

Nova Scotia Gaming Corporation  
Request for Proposal  
***Casino Healthy Play Training Program***  
**RFP #26-003**

Issue Date – October 5, 2026

Closing Date – November 2, 2026, 10:00 a.m. Atlantic Standard Time



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## **Section A: OVERVIEW**

### **1.0 Introduction**

Nova Scotia Gaming Corporation (NSGC) is a Crown Corporation, accountable to the Province, and ultimately the people, of Nova Scotia. NSGC is responsible for conducting and managing regulated gaming in Nova Scotia.

NSGC leads a socially responsible and economically sustainable gaming industry for the benefit of Nova Scotians and their communities. As part of this accountability, NSGC's role is to put social responsibility first. That means keeping gaming entertaining and responsible, and this requires conducting business with sensitivity and understanding of how what we do impacts others.

NSGC is a key contributor to Nova Scotia and its economy. All profits from regulated gaming go directly back to the Province, helping to pay for valuable programs and services. In 2025-26, NSGC provided more than \$176 million to the Province. NSGC is a leader in healthy play, having developed and implemented world-first initiatives in support of its social responsibility mandate. On an annual basis, NSGC continues to deliver healthy play programs to Nova Scotians 19 and older.

In carrying out the conduct and manage role, NSGC oversees and manages its operators, Atlantic Lottery Corporation (ALC) and Casino Nova Scotia (CNS), who conduct the day-to-day business on NSGC's behalf. NSGC's business lines include ticket lottery, video lottery, and casinos (two locations with over 350 staff). The Nova Scotia Government is the shareholder and owner of NSGC. NSGC is not responsible for First Nations or charitable gaming in Nova Scotia, however, it is committed to increasing gambling literacy for all adult Nova Scotians.

For NSGC and the gaming industry, healthy play is about fostering an environment that promotes safer play, gambling literacy and informed decisions. This means upholding high standards and providing a safe and entertaining player experience, delivering effective healthy play programs, assessing products and promotions, making information available to people so they can make informed decisions about their play, and making sure help is available for those who need it. For individuals, it is about gambling within one's means – this involves understanding the games and odds, exercising control over gambling activity, and viewing gambling as just one of many entertainment options. NSGC is acknowledged as a leader in healthy play for creating and introducing healthy play programs where none previously existed.

### **2.0 Objective and Scope**

The objective of this engagement is for the successful proponent to create and manage all aspects of Nova Scotia's healthy play training program for casino staff

with the goal to ensure employees are provided with the necessary tools, tips, and healthy play information they need to maintain compliance with the *Casino Regulations* as well as promote healthy play within the casinos. The training program should provide all staff with an engaging, comprehensive overview of best practices, early intervention concepts, dispel myths, and provide flexible ongoing microlearning as opportunities arise.

Specifically, the training program will outline clearly to staff the procedures to be followed in order to:

- ▶ Identify the behaviours of players who may be experiencing harms from gambling;
- ▶ Address potential healthy play situations in a timely and discreet manner and inform players of additional help and/or resources that may be deemed appropriate;
- ▶ Be confident in their responses and ability to address a situation or escalate it to qualified casino or Responsible Gambling Resource Centre (RGRC) staff, or the appropriate community resources;
- ▶ Document the interaction and related response; and,
- ▶ Recognize opportunities to provide players with the information, tools, and tips to make an informed decision about their play.

There are two casinos in Nova Scotia (Halifax and Sydney), currently with approximately 350 staff. Participation requirements for the healthy play training program are for all gaming employees to receive training on an annual basis and to ensure all new hires receive training within 90 days of their hire date. It is expected that the majority of the training will be offered online, with additional in-person training opportunities for senior staff members. NSGC will also require training access for the Department of Finance and Treasury Board's Gaming and Operations Branch staff (typically less than 20) and additional stakeholders as identified.

The successful proponent will:

- ▶ create and produce the healthy play training curriculum and materials;
- ▶ deliver the training program;
- ▶ provide timely reporting to NSGC;
- ▶ liaise with appropriate staff; and,
- ▶ ensure completion and compliance of the training programs on an annual basis.

