



Nova Scotia Provincial
Housing Agency

2023-2028 STRATEGIC PLAN

A NEW PATH FORWARD

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LETTER FROM THE CEO

On behalf of Nova Scotia Provincial Housing Agency (NSPHA), I am pleased to present our first five-year strategic plan, [A New Path Forward, 2023-2028](#).

We know that access to public housing is about more than just shelter. As outlined in the Government of Nova Scotia's five-year housing plan, *Our Homes, Action for Housing*, a safe, affordable home gives people and families the comfort and security they need to work, attend school and thrive. It puts more money in the pockets of Nova Scotians for basic needs like groceries, food and transportation.

Creating a new Crown corporation solely responsible for improving oversight and management of government-owned public housing is one of the many bold steps that the Government of Nova Scotia has taken to ensure more Nova Scotians have access to safe and deeply affordable housing that meets their diverse needs.

Since our creation on December 1, 2022, NSPHA has worked hard to improve the public housing system. We are building a new client service model with the goal of delivering a consistent and high level of service to our clients across the province. We are modernizing our policies and leveraging technology to improve operational efficiency and reduce wait times. Through historic investments made by the Government of Nova Scotia, we are working with the Department of Municipal Affairs and Housing to increase the supply of accessible, energy efficient subsidized housing and make critical improvements to aging infrastructure so more Nova Scotians have a safe place to call home - now and into the future.

NSPHA is committed to exceptional client service and property management. For this reason, our strategic plan outlines how we will deepen our client focus, improve asset management and operations, enhance corporate governance and accountability and attract and retain top talent. This plan establishes strategic priorities and performance targets that will enable the transformation required to make meaningful changes for Nova Scotians in need of public housing.

Our vision for the future of public housing is clear: we will make a difference in the lives of those we serve and become a leader in how we do it. Together we will chart a new path forward for public housing in Nova Scotia.

Sincerely,

Byron G. Rafuse

Interim Chief Executive Officer (CEO)
Nova Scotia Provincial Housing Agency

INTRODUCTION

NSPHA’s strategic plan, *A New Path Forward*, lays out a path of action for the new Agency. This plan presents our mission, vision and values and establishes strategic objectives and performance goals across four priority areas: client service, operations and asset management, governance and accountability and talent management. It sets an agenda for the changes we will make to improve the delivery of public housing so that more low income Nova Scotians have access to safe and deeply affordable housing that meets their diverse needs. NSPHA will revisit this plan on an annual basis to ensure we are accountable and advancing our strategic priorities.

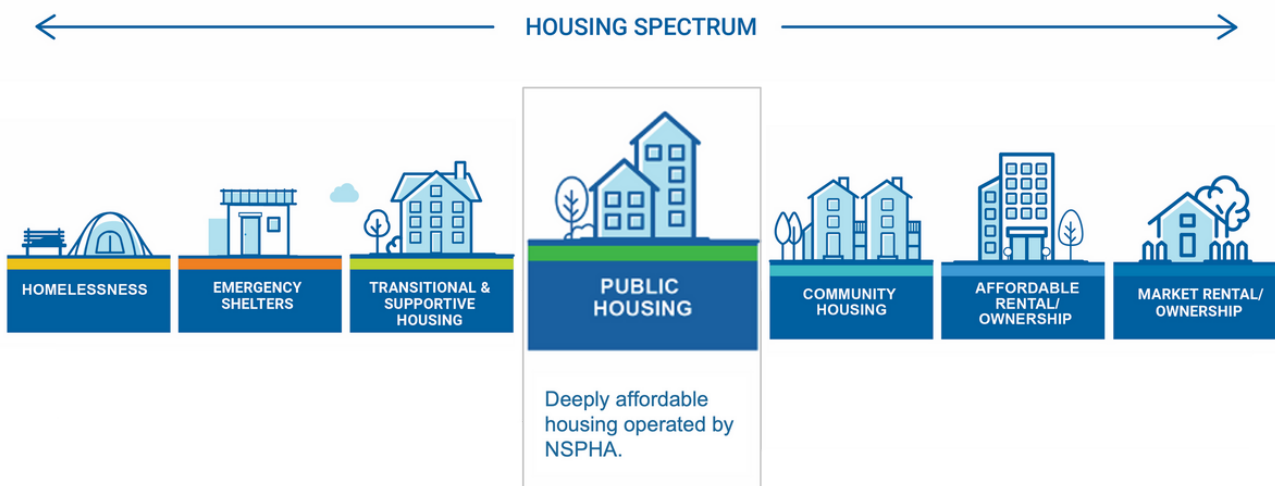
ABOUT THE NOVA SCOTIA PROVINCIAL HOUSING AGENCY

On December 1, 2022, a new Crown corporation, Nova Scotia Provincial Housing Agency, was established. As a Crown corporation, we support Nova Scotians and the priorities of the Government of Nova Scotia by working together on solutions that are inclusive, equitable and lead to positive social and economic outcomes for individuals and families across the province.

