Internal  
**Subject:** Weekly Jim Session: Where the Magic Happens

Good morning,

We've all heard the old age saying "*great things never came from comfort zones.*" The truth is that when you give yourself permission to step outside of what feels familiar and safe is when the path to success starts. This is what our cultural transformation is all about – taking the right kind of risk! We need to embrace a new reality where we may not have all the answers up front, and trust in the process and the people around us. It's when the magic happens!

To that end, I've asked some of your colleagues to help us understand how we might learn what capabilities will help us solve a non-technical problem. Two weeks ago, the Senior Leadership team participated in a session to learn more about agile principles and practices. One of the outcomes of the session was the decision to put our practice in play in the real world. We have asked a cross functional team including Stewart Groumoutis, Sam Macmillan, Simone Dive, Rebecca Bouchard, Lindsay Waterman, Tom Maryschak and Lisa Lane to test and learn how we can work together in a different way that will inform how we might structure teams and approach our work in order to achieve our goals better and faster. Specifically, I have asked them to tackle how we might get our players to play more of our games. We are a learning organization and this pilot will help inform us on key details around how teams are composed; the roles and capabilities required and the types of support and guidance needed to make decisions. We've seconded this team to start work on this right after the Christmas break and finish on January 17<sup>th</sup> and I can't wait to learn from them!

To update you on other key items happening around our business, we have moved another step forward with the relocation of Chances Mission with council greenlighting the venue relocation and expansion of operations on December 12<sup>th</sup>. In terms of next steps, surrounding municipalities have 10 days to submit opposition before BCLC delivers its final decision on the relocation. As well, last week our new Board was in Vancouver for Governance and Social Responsibility Committee, Audit Committee and full Board meetings. This was the last meeting for Bob Holden and Andrew Brown and I can't thank them enough for their longstanding commitment and many contributions to our company. We expect to have two new Board members appointed in January, which will bring us to our full complement of nine members. If you're in the Vancouver office on Thursday you may see all our new Board members as we conduct their orientation sessions.

Before I sign off, I want to say that I had a great time at the Kamloops holiday party on Friday. I also want to thank both social committees for putting on such excellent events for both offices. In addition, it's been great to see all of our teams celebrating in their own special way and with the numerous events throughout. And, I want to give a special shout out to our field staff who continue to support our business throughout the season and who are not always able to enjoy these events. Thank you for all you do to drive our business forward!

Have a fun week,

**Jim Lightbody**  
President & CEO

BCLC Head Office  
74 West Seymour Street, Kamloops BC V2C 1E2  
T's 17(1)

BCLC Marketing & Sales Office  
2940 Virtual Way, Vancouver BC V5M 0A6  
T's 17(1)

[jdlightbody@bclc.com](mailto:jdlightbody@bclc.com)



---

**From:** Suzanne Rowley on behalf of Jim D. Lightbody  
**Sent:** December-24-18 8:40 AM  
**To:** ALL- All Staff OFFICE; ALL- All Staff REMOTE; ALL- All Contractors Internal  
**Subject:** Weekly Jim Session: Have a VERY Happy Holiday Season!

Good morning,

I hope that by now you are all in the full swing of the holiday season! I recognize that many of you may have taken today to spend more time with family and friends, however I still wanted to send my email this morning to say a special thank you to those who are holding down the fort! I especially want to thank our Data Centre Operations team who is always onsite 24/7 - including Christmas and New Year's Day. I also want to recognize our Customer Support Centre and Casino site staff who continue to show up for our customers with the extra hours they put in over the holidays. Thank you for all that you do!

With today being Christmas Eve, it's timely to share with you that we've been working hard to get our [#GiftSmart](#) message out about gifting kids our lottery products. Looking back, I'm sure many of us can remember a time when we received a Scratch & Win as a kid and scratching it with a quarter to see if it was a winner! The truth is though, giving kids lottery tickets may seem harmless but research has shown that gambling problems can form from an early age. I encourage you to take a moment to read this [LinkedIn piece](#) by Laura Piva-Babcock our Director, Communications on why kids and gambling don't mix.

Last week, I shared with you that we expected to have two new Board members appointed. I am pleased to announce that Fiona Chan and Teresa Kelly have been named to our board, and will begin their terms in early 2019. This brings us to our full complement of nine board members, and I know both Fiona and Teresa will bring valuable skills, experience and perspective to our Board. Please join me in welcoming them to BCLC!