NSGC's approval is required for all key steps in the creation of training and subsequent delivery.

It is NSGC's intention to enter a multi-year arrangement (three-to-five-year term) but may be extended for an additional period upon agreement between the two parties.

## **SECTION B: PROPOSAL REQUIREMENTS**

### **1.0 Copies Required**

Submission is electronic and hard copies are not required.

### **2.0 Registered Supplier**

There may be a requirement for the selected proponent to also register as a registered supplier pursuant to Section 68(2) and (3) of the *Gaming Control Act*. Should registration be determined to be required, the successful proponent must agree that it will undergo registration pursuant to Section 68 of the *Gaming Control Act* with the Nova Scotia Alcohol, Gaming, Fuel, and Tobacco Division of Service Nova Scotia immediately upon learning of this requirement.

### **3.0 Subcontractors**

Proposals are to include an attached list of any subcontractors (name, address, service provided, qualifications) who have agreed to collaborate with the proponent on the engagement and description of their roles. The absence of such a list will be taken to mean that only the proponent's resources will be used. Please note that subcontractors may not be used without the expressed approval of NSGC. There may be a requirement for subcontractors to register as a registered supplier pursuant to Section 68(2) and (3) of the *Gaming Control Act*, as noted in 2.0 directly above. Once the successful proponent is selected it will be determined which, if any, subcontractors are required to be registered suppliers.

### **4.0 Proposal Contents**

The proposal must contain the following sections that relate to the areas of scoring:

#### **Overview (20%)**

- ▶ In addition to standard contact information, include a one-page letter of introduction identifying the proponent and signed by an appropriate authorizing officer, binding it to the statements made in the proposal.
- ▶ Provide a short (one-page) executive summary of key features of the proposal and an anticipated timeline.
- ▶ Proponents are required to demonstrate a clear understanding of NSGC's strategic and business requirements and clearly articulate the proposed service.

### ***Approach and Team (30%)***

- ▶ The proposal must include a description of the proponent's client service philosophy and how it plans to manage the service agreement.
- ▶ The proponent must include biographies for all senior team members and describe the project team it proposes to carry out the engagement. For each project team member, provide a brief summary of background, relevant skills, knowledge, and experience. Also clearly identify how resources are effectively managed and allocated to accomplish the business requirements. Include reference to knowledge and expertise related to healthy play and delivery using adult education tactics.

### ***Experience (30%)***

- ▶ The proponent must include a minimum of three examples of detailed experience within the last five years, which are similar/relevant to NSGC's business requirements. All examples must include summaries, services provided and results.

### ***Pricing/Cost (20%)***

- ▶ The proponent must include:
  - The names and roles of all individuals who will provide the routine management and/or the performance of the required services, and hourly rates. Hourly rates do not include taxes.
  - An estimate to deliver the business requirement outlined.
- ▶ Any costs incurred for travel in the management of the contract will be at the proponent's expense.
- ▶ Automatic mark up on sub-contracted invoices or procurement services will not be considered.

Proposals from interested proponents should include two options:

1. Detailed costs for a three-year contract term; and,
2. Detailed costs for a five-year contract term.

### ***References***

- ▶ The proponent must include the names, phone numbers and email addresses for three companies for whom it currently, or recently within the last six (6) months, performs work, that can provide a reference. The dates and projects of any work involving NSGC conducted by the proponent in the past is also to be included.

NSGC may require a presentation or further proposal documents in a second round. The objective and scope for that presentation will be provided at the time of issue.

### **Closing Time and Address**

All proposals must be submitted electronically to the authorized contact, Paetra Addison, by the Closing Date at 10:00 a.m. Atlantic Standard Time.

Proposals received after the Closing Date will not be considered.

## **5.0 Evaluation**

The following is the percentage allocated for each evaluation category:

- ▶ *Overview (20%)*
- ▶ *Approach and Team (30%)*
- ▶ *Experience (30%)*
- ▶ *Pricing/Cost (20%)*
- ▶ *References*

As noted above, proposals will be evaluated on their overall value proposition, with due consideration of the quality, delivery, and capacity of the proponent to meet the criteria stated in this section.

