



Nova Scotia Provincial
Housing Agency

2024-2025 BUSINESS PLAN

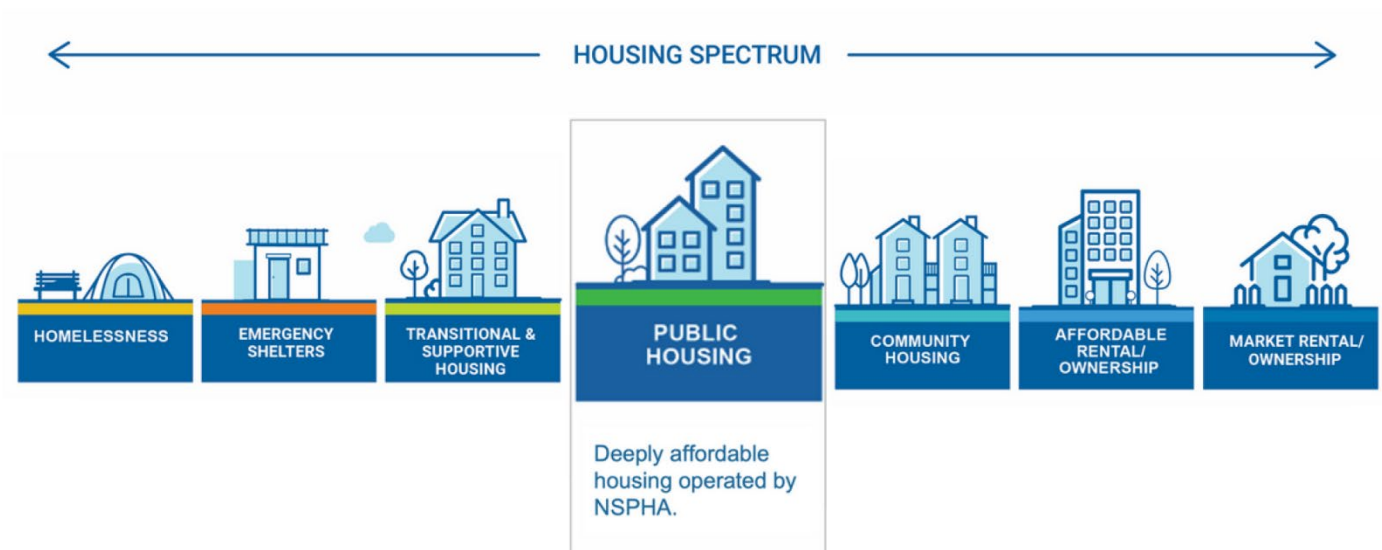
About Nova Scotia Provincial Housing Agency

Nova Scotia Provincial Housing Agency (NSPHA) is a Crown corporation that supports Nova Scotians and the priorities of the Government of Nova Scotia as outlined in the Provincial Housing Plan, *Our Homes, Action for Housing*, by ensuring more individuals and families have access to public housing that they can afford and meets their diverse needs.

Our legislated mandate is defined in the *Housing Supply and Services Act*. We are responsible for maintaining, managing and operating safe and suitable subsidized 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, the Department of Municipal Affairs and Housing (DMAH), other departments and levels of government as well as private and community partners to deliver our mandate.

Our team of more than 500 employees are at 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 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.

Strategic Priorities

Client Service

- Launch NSPHA's first official website as a tool to improve client service, accountability and transparency.
- Introduce a new Client Engagement Strategy built on collaboration, partnerships and an Agency-wide goal to improve client experience.
- Seek feedback from our clients through a new client survey to gauge client satisfaction and learn how to better meet their diverse housing needs.
- Implement client service training to equip our staff with the skills, knowledge and techniques needed to enhance client interactions.

Asset Management and Operations

Public Housing Infrastructure Investments

- Continue to invest strategically in our housing assets so the places our clients call home remain comfortable, energy efficient and accessible – now and into the future.
- Introduce NSPHA's first Five-Year Public Housing Improvement Plan so our clients, community partners and the construction industry are aware of the work we are doing to preserve our units and can plan accordingly.

New Public Housing and Accessibility Improvements

- Launch construction of 222 new public housing units – 80 of which will be barrier-free – that will provide homes for 522 low-income Nova Scotians in rural and urban communities across the province. By creating these new barrier-free units, the Province will exceed targets established under the National Housing Strategy (NHS) Bilateral Agreement.