I want to wish you all a fun holiday season and a happy New Year as you won't hear from me again until January 2<sup>nd</sup>! Our Minister, David Eby also sends his [warm wishes and appreciation](#) for all of your hard work this year. Over the break, I am looking forward to spending time with friends and family. And, you know how much I love sports, so I am very excited for the 2019 IIHF World Junior Championship in Vancouver and Victoria, which starts on Boxing Day. BCLC is a sponsor of this Canadian holiday tradition, and I want to recognize all the volunteers from BCLC who are taking time away from their families to help make this an outstanding event!

Have a great holiday,

**Jim Lightbody**  
President & CEO

BCLC Head Office  
74 West Seymour Street, Kamloops BC V2C 1E2  
T s 17(1)

BCLC Marketing & Sales Office  
2940 Virtual Way, Vancouver BC V5M 0A6  
T s 17(1)

[jdlightbody@bclc.com](mailto:jdlightbody@bclc.com)  
[bclc.com](http://bclc.com)



---

**From:** Suzanne Rowley on behalf of Jim D. Lightbody  
**Sent:** January-02-19 10:03 AM  
**To:** ALL- All Staff OFFICE; ALL- All Staff REMOTE; ALL- All Contractors Internal  
**Subject:** Weekly Jim Session: Out with the Old, In with the New!

Happy 2019!

It's hard to believe that another year has passed, and it was quite a year. I hope you were able to enjoy some quality time with family and friends over the holidays and you are recharged for the New Year! I am looking forward to our organization making some really positive shifts and continuing to benefit British Columbians. I also look forward to watching all the milestones and accomplishments you will help us make along the way.

That being said, I learned a lot both personally and as your leader in 2018. I learned how people manage stress differently and the importance of staying humble. And, as I look at some of the goals that I want us to achieve in 2019, some of the best advice I have received is simply to "start doing." Setting goals and sticking with them is challenging, but the biggest hurdle sometimes is to start. Be resilient, strive for improvement and be kind to yourself, because we are human and setbacks happen! Change is a growth opportunity and when it gets tough, don't give up because taking a measured risk is always worth the reward!

Speaking of being kind, I am very proud of all the work our people do to raise money and support those in need in the communities we live. I've said it before that your care and passion is evident all year long in all the work you do! I want to recognize both our Kamloops and Vancouver Employee Giving Committee's for coordinating many holiday activities. Together they raised over \$11,000 that will go to support our corporately sponsored charities. In addition, our Kamloops committee collected 465 pounds of non-perishable donations for the Kamloops Food Bank! Acts of kindness, big or small, have a lasting impact and are always in style, regardless of the season!

Before I sign off, I want to say what a fantastic event the [2019 IIHF World Junior Championship](#) has been for both BCLC and our Province! If you've had chance to take in a game, or even watch on TV, it's clear that its impact extends far past economic. The kind of camaraderie by the fans, contributions from the volunteers and inspiration for many of the kids watching is unparalleled and is something that will be remembered forever. BCLC was the first sponsor to sign on and it's clear to the sporting community how committed we are to both lead the way and deliver on our purpose to benefit B.C. I want to thank Karen Gray, Chris Fairclough, Jordan O'Genski, Meaghan Smith and Sandra Newvine for all their hard work. As well as all the volunteers from BCLC! You all stepped up in true BCLC fashion and for that I am both grateful and proud.

Have a fun week,

**Jim Lightbody**  
President & CEO

BCLC Head Office  
74 West Seymour Street, Kamloops BC V2C 1E2  
T's 17(1)

BCLC Marketing & Sales Office  
2940 Virtual Way, Vancouver BC V5M 0A6  
T's 17(1)

[jdlightbody@bclc.com](mailto:jdlightbody@bclc.com)  
[bclc.com](http://bclc.com)



---

**From:** Suzanne Rowley on behalf of Jim D. Lightbody  
**Sent:** January-07-19 9:41 AM  
**To:** ALL- All Staff OFFICE; ALL- All Staff REMOTE; ALL- All Contractors Internal  
**Subject:** Weekly Jim Session: The Road to Success is Never Paved in Gold

Good morning,

Like many of you, I watched last Wednesday as Team Canada lost their quarterfinal matchup 2-1 in overtime to Finland at the World Juniors. Yes, it was a tough loss for both the team and for all the fans across the country who had their hearts set on a gold medal. After the shock wore off, I asked myself, "*was this a failure?*"

While the quarterfinal outcome wasn't the result we all wanted, I know from experience the players on that team will learn from this game and use it to shape their future. Most will go on to even higher levels of hockey, don the jersey for Team Canada again and get the call to go to the NHL. The truth is that the road to success, is messy and can be filled with uncertainty at times. We can't control everything. Stuff happens. Pucks bounce and sticks break.

