



Crown Corporation

B U S I N E S S P L A N S

FOR THE FISCAL YEAR 2008–2009

Nova Scotia Gaming Corporation *Business Plan 2008–2009*

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Mission

To lead a socially responsible and economically sustainable provincial gaming industry for the benefit of Nova Scotians and their communities.

Planning Context

The Nova Scotia Gaming Corporation (NSGC), governed by the *Gaming Control Act*, operates in a competitive environment where innovation and corporate social responsibility are the keys to future growth and success. Consumers are faced with an array of choices of where to spend their discretionary entertainment dollars, and the regulated gaming industry must offer a strong value proposition in order to successfully compete. The public demands that government offer regulated gaming in the most socially responsible manner possible, and NSGC must continue to demonstrate that it excels in this area in order to retain the social license to operate and to offer new products to the market that demonstrate Nova Scotia's world leadership in responsible gambling.

To meet the above objectives, NSGC must continue to offer consumers gaming products that are fun, are relevant, and provide entertainment value in an environment of fairness and integrity. This is particularly important given that players

have thousands of choices available to them, including both regulated and unregulated gaming sites beyond Nova Scotia's borders. The increasing competition from those games poses significant challenges, as many of NSGC's products are in the mature phase of their product life cycle and have lost some portion of their relevancy to the market. This issue heightens the need for NSGC to innovate and to invest appropriate resources to ensure the success of the regulated-gaming industry in this province.

NSGC's revenues are dependent upon consumers buying its products. This year, NSGC is assuming modest economic growth in the province, stable interest rates, and the risk of rising gas prices. History has shown that major economic impacts can be detrimental to NSGC's revenues. Further, tourists visiting Nova Scotia contribute to revenues when they include a visit to a gaming venue during their stay. Tourism visitation to the province was down in 2007–2008, resulting in a decrease in revenue from this segment. Visitation is not expected to rebound in 2008–2009, and therefore, this impact is reflected in the budgeted performance for the casino business line. In addition, continued growth of First Nations' video lottery revenue, which is expected to increase by 12 per cent over the previous year budget to \$51 million in 2008–2009, will continue to be a competitive pressure to NSGC's video lottery and casino business lines.



As in many industries, corporate social responsibility is a critical part of the business model of the gaming industry in Nova Scotia. NSGC launched its Social Responsibility Charter in October 2006, which outlined the corporation's commitment in five pillars:

- responsible gambling
- integrity and security
- citizens and communities
- corporate governance
- stakeholder relationships

These pillars outline what social responsibility in Nova Scotia looks like, what is expected of NSGC as a socially responsible corporate citizen, what NSGC's commitment is in meeting these expectations, and how operators and retailers will contribute to the industry as a whole achieving these outcomes.

NSGC has ensured alignment to the Social Responsibility Charter in its business efforts for 2008–2009. In particular, the charter's focus on responsible gambling, enhanced prevention programming, and greater accountability is strongly aligned with NSGC's operations.

It is within the above context that NSGC considers the 2008–2009 fiscal year as an opportunity to build on its measurable progress and successes to create an even more socially responsible gambling environment for Nova Scotia and to evolve the future of gambling in this province.

Strategic Goals

NSGC has three strategic goals to support the achievement of its mission and vision.

Goal #1: To pursue a sustainable gaming industry.

NSGC will ensure responsible economic return to the province by

- accruing direct financial benefits to government, the shareholder of NSGC
- utilizing sustainable business models, incorporating systems to fulfil NSGC's commitment to integrity and security, and making evidence-based decisions that incorporate responsible gambling in the design, delivery, promotion, and use of its products
- optimizing benefits to communities, businesses, organizations, and individuals across the province

Goal #2: To foster social responsibility in all aspects of NSGC's operations and business decisions.

NSGC will advance its social responsibility agenda by

- leading responsible gambling initiatives to provide Nova Scotians with the information required to make informed decisions
- contributing to communities across the province

- being an excellent employer

Goal #3: To ensure that accountability is at the forefront of NSGC's management and communications to its stakeholders and to all Nova Scotians.

NSGC will provide strong management and accountability by

- ensuring timely and complete communication to the media, public, and stakeholders
- managing the business of gaming in an efficient and effective manner
- making responsible, evidence-based decisions

Core Business Areas

NSGC's core business functions are as follows:

- Develop social and economic strategies that align with the Social Responsibility Charter and support the achievement of identified goals and outcomes.
- Oversee the operations of its operators, the Atlantic Lottery Corporation (ALC) and Great Canadian Gaming Corporation (GCGC), as well as leading the implementation of responsible gambling programs.
- Foster open communications with key audiences, including the shareholder, stakeholders, and the public.