## **6.0 Key Contract Terms**

### **Definitions**

In this RFP, except where otherwise qualified, the following terms mean:

- ▶ "Annual training" - training that takes place April 1st – March 31st of each year.
- ▶ "Closing Date" – November 2, 2026, 10:00 a.m. Atlantic Standard Time.
- ▶ "Compliance" - all the required casino staff complete the annual healthy play training program.
- ▶ "NSGC" - Nova Scotia Gaming Corporation.
- ▶ "Proponent" - a person or entity, submitting a response to the RFP.
- ▶ "Proposal" - a response or submission to this RFP, including all schedules and attachments thereto and any amendments made in conformity with this RFP.

- ▶ "RFP" - this Request for Proposal, including all schedules and attachments hereto and any addendum or amendment issued in conformity with this RFP.
- ▶ "Selected proponent(s)" - the proponent(s), if any, whose proposal is selected by NSGC.
- ▶ "Subcontractor" - any person to whom a proponent intends to delegate all or part of the provision of goods or services to be provided under the RFP.

## 7.0 Agreement/Contract

The contract will stipulate that all the training materials produced are the property of NSGC.

Unless otherwise agreed by NSGC, the selection of a proposal will be binding upon the selected proponent and the terms and conditions of this RFP will form part of the proposal so selected.

Any proponent whose response to this RFP has been selected must be prepared, at NSGC's sole discretion, to:

- ▶ execute a written agreement on the terms and conditions set out in the proposal; or,
- ▶ enter into exclusive *bona fide* negotiations with NSGC to conclude a written agreement.

If a written agreement cannot be negotiated within 30 days of notification to the successful proponent, NSGC may, at its sole discretion at any time thereafter, terminate negotiations with that proponent and execute a written agreement or enter into negotiations with another proponent or choose to terminate the RFP and not enter into negotiations or execute an agreement with any of the proponents.

This document is a request for proposals. All proposals must constitute offers open for acceptance by NSGC. A proposal does not constitute a binding agreement between NSGC and a proponent, unless and until a written agreement is executed by NSGC and a proponent.

The term of this project is expected to take place principally from January 2027 to January 2029 but may be extended for an additional term. If the project is extended, or if, for any reason, the successful vendor continues to provide services after the initial term, all terms and conditions of the original engagement shall apply, unless otherwise agreed to in writing.

## **8.0 Compliance with Law**

Proposals must fully comply with all laws, regulations, and policies, whether federal, provincial, or local, including the *Gaming Control Act* (Nova Scotia), as may be amended from time to time. If any approvals, consents, or other discretionary actions are required for the proposal to comply with such laws, such actions must be clearly identified in the proposal with an alternative proposal in the event such approval, consent or discretionary action is not obtained.

## **SECTION C: PROPOSAL PROCESS**

### **1.0 Timelines (Subject to Change)**

- ▶ Issue RFP – October 5, 2026
- ▶ Deadline to provide expression of interest (optional) – October 12, 2026
- ▶ RFP Closing Date – November 2, 2026
- ▶ Evaluate RFPs and notify proponents – November-December 2026
- ▶ Begin work – January 2027
- ▶ Training Program Launch – June 2027

Timelines may change at any time, at the sole discretion of NSGC. Proponents who have responded will be notified of any time changes.

### **2.0 Authorized Contact**

The authorized contact in relation to this RFP is Paetra Addison, Manager, Social Responsibility. Any contact other than a proponent's submission of a proposal, can be forwarded via email to [paetra.addison@novascotia.ca](mailto:paetra.addison@novascotia.ca).

Other than as specified, any contact by or on behalf of a proponent with any other proponents with any government official of the Government of Nova Scotia with respect to this RFP, or any matter related thereto, may disqualify the proponent, is at the sole discretion of NSGC.

## **SECTION D: GENERAL CONDITIONS**

### **1.0 Additional Information and Instructions**

All requests for additional information or instructions concerning the RFP and the preparation of proposals should be received electronically in writing by NSGC at least three (3) working days before the Closing Date.