I look at our business' journey to transform our culture, and I get excited for the year ahead. I can see the tide turning with more of you embracing this change and understanding that we're learning through doing. This week, the small cross-functional team that I have tasked to learn how we can work together differently, starts their work. I am optimistic this short pilot will help inform us on details like how teams are composed; the roles and capabilities required; and the type of support and guidance needed to make decisions. I am also confident their perspectives will help steer us in the right direction and we will adjust and refine as we go.

Last week, I shared with you that change is hard but that it's an opportunity to grow. When things get tough this year, I will be there to help you through the setbacks and uncertainty, because, to answer my earlier question, the only failure is when you don't learn from your experience. Everybody experiences disappointment. It's how you handle it that determines where you'll end up.

Have a fun week,

**Jim Lightbody**  
President & CEO

BCLC Head Office  
74 West Seymour Street, Kamloops BC V2C 1E2  
T s 17(1)

BCLC Marketing & Sales Office  
2940 Virtual Way, Vancouver BC V5M 0A6  
T s 17(1)

[jdlightbody@bclc.com](mailto:jdlightbody@bclc.com)  
[bclc.com](http://bclc.com)

---

**From:** Suzanne Rowley on behalf of Jim D. Lightbody  
**Sent:** January-14-19 10:07 AM  
**To:** ALL- All Staff OFFICE; ALL- All Staff REMOTE; ALL- All Contractors Internal  
**Subject:** Weekly Jim Session: Innovation Isn't All Fun and Games

Good morning,

I heard a great saying the other day about innovation - "*A willingness to experiment does not mean randomly throwing paint at a canvas.*" It makes a lot of sense when you think about it. We need to be clear about what we want to achieve before we start experimenting. We also need to be disciplined and purposeful when we look at what learning and value we want to bring back to ourselves and the organization as a whole. And, we need to be able to adapt, modify and even kill ideas when they are not working.

The same rings true with collaboration, which often can be mistaken for consensus. An example of successful collaboration in our business is our ACE Committee. I attended their meeting last Friday and am always impressed at the discussions, perspectives and the healthy debates this group has. Among the many topics on the agenda, we had great discussion centered around recognition, how our people are utilizing our current offerings and how might we make them even better. To update you, the recognition RFP is moving full speed ahead and we will announce the successful proponent in the spring. The committee also saw a demo on the new [SuccessFactors homepage](#), which includes a new look and feel, and a more user friendly way to access all the information you need in your employee profile. The new version launched today, so make sure you check it out. This week, our Board and all it's committee's are meeting in Vancouver to review key items including our annual budget and our Service Plan. This is the first meeting of our new Board in its entirety as we have added eight new members in the past two months. Our two newest members, Fiona Chan and Dusty Kelly, are officially now members and fulfill our nine member limit.

I want to take this opportunity to congratulate our own Erin MacKenzie, who is the inaugural recipient of the Canadian Gaming Association's, William Rutsey Future Leaders Scholarship. This scholarship is awarded annually to a member of the Canadian gaming industry who is passionate about furthering their career and leadership skills. This is well deserved recognition for Erin who I know leads the way in displaying the right kind of behaviours, like creativity, discipline and commitment both to BCLC and to our home community. I know I speak for all our us at BCLC when I say that I am very proud. Congrats Erin! And, speaking of great achievements, I want to recognize s 22 , who is celebrating 35 years of service with BCLC this week! Last year, s 22 joined our Player Health team as a GameSense Advisor after 32 years in our Prize Payout team. This is a significant milestone and I also want to thank s 22 for s 22 commitment to our players and for s 22 loyalty and dedication to BCLC.

In closing, we are fortunate to have a mix of long term experience and new perspectives in our company. We can leverage this to support innovation by employing the right mix of discipline and creativity.