NSGC performs a number of key activities in carrying out these functions.

1. Responsible Industry Development

Our goal is to develop the gaming industry in Nova Scotia by managing the policy decisions of government in the most responsible way possible. We focus on initiatives that will develop a balanced and socially responsible industry that is sustainable and benefits all Nova Scotians. There are three aspects to this activity:

- Planning and Policy Development

NSGC has and will continue to explore new opportunities through planning and policy development. The main focus of this element is to create an environment that is conducive to a sustainable and socially responsible gambling industry in Nova Scotia and aligns with the province's Gaming Strategy.

- Responsible Product Implementation—NSGC is committed to continuing to make evidence-based decisions in assessing changes to the current product and gaming environments and to utilizing responsible gambling and problem gambling experts to assist in this process.



- **Social Responsibility**—NSGC is a world leader in responsible gambling and will continue to dedicate significant resources to the research, development, and implementation of progressive and ground-breaking responsible gambling initiatives.

2. Operations Management

This involves the progressive and effective management of NSGC's gaming businesses—ticket lottery, video lottery, and casino gaming. The three key elements under this activity are as follows.

- **Operator Management**—Effective management of the operators' businesses as they relate to Nova Scotia is a critical function for NSGC to ensure that there is alignment of efforts and that priority initiatives are completed as planned. Ensuring that the operators offer products in an environment of security and integrity is a key goal of this element.
- **Risk Management and Quality Control**—This involves proactive risk management and effective quality control of NSGC and its operators' operations and business environments.
- **Compliance Management**—Compliance management is a critical component of NSGC's day-to-day business, requiring that all its business and operators in the province conform to applicable legislation, regulations, contracts, and

policies. NSGC has dedicated staff and resources to monitor the timely reporting of any and all gaming-related incidents (whether technical issues, criminal activities, or other). Careful and successful oversight of our operations allows NSGC to identify areas that require improvement or remedy and ensures an industry that is managed to the highest standards of integrity and public confidence and security.

3. Public and Stakeholder Communications

NSGC is accountable to the people of Nova Scotia. This involves the complete and timely communication of information to meet NSGC's high standard of openness and transparency.

Priorities for 2008–2009

1. Pursue a Sustainable Gaming Industry

In striving to generate responsible economic returns, NSGC will focus its attention on the following priorities in 2008–2009.

- **Casino**—The casinos will focus marketing efforts on appealing to the social, occasional gamer by offering an exciting entertainment product that includes musical acts, as well as

excellent food and beverage offerings. The Halifax Casino will offer a wide variety and high-calibre entertainment acts, affirming its position as Atlantic Canada's premier entertainment destination. The focus at the Sydney Casino in 2008–2009 will be to offer a unique gaming experience in a competitive market emphasizing new, exciting games in a fun environment tailored to the local clientele and supported by excellent services and hospitality.

- **Ticket Lottery**—The ticket lottery business is NSGC's most mature business line. Given its mature state, reinvention is the key priority in 2008–2009, including a strategy of implementing new products (e.g., Salsa Bingo) and a renewed focus on providing the products that consumers want, where they want them, and with an experience that demonstrates the value proposition of ticket lottery products. The 2008–2009 fiscal year will see an increased allocation of sales to prizes for players. This increase is intended to improve the relevance and appeal of certain products. This is a critical component to the reinvention strategy. Continued emphasis will also be placed on ensuring that these products are offered with the highest standards in integrity and security.
- **Video Lottery**—The focus of the video lottery business line is to stabilize the operations, following the implementation of the Gaming Strategy initiatives and the 100 per cent smoking ban. NSGC will oversee the implementation of the Informed Player Choice System, which is intended to provide personalized information to VLT players about their play so that they can make informed choices. In addition, NSGC will continue to achieve operating efficiencies and will improve the operating standards of this business line.
- **Linked Bingo**—As part of NSGC's Charitable Sector Support Program, Linked Bingo will continue in 2008–2009. Linked Bingo enhances charity bingo by offering larger linked jackpots that allow charitable organizations to raise money to fund their projects and good works.