Additional information or instructions that may, in the sole discretion of NSGC, be of general interest or represent amendments to the RFP, or any other information or instructions that NSGC determines appropriate, may be incorporated in an addendum to the RFP which will be distributed to all proponents. Any such

addendum will automatically, upon its issuance, become a part of the RFP, provided it is issued by NSGC and sent to proponents at least three (3) working days prior to the Closing Date. Proponents will be deemed to have agreed to the terms of any such addendum and will be automatically bound thereby unless they withdraw their proposals.

To receive any potential addendums, proponents are asked to provide an expression of interest by October 12, 2026, to [paetra.addison@novascotia.ca](mailto:paetra.addison@novascotia.ca).

## **2.0 Amendment or Withdrawal of RFP by NSGC**

NSGC reserves the right to amend the terms of the RFP or to withdraw the RFP at any time before or after the Closing Date in its sole discretion. Proponents will be deemed to have agreed to any such amendments and will be automatically bound thereby unless they withdraw their proposals.

## **3.0 Amendment or Withdrawal of Proposal by Proponent**

3.1 Prior to the Closing Date, a proponent may amend or withdraw its proposal by written notice.

3.2 No proposal(s) may be amended or withdrawn by a proponent after the Closing Date, except with the written agreement of NSGC.

## **4.0 Negotiation of Amendments**

NSGC may, in its sole discretion, conduct negotiations with any and all selected proponent(s) to amend their proposal(s), without offering other proponents the right to amend their proposal(s).

## **5.0 Ownership and Disclosure of Proposals**

5.1 Proposals will not be returned to proponents and will become the property of NSGC at the Closing Date.

5.2 Proposals may be subject to disclosure under the *Freedom of Information and Protection of Privacy Act* (Nova Scotia). All proponents, by submission of a proposal, agree to disclose to the public all information in their proposal; except such information as is specifically identified otherwise. An explanation why such information should not be disclosed must be provided. Such information will not be disclosed by NSGC except in accordance with the requirements of the *Freedom of Information and Protection of Privacy Act* (Nova Scotia).

5.3 The proponent agrees to obtain written approval from NSGC prior to issuing a publicity or news release pertaining to this RFP, its proposal, or any selection or contract.

## **6.0 Costs of Proposals**

- 6.1 All costs and expenses incurred by the proponent, directly or indirectly, in connection with its proposal and the selection process are solely and exclusively the responsibility of the proponent and NSGC shall not incur any obligation for any costs or expenses incurred by any proponent.
- 6.2 NSGC shall not be liable to any proponent for any loss, cost, expense or damages of any nature whatsoever arising out of, or resulting from this RFP, including any damages resulting from the submission of a proposal in response to this RFP, or the selection of the successful proponent(s), if any, whether based on contract, tort, including negligence, strict liability or otherwise.

## **7.0 Evaluation of Proposals**

- 7.1 Proposals submitted that do not comply with all the terms and conditions of this RFP or proposals that do not provide sufficient information may be rejected by NSGC in its sole discretion.
- 7.2 Proposals will be evaluated based upon NSGC's assessment of the proponent's responses compared to the Evaluation Criteria.
- 7.3 NSGC will forward a notice to all proponents advising of the outcome of the RFP.

## **8.0 Governing Law**

This RFP and any response related thereto shall be governed by and construed in accordance with the laws of Canada and the Province of Nova Scotia and the proponents agree to attorn to the exclusive jurisdiction of the courts of Nova Scotia.

## **9.0 Indemnity**

The proponent shall indemnify and hold NSGC harmless against any loss, damages, costs, and expenses of any nature whatsoever arising out of or resulting from this RFP, any proposal in response to this RFP and any resulting agreement hereunder.

## **10.0 Conflict of Interest Policy**

All proponents must disclose any interests, which could conflict with the interests of NSGC or the Government of Nova Scotia.

## **11.0 Accuracy and Completeness of RFP Information**

NSGC makes no representation or warranty as to the accuracy or completeness of the information contained in this RFP.