Our legislative mandate is outlined in the *Housing Supply and Services Act*. Our role includes responsibility for maintaining, managing and operating safe and suitable public housing for low-income Nova Scotians and attaining acceptable levels of client service.

NSPHA maintains and operates more than 11,200 public housing units, including high-rise and low-rise apartment buildings, duplexes and single-family homes. We serve a diverse population and collaborate with our clients, other levels of government, as well as private and community partners to deliver on our mandate.

Our team of more than 500 employees are the heart of what we do and the key to our success. From client relations, building maintenance and asset management to corporate services, we work hard to make a positive difference in the lives of the people and communities we serve.



OUR MANDATE

Nova Scotia Provincial Housing Agency is dedicated to maintaining, managing and operating safe and suitable subsidized housing for low-income Nova Scotians. We are committed to providing exceptional client service and property management.



OUR MISSION

Improve the delivery of public housing so more Nova Scotians have a place to call home.



OUR VISION

Make a difference in the lives of those we serve and be recognized as leaders in how we deliver our services.

OUR VALUES

QUALITY

We follow consistent processes that reflect feedback, evidence, innovation and best practice.

RESPECT

We listen and demonstrate empathy, foster inclusion and diversity, welcome our differences and work to ensure everyone feels valued.

ACCOUNTABILITY

We have clarity on our roles and responsibilities, enabling us to be accountable to each other, our clients and the public.

COMMUNICATION

We strive for clear, open, honest communication and foster a safe space for respectful and constructive feedback.

TEAMWORK AND COLLABORATION

We are better when we work together. We ensure all voices are heard, collaborate with our partners, celebrate wins and support each other to learn and do better if we make mistakes.

OUR STRATEGIC PRIORITIES



Client Service

We will deepen our client focus and improve client experience.

Asset Management and Operations

We will invest strategically in our housing assets so that Nova Scotians we serve have a place to call home now and into the future.



Corporate Governance and Accountability

We will deliver improved oversight and management of public housing.

Talent Management

We will attract and retain top talent.



CLIENT SERVICE


We will deepen our client focus and improve client experience.

STRATEGIC OBJECTIVES:

- Strengthen communication and engagement with clients to improve client service.
- Align our policies and practices across the province to provide a consistent client experience.
- Invest in technology and innovative approaches to improve communication and client experience.
- Work with community and government partners to better serve shared clients.
- Provide client services that better reflect the diversity of the people we serve.

Metrics:

- Client satisfaction with NSPHA buildings, services and communication
- Improved response rate to client and tenant concerns



Additional measures will be developed as part of our [Annual Business Plans](#), [Client Engagement Strategy](#) and [Accessibility Plan](#).

ASSET MANAGEMENT AND OPERATIONS


We will invest strategically in our housing assets so that the Nova Scotians we serve have a place to call home now and into the future.

STRATEGIC OBJECTIVES:

- Invest in the quality, energy efficiency and long-term sustainability of our housing portfolio.
- Maximize our housing portfolio so as many eligible Nova Scotians as possible can access public housing.
- Build and modify public housing to meet the accessibility needs of our clients.
- Lower our carbon footprint.

Metrics:

- Unit turn-around time
- Vacancy rate
- Number of projects
- Number of units impacted
- Greenhouse gas (GHG) emissions
- Energy reductions
- Facility Condition Index



Additional measures will be developed as part of our Annual Business Plans, 5-Year Public Housing Improvement Plan, Preventative Maintenance Strategy, Accessibility Plan and Energy Management Plan.

CORPORATE GOVERNANCE AND ACCOUNTABILITY


We will deliver improved oversight and management of public housing.

STRATEGIC OBJECTIVES:

- Define our role as part of a broader spectrum of housing programs and services.
- Develop an inclusive, fair and standardized approach to public housing delivery.
- Use evidence-based decision-making and best practice to inform our approach and activities.
- Improve performance measurement and monitoring to enhance operational efficiency and effectiveness.
- Attain and maintain a high level of financial stewardship.
- Build confidence in Nova Scotia Provincial Housing Agency by improving transparency and accountability.

Metrics:

- Compliance with corporate reporting requirements
- Timely completion of the Office of the Auditor General (OAG) recommendations



Additional measures will be developed as part of our Annual Business Plans and Policy and Operational Framework.

TALENT MANAGEMENT


We will attract and retain top talent.

STRATEGIC OBJECTIVES:

- Build employee capacity and expertise.
- Develop and support all NSPHA employees to do their best and feel valued as part of the team.
- Standardize human resources processes and systems.
- Invest strategically in technology to improve employee experience.
- Strengthen our policies, practices and procedures to be inclusive, equitable and accessible so that we can attract and retain diverse talent.

Metrics:

- Employee satisfaction
- Improved retention rates
- Jobs filled



Additional measures will be developed as part of our Annual Business Plans, Human Resources Plan, Policy and Operational Framework and Accessibility Plan.



CONTACT

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