2. Foster Social Responsibility

NSGC is committed to ensuring the successful delivery of all initiatives outlined in the Action Plan that accompanies its Social Responsibility Charter. When the concept of social responsibility is applied to this industry, the first consideration that comes forward typically arises from issues related to responsible play and the prevention of problem gambling. It is incumbent upon the gaming industry to concentrate on giving players the tools they



need to make informed decisions, which experts indicate helps to facilitate responsible gambling behaviour, which in turn helps to prevent the next generation of problem gamblers. The cornerstone of NSGC's social responsibility commitment is, and always will be, responsible gambling and prevention programming.

To be effective, the concept of social responsibility must be integrated into existing corporate structures and processes. Every aspect of business and every new program must ensure that the principle of net positive benefits will be met. This may often require innovative solutions to challenges inherent in the gaming industry.

The charter includes NSGC's Responsible Gambling Strategy, the objective of which is to provide programs, products, and services to consumers and the public that will empower them to make informed decisions. This will work to prevent future problems and sustain the casual social player base and will help to build a healthy and sustainable industry in Nova Scotia. By following the charter and the accompanying Responsible Gambling Strategy, Nova Scotia and NSGC's role as a world leader in responsible gambling education, awareness, and programs will continue.

NSGC's commitment to responsible gambling will be demonstrated by an array of responsible gambling initiatives, including broad-based and targeted education programs, such as the following:

- leader in the first province-wide Responsible Gambling Awareness Week
- sponsor of YMCA's Youth Gambling Awareness Program
- sponsor of the Responsible Gambling Council's Don't Bet On It program
- continued operations of the Responsible Gambling Resource Centres at the casinos
- leader in the development of the world's first video lottery Informed Player Choice System (IPCS)

NSGC will work to normalize responsible gambling behaviour in 2008–2009 by continuing to build the 360-degree "responsible gambling experience," so that players, retailers, stakeholders, and the general public know that no matter what games they play or what locations they visit, gambling responsibly is the standard and expectation. In addition, NSGC will implement the player-management tool within the casino business line, if research from a pilot project currently under way determines that such a tool facilitates informed choice in that environment.

NSGC will continue to be a significant contributor to Nova Scotia's communities in 2008–2009. A key element in this area is the Support 4 Sport Program, which is expected to raise approximately \$2.2 million for amateur sport in 2008–2009. This funding will be paid to and distributed by Sport Nova Scotia. This money will be

used to buy sports equipment, create recreation/participation programming for all ages, support performance training programs for competitive athletes, and hire coaches at all levels.

Other community funding includes the following:

- sponsorship of community organizations and events
- support to the harness racing industry
- funding of Nova Scotia Cultural Federations, Exhibition Association of Nova Scotia, and Sport Nova Scotia.

3. Ensure Accountability and Communications

Gaming in Nova Scotia produces significant direct benefits for Nova Scotians, including the direct employment of approximately 1,000 people and the injection of \$43.3 million in retail commissions to local Nova Scotia businesses. In 2008–2009, NSGC will provide \$152.0 million in revenue to fund provincial programs in areas such as health care and education. Given that the direct benefits of gaming are significant, NSGC must ensure that the gaming industry continues to run in an effective and efficient manner.

As NSGC is a public company, its operations must be transparent, with timely and open communications to Nova Scotians. In addition to building on its

extensive public reporting and consultation in the 2007–2008 fiscal year, NSGC will further enhance its website to serve as an important interactive resource for those looking for information about responsible gambling and the gaming industry in Nova Scotia.

Performance 2007–2008

1. Pursue a Sustainable Gaming Industry

The growth and sustainability of any industry requires both determination and flexibility to respond to changing market conditions and consumer needs. NSGC's commitment to gaming security, integrity, and fairness, as well as a strong focus on responsible gambling, are critical components to ensuring a successful gaming industry for the province and the people of Nova Scotia.

The ticket lottery business, operated in Nova Scotia by the Atlantic Lottery Corporation (ALC), is NSGC's most mature business line, but also offers the greatest potential for expansion and innovation. The introduction and availability of new technologies provide exciting new opportunities, offering consumers greater variety and choice. In 2007–2008, ALC launched iBingo and other games to its PlaySphere website, and it continues to find



new ways to use technologies to provide consumers with a more exciting and interactive game play experiences.

NSGC continued the SuperStar Bingo in Nova Scotia, which provides electronically-shared gaming and larger jackpot opportunities to players through over 50 bingo-sponsoring charities in the province. A full 25 per cent of gaming revenues is paid back to charities, an amount that reached \$1 million in November 2007 and that was used by charities to perform their good work throughout the province.