Energy and Sustainability Investments

- Publish NSPHA's first Energy Management Plan to show how we will meet provincial greenhouse gas (GHG) emission reduction targets and decrease overall energy consumption of the public housing portfolio.
- Continue delivering NSPHA's Deep Energy Retrofit Program in 2024/25 to over 60 units in Cape Breton and expand it to other communities. Through this work, we will support improvements to 60 more units in the Western district, enhance client experience and reduce operating costs, energy consumption and GHG emissions.

Operations

- Continue to review and improve our Health and Safety Program to ensure compliance with provincial standards.
- Review and enhance our preventative maintenance program and update operational standards to maximize the use of existing public housing.
- Strengthen organizational capacity to assess and evaluate environmental risks and potential impacts to Provincial housing assets.

Corporate Governance and Accountability

Policy and Strategy

- Complete work on NSPHA's Policy and Operational Framework that will establish new goals and performance metrics for the delivery of public housing in Nova Scotia, define roles and responsibilities for reporting and provide a framework for evaluation, monitoring and continuous improvement.
- Collaborate with DMAH to advance More Homes: Growing Communities for Nova Scotians – a pilot project designed to support safe, accessible, affordable and welcoming communities; improve existing housing; increase the quality of non-market housing through mixed-market approaches; increase housing supply by adding density to existing properties; and grow meaningful partnerships with all levels of government and community – learning from and applying best practices in Canada along the way.
- Build strong partnerships inside and outside of the Agency, including information sharing agreements with the Departments of Municipal Affairs and Housing, Community Services, Seniors and Cyber Security and Digital Solutions to reduce duplication of work, achieve efficiencies and better serve shared clients.
- Complete detailed Fraud Risk Assessments in key business areas and launch a new Fraud Policy to protect the Agency, the Provincial assets we manage, as well as our operations, employees and clients from the consequences of fraudulent activity.
- Collaborate with clients and key partners to develop NSPHA's first three-year (2025-2028) Accessibility Plan so that we can identify, prevent and eliminate barriers to our program, services and infrastructure.
- Advance a new strategy – with key performance indicators – to reduce our vacancy rate and unit turnaround times and make the best use of Provincial housing assets.

Business Solutions and Accountability

- Increase transparency and accountability by publicly reporting on wait times for access to public housing and unit turnaround times on the new NSPHA website.
- Implement a new Human Resources Information System (HRIS) to modernize human resources processes and improve tracking and reporting of key metrics.
- Continue to strategically invest in our IT infrastructure by launching a new online tenant portal for documenting and monitoring resolutions to tenant complaints and inquiries.

Finance

- Modernize and simplify procurement by updating policies and processes.
- Continue updating the financial stewardship plan to support our organizational goals of increased transparency and accountability.
- Create new reporting processes on capital funding and fleet management to optimize expenditures and maximize resources.

Talent Management

- Establish a talent acquisition and retention strategy based on results from our employee satisfaction survey to increase employee engagement and enable them to better serve our clients.
- Leverage data collected through our new Diversity, Equity, Inclusion and Accessibility (DEIA) survey to enhance initiatives already underway at NSPHA, and identify new ones, that address systemic racism, hate and inequity in accordance with Nova Scotia's *Dismantling Racism and Hate Act*.

Key Performance Indicators for 2024-25

Client Service

- Establish a benchmark response rate for our new client survey.

Asset Management and Operations

- Create ten barrier free units.
- Complete improvements to 120 units under NSPHA's Deep Energy Retrofit Program.

Corporate Governance and Accountability

- Complete 100% of the Office of the Auditor General's recommendations from the June 2022 and January 2023 reports.
- Improve average unit turnaround time from the current 93 days.
- Target completion of 100% of upgrades to our IT infrastructure.
- Achieve a 3% variance of budget forecast at year-end actuals.

Talent Management

- Achieve a 60% response rate for the employee satisfaction survey.

NSPHA Expenses Summary

(\$ thousands)

Programs and Services		2023- 2024 Estimate	2023- 2024 Forecast	2024- 2025 Estimate
Tenant rent revenue	\$	63,551	67,642	68,551
Other		5,720	5,724	5,887
Provincial (Operating)		88,759	92,407	81,685
Provincial (TCA Grant)		1,900	1,267	2,700
Total Revenue		159,930	167,040	158,823
Utilities		26,991	27,230	27,554
Maintenance		70,961	78,656	66,281
Administration & Other		10,282	12,221	12,383
Property tax		12,710	12,823	13,036
Wages & Benefits		37,760	35,392	38,460
Total Expenses		158,704	166,323	157,714
Annual Surplus	\$	1,226	717	1,109