Have a fun week,

**Jim Lightbody**  
President & CEO

BCLC Head Office  
74 West Seymour Street, Kamloops BC V2C 1E2  
T s 17(1)

BCLC Marketing & Sales Office  
2940 Virtual Way, Vancouver BC V5M 0A6  
T s 17(1)

[jdlightbody@bclc.com](mailto:jdlightbody@bclc.com)  
[bclc.com](http://bclc.com)



---

**From:** Suzanne Rowley on behalf of Jim D. Lightbody  
**Sent:** January-21-19 9:42 AM  
**To:** ALL- All Staff OFFICE; ALL- All Staff REMOTE; ALL- All Contractors Internal  
**Subject:**

Good morning,

What if we no longer did what we do now?

Did I get your attention? When we ask ourselves this question, it's not necessarily because we want to abandon some of our current activities; however looking through this lens can be a clear way to see connections between our current strengths and potential new opportunities.

Part of this is being very clear on the results we want to achieve in the future, rather than just the actions to get there. This approach has helped us determine the kind of resources we need to support our cultural transformation. One of those resources is the Enterprise Agility Resource Team, which will act as a centre excellence for all things agility at BCLC. I'm excited that recruitment is now underway for the team's leadership position. We are a learning organization and I believe this team will provide fantastic development opportunities for our people. In addition, it will play a key role in establishing the culture we need to drive our business forward. You can read more in Jamie Callahan's [Executive Corner](#).

When we lean into collaboration and champion better ways to get things done, we create the space to test smarter and learn faster. As many of you know, BCLC has partnered with Thompson Rivers University (TRU) to offer co-op opportunities for years. Last year, we partnered with the Kamloops Innovation Centre (KIC) to take our co-op program to a whole new level and created the BCLC Innovation Lab. I first shared [this story](#) with you in December and I want to highlight it again because it demonstrates the value of doing things differently. Through the program, we gained new and interesting perspectives from these students because they were not constrained by our typical business processes. They worked on initiatives that we think have potential for our customers, including a program that gives the latest winning lottery numbers through Alexa Home, and a chat bot to support Customer Support Centre operations. You can see the program's value and potential first hand in this [video](#), make sure you check it out!

Our new Board is making great strides to get up to speed on our company and business. Last week, they met for our regular quarterly committee and full Board meetings. The January meeting is when we seek approval for the annual business plan, budget and Service Plan for Government, which were all approved after great discussion.

This week, I am looking forward to hearing from the cross functional team who have been working hard over the past two weeks to help us understand what capabilities we might need to help us solve a non-technical problem. I am curious to hear the group's perspectives and potential solutions. This was not an easy task and I want to recognize Stewart Groumoutis, Sam Macmillan, Simone Dive, Rebecca Bouchard, Lindsay Waterman, Tom Maryschak and Lisa Lane for their commitment both to this initiative and for their willingness to boldly take on the unknown.

Have a fun week,

Jim Lightbody  
President & CEO

BCLC Head Office  
74 West Seymour Street, Kamloops BC V2C 1E2  
Ts 17(1)

BCLC Marketing & Sales Office  
2940 Virtual Way, Vancouver BC V5M 0A6  
Ts 17(1)

[jdlightbody@bclc.com](mailto:jdlightbody@bclc.com)  
bclc.com



---

**From:** Suzanne Rowley on behalf of Jim D. Lightbody  
**Sent:** January-28-19 10:07 AM  
**To:** ALL- All Staff OFFICE; ALL- All Staff REMOTE; ALL- All Contractors Internal  
**Subject:**

Good morning,

We are all human and sometimes we forget that there are moments when we need help. I have always believed that recognizing when you need help, and asking for it, is an essential part of being a great leader. People feel good when they help and are inspired when they are needed. Plain and simple, leadership is all about connection.

I believe this to be true when I think about the cross functional team and the great deal of work they did to help us understand what capabilities we might need to help us solve a non-technical problem, specifically how we might get our players to play more of our games. I also asked this group to test and learn how we can work together in a different way that will inform how we might structure teams and approach our work in order to achieve our goals better and faster. I knew their perspectives would be key to help inform and drive change in our organization. Last Tuesday, they presented their findings to me and I really appreciated hearing their learnings, along with their candid feedback on what we need to do better to support this change. It proved to me the impact our people can make being seconded to a team for a short pilot. The group recommended three new pilots for others to tackle and I've asked them to clarify their asks for me so we can keep the momentum moving forward.