The Support 4 Sport Program was launched as a fully branded program in May 2007 and saw continued success throughout 2007–2008. NSGC dedicates 100 per cent of funds raised from the sales of specially-marked tickets to amateur sport in Nova Scotia through the Support 4 Sport Program. Athletes, coaches, and community programs across the province benefit from the funds, which are expected to reach \$2 million this year. Research shows that 78 per cent of Nova Scotians support the Support 4 Sport Program and more than 80 per cent of Nova Scotians believe that NSGC should dedicate funds generated by gambling directly to specific programs or services such as Support 4 Sport.

The issue of retailer wins was identified early in 2007 and presented a significant challenge for NSGC and the gaming industry worldwide. In the fall of 2006, the CBC television program *The Fifth Estate*

aired the results of their findings that ticket lottery retailers in Ontario were winning more often than statistically possible. This revelation propelled NSGC into action, calling for a review of all ALC policies and procedures related to ticket lottery wins. NSGC further engaged the same statistician used in Ontario to conduct a similar analysis of Nova Scotia's data on retailer winnings, which produced similar findings.

This information led NSGC to take immediate and important action in March of 2007.

- NSGC provided immediate direction to ALC to address player security. The installation of self-ticket checkers, which display the amount won, was completed at all retail locations, allowing customers to check tickets themselves. A signature line was added to tickets, requiring clients to sign for identification purposes, and retailers are no longer permitted to accept unsigned tickets from consumers for validation. In addition, ALC completed the installation of customer-facing signs, called T-Bars, which allow customers to instantly see whether or not they have won a prize and the prize amount. Beginning in August, players presenting winning tickets at retail locations have their tickets stamped “paid” and receive both the winning ticket and the validation slip to keep. ALC also introduced their Way to Play

campaign in the second quarter, to reinforce simple ways to play ticket lottery, helping ensure that players protect themselves and their winnings.

- NSGC met with the RCMP to begin the process of a review of all customer complaint and retailer win files to determine whether any merited further legal investigation. This review is expected to be completed by March 2008.
- NSGC led the pursuit of a broad-scope review of all ALC's operations, which now includes the participation of the other three Atlantic provinces. This review will be completed in the winter of 2008.

NSGC continues to closely monitor this area of concern, leading the industry globally, and responding with concrete action and decisive change.

The video lottery business line reached its target market removal of 1,000 VLTs (the last 200 through attrition in 2007–2008), fulfilling direction set out in the province's Gaming Strategy. NSGC developed and implemented a new set of retailer policies, which lay out a clear set of requirements and standards for VLT operation in Nova Scotia. The standards address the quality of premises and areas of play, as well as critical matters of security, control, responsible gambling commitments, and regulatory compliance. Revenues from this business line performed under target as a

result of a shift in play to First Nations' sites, which are not operated by NSGC. Some customers prefer First Nations' sites due to differences in the operating environment: NSGC's sites do not permit smoking, and VLT operations end at 12 midnight each day; First Nations' sites permit smoking and allow VLTs to operate past midnight. VLT revenues at First Nations' sites were \$48.0 million in 2007–2008, over budget by 5.7 per cent.

In November 2007, NSGC announced that it would be moving forward the world's first video lottery Informed Player Choice System (IPCS) in Nova Scotia. The announcement came after two years of ground-breaking research into responsible gambling features. Based on promising findings of three independent researchers and a successful request for proposal process, a contract was awarded to Techlink Entertainment. The IPCS technology will be on all VLTs and will empower Nova Scotia video lottery players with real-time, interactive and personalized information about their play. NSGC's objective is to help players make more informed decisions, which will move Nova Scotia closer to creating the most informed player base in the world.

The Casino Nova Scotia business line is operated in Nova Scotia by Great Canadian Gaming Corporation (GCGC) in Halifax and Sydney. The casinos compete with other entertainment offerings in very active marketplaces, and so emphasis is placed on



unique positioning, successful advertising, and product delivery. Work in 2007–2008 concentrated on expanding and building the entertainment portfolio with a greater variety of live performances, new gaming introductions such as the highly popular Texas Hold 'Em Poker tournaments, and enhancements to the food and beverage lines. Marketing initiatives focused on building stronger relationships with existing clients, as well as reaching new audiences.

In July, NSGC and Casino Nova Scotia began piloting a player information kiosk at the Halifax and Sydney casinos as committed in the provincial Gaming Strategy. The kiosk, MARGI (Mobile Access to Responsible Gambling Information), was developed by the Responsible Gambling Council of Canada and provides players with several tools to help them manage their play. The Responsible Gambling Council of Canada will be utilizing casino guest feedback and usage levels of MARGI in its evaluation of the pilot.

Through the corporation's Charitable Sector Support Program, NSGC's is focused on helping charities better help their communities. Improving charitable gaming is key to achieving a more balanced and socially responsible gaming industry in Nova Scotia. The program encourages strategic relationships with charitable organizations that share NSGC's values. Through initiatives such as Bingo

Seminars, SuperStar Bingo, and Monte Carlo Casino Night fundraisers, NSGC's hope is that with their donations of time and resources, charities will be able to raise even more money for their communities.

2. Foster Social Responsibility

In 2007–2008, NSGC continued its focus on social responsibility and building upon its strong and demonstrated commitment to responsible gambling. Highlights include the following.

- Nova Scotia's sixth annual Responsible Gambling Awareness Week (RGAW) was held from September 30 to October 6, 2007, and targeted six communities (Halifax Regional Municipality, Cape Breton Regional Municipality, Amherst, Kentville, Antigonish, and Yarmouth), which represents approximately 60 per cent of Nova Scotians. Almost 1,100 people were reached directly by attending the Responsible Gambling Conference, community consultation sessions, interactive community education displays, and speaking engagements. RGAW 2007 resulted in 70 per cent of target community residents being aware of responsible gambling activities, 85 per cent supporting the concept of a Responsible Gambling Awareness Week, and 74 per cent agreeing that RGAW demonstrates NSGC's commitment to responsible gambling.

- RGAW 2007 saw the launch of NSGC's Responsible Gambler ad program. The purpose of this campaign was to demonstrate what it means to gamble responsibly and to provide real and tangible examples of responsible gambling behaviour that are meaningful to average Nova Scotians. The Responsible Gambler was advertised through a variety of media across the province, including television, radio, Internet, and newspaper during the month of October 2007. Over 15,000,000 media impressions were made. Information was also distributed to residences and businesses as well as point-of-sale locations for a potential reach of over 170,000 Nova Scotians. By understanding exactly what responsible gambling means, Nova Scotians will be better able to practise that behaviour themselves if they choose to gamble. Results showed that 48 per cent of respondents could recall the Responsible Gambler campaign when aided, which was 8 per cent above the target. Sixty-one per cent of respondents who could recall the ad campaign correctly identified the campaign's main message, a figure 11 per cent above the target. The Responsible Gambler website also had 6,164 hits, which was more than 4,000 over the target.
- Know the Score, an interactive, peer-led awareness program, continued to visit

post-secondary schools around the province in 2007–2008. The Responsible Gambling Council's (RGC) program is designed to provide college and university students aged 19–24 with the facts about gambling, including the risks involved, how to avoid the risks, how to identify signs of a gambling problem, and where to get help for a gambling problem in their local community. NSGC's sponsorship allowed a total of 13 campuses to be visited in 2007–2008, directly reaching over 6,000 students. Since NSGC first began sponsoring Know the Score in 2004, over 28,000 students have participated in the program. Results from the program in 2006–2007 reflect a successful outcome, including that 84 per cent of respondents increased their awareness of signs of problem gambling and 91 per cent increased their knowledge of how to limit their risks.

- NSGC also sponsored the delivery of RGC's *House of Cards*, a compelling high school drama about a university student who becomes more and more focused on his next bet. A Nova Scotian production of the drama visited 18 schools in the province. This production builds upon the success of *Caught in the Game*, also created by RGC, which was performed in 16 high schools across the province and reached over 4,300 students in 2006–2007. The last evaluation of



Caught in the Game, was positive, with 76 per cent of students agreeing that they were more aware of ways to avoid problem gambling, and 80 per cent agreeing that they were more aware of where to get help for a gambling problem.

- The Responsible Gambling Resource Centres (RGRCs) continue to operate at both the Halifax and Sydney casinos. In July 2007, the RGRC in Halifax relocated within Casino Nova Scotia to a more central location on the gaming floor. This provides more exposure for the centre in a high-traffic location. The focus of the RGRCs is to provide information, education, and when appropriate, linkages to resources including voluntary self-exclusion and counselling in the community. The centre has proven to be a valuable resource for casino visitors and staff alike.
- NSGC introduced a new measure in 2007–2008 that requires the corporation and its operators to conduct social responsibility assessments for every new project, program, and initiative. This process is meant to ensure that all initiatives are evaluated according to standards established in the assessment, ensuring that the highest level of social responsibility is adhered to in Nova Scotia's gambling industry.