Our Board also met last week and we had a great discussion regarding our new strategy. We will be sharing more with Managers later in February and with the greater organization in the spring as we cascade the strategy through our organization. Strategic planning is not an event, but rather a journey that continues to improve with the support of different perspectives and our Board has contributed to our strategy to help make it stronger.

Before I sign off, I want to give a quick update with respect to our Kamloops office. Now that we have made the decision to remain in our existing building, we are looking closely at what our needs might be to support our business and our people. I recognize there is a pent up demand for support, as we had not made any big commitments while we pursued the potential option of a new building. While it's business as usual, if you identify a need, please bring it to the attention of Facilities so that they can begin to prioritize future considerations.

Have a fun week,

Jim Lightbody  
President & CEO

BCLC Head Office  
74 West Seymour Street, Kamloops BC V2C 1E2  
T's 17(1)

BCLC Marketing & Sales Office  
2940 Virtual Way, Vancouver BC V5M 0A6  
T's 17(1)

[jdlightbody@bclc.com](mailto:jdlightbody@bclc.com)  
bclc.com

---

**From:** Suzanne Rowley on behalf of Jim D. Lightbody  
**Sent:** February-04-19 10:11 AM  
**To:** ALL- All Staff OFFICE; ALL- All Staff REMOTE; ALL- All Contractors Internal  
**Subject:** Weekly Jim Session: GOAT

Good morning,

In sports, being a GOAT is nothing baaa-d. 

If you didn't know, it stands for "Greatest Of All Time". Leading up to yesterday's matchup between the New England Patriots and the Los Angeles Rams in Super Bowl LIII, there was much debate surrounding Patriots quarterback, Tom Brady, and if he is the GOAT of GOATs. Love or hate him, in my eyes he fits the bill. And, one of the things I appreciate most about him is while he has become synonymous with GOAT, he'd prefer he wasn't.

*"I play for the enjoyment of the game. I play for the camaraderie with my teammates, and I play to win. I don't play to be called a certain thing or compared to this guy".* One could take inspiration from that approach. For Brady, it's about dedication to his team along with their mission and vision. He plays for the team crest on his jersey, not the name on the back. He appreciates the defense and special teams as much as the offense he plays on as QB. The Patriots are different from most teams in the NFL. They aren't afraid to try new ways of beating other teams or solving problems. They even have offensive players play defense and vice versa, if the play calls for it. I can tell you that the driving force behind some of the ways we at BCLC might work together differently, is out of a sheer desire to break down some of the silos in our business and reinforce the message of one team. Team BCLC.

When we think about how we work together, we need to put our customers at the centre. When they have a great experience, we all win. I had the opportunity to join Bill Brown and Duke Williams on PlayNow Sports' [Inside the Book podcast](#) last week to talk sports betting and Super Bowl. I want to recognize the PlayNow Sports team, along with Lee Dodd, on the work they have done to utilize our social media channels to promote our sports book using this podcast. I am very impressed in how this content has added to our player's experience with the team's great insights, sports information and responsible gambling messages.

I also want to recognize another major milestone where we are delivering an outstanding player experience. The Lotto Mobile App crossed the half a million mark in downloads this past week! Kudos to Sam Hofer and the entire cross functional team! Outstanding!

Speaking of how we work together, I shared with you last October that we were working on a [Fit for Work Policy](#), which has now been finalized. We are committed to providing a safe and healthy work environment for all of our people and it's important to highlight the expectation that our employees must be fit for work. A policy review and acknowledgement will be added to your SuccessFactors task list later today. I encourage you all to familiarize yourself with this new policy. If you have questions, you can review this [FAQ](#), or reach out to our HR team.

This time last year, I shared with you the story of Patriots coach Bill Belichick and his [leadership philosophy](#). Win or lose, Belichick (although I was very happy with my winning Pat's prediction this year) has created an environment where great people like Tom Brady can achieve great results. This is proof that with the right people who have the right mindset, we can accomplish anything, perhaps even be the GOAT of our industry! Although, you still won't catch me in a hoodie with its sleeves cut off!

Have a fun week,

**Jim Lightbody**  
President & CEO

BCLC Head Office  
74 West Seymour Street, Kamloops BC V2C 1E2  
Ts 17(1)

BCLC Marketing & Sales Office  
2940 Virtual Way, Vancouver BC V5M 0A6  
Ts 17(1)

[jdlightbody@bclc.com](mailto:jdlightbody@bclc.com)  
[bclc.com](http://bclc.com)