3. Ensure Accountability and Communications

There is continued emphasis on NSGC's responsibility to inform the public about the activities of the gaming industry and to report to its shareholder, the Government of Nova Scotia. NSGC provided written correspondence on a number of initiatives to relevant municipalities, chambers, and other gaming jurisdictions to provide information deemed relevant and timely on responsible gambling initiatives and business-related updates. Also, over the last year, many of NSGC's staff met with key stakeholders to ensure a reciprocal understanding of the gaming industry's challenges and opportunities.

NSGC met with senior representatives of the Atlantic Lottery Corporation and Casino Nova Scotia, on a monthly basis in order to monitor activities and ensure compliance with regulation, responsible gambling activities, and their respective 2007–2008 business plans.

In October 2007, NSGC released its first *Social Responsibility Community Report*, a public document that demonstrates how NSGC is fulfilling the commitments of the Social Responsibility Charter on a yearly basis.

In 2007–2008, NSGC was very active communicating with the media, public, and other key audiences, responding to more than 100 media and public inquiries, encompassing various topics and issues.

Budget Context

	Forecast 2007-08 (\$,000)	Budget 2008-09 (\$,000)
Revenues		
Ticket lottery	204,600	218,900
Video lottery	140,000	150,800
Halifax Casino	71,200	65,300
Sydney Casino	22,600	21,900
Other income	300	300
	438,700	457,200
Expenses		
Ticket lottery	150,600	167,700
Video lottery	17,700	21,000
Ticket and video lottery retailer commissions	42,200	43,300
Halifax Casino expenses	60,700	55,200
Sydney Casino expenses	17,800	17,000
Responsible Gambling Programs	3,400	4,500
NSGC operating expenses	3,500	3,500
	295,900	312,200
Net Income before distributions	142,800	145,000
Distributions to community programs		
Harness racing industry	1,000	1,000
Nova Scotia Health Promotion and Protection	4,200	4,200
Nova Scotia Gaming Foundation	700	700
Support 4 Sport Program	2,000	2,200
Department of Agriculture	50	50
Department of Tourism, Culture and Heritage	50	50
Charitable Sector Support Program	300	600
	8,300	8,800
Net Income after distributions	134,500	136,200
Casino Win Tax	17,000	15,800
Payment to province	151,500	152,000



Outcomes and Performance Measures

Outcome	Indicator	Measure	Base Year Measure (2007-08)	Target 2008-09	Target 2011-12	2008-09 Strategies to Achieve Target
Economic Sustainability	• Total payment to province	• Actual to budget	• \$151.5 million (+/-10% of budget)	• \$152.0 million (+/-10% of budget)	• \$163.2 million	• Monitor operators to ensure compliance to business plans
	• VLT as % of total net income	• Stabilize % of net income from operations	• 62%	• 67%	• 65%	• Introduction of new ticket lottery products and entertainment enhancements to the casino business
	• Commissions to retailers	• \$ amount	• \$42.2 million	• \$43.3 million	• \$48.7 million	
Social Responsibility	• Awareness of responsible gambling activities	• % of public aware of responsible gambling activities	• 65%	• 70%	• 75%	• Enhancement of Responsible Gambling Awareness Week
	• Awareness of NSGC as sponsor of responsible gambling initiatives/ messages	• % of Nova Scotians who cite NSGC as sponsor of responsible gambling initiatives/ messages	• 10%	• 15%	• 30%	• Implement key community outreach programs
	• Implement responsible gambling programs	• # of effective/ researched responsible gambling programs introduced	• 2 per year	• 3 per year	• 5 per year	• Launch of responsible gambling programs for high-risk populations
Accountability	• Response to routine access requests for information	• % response within two business days	• 100%	• 100%	• 100%	• Sound operations management
	• Reports submitted on or prior to legislated deadlines	• % of NSGC and operator reports provided before due date	• 100%	• 100%	• 100%	• Targets to be incorporated into employee personal performance plans
	• Introduction of socially responsible products	• # of products introduced with social responsibility assessment	• 100%	• 100%	• 100%	• Social Responsibility Assessment