



**Nova Scotia Provincial
Housing Agency**

2026-2027 BUSINESS PLAN

About NSPHA

The Nova Scotia Provincial Housing Agency (NSPHA) was established on December 1, 2022, under the *Housing Supply and Services Act*, with a mandate to maintain, manage and operate provincially owned public housing for low-income Nova Scotians.

Nova Scotia has more than 12,400 public housing units which provide homes for more than 21,000 Nova Scotians. Households pay rent-geared-to-income (RGI) based on their household income and composition and never pay more than 30% of their income in rent.

As a Crown corporation, we support Nova Scotians and the priorities of the Government of Nova Scotia by collaborating with the Department of Growth and Development, Build Nova Scotia and other departments and levels of government, as well as private and community partners, to ensure as many Nova Scotians as possible have a safe and affordable place to call home. The work we do delivers on the goals and objectives of the provincial housing plan, *Our Homes, Action for Housing*, specifically in the areas of repairing and upgrading affordable housing to help people remain in homes, making provincially owned housing more accessible for people and climate friendly, and increasing housing capacity and supply.

This annual business plan represents the fourth year of our Strategic Plan (2023-2028), rooted in NSPHA's mission, vision, values and performance goals across four priority areas:

- client service
- operations and asset management
- governance and accountability
- talent management

It outlines planned and ongoing initiatives to modernize policies, deliver consistent client service across the province, and help move applicants off the waitlist and into homes faster. It also highlights the Province's commitment to build 464 new public housing units in the coming years—adding to the 51 units already completed—and to advance the broader goal of creating new, deeply affordable homes for more than 1,300 Nova Scotians.

Our Mandate

NSPHA 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.

Pillars & Priorities

CLIENT SERVICE

We will ensure an ongoing focus on client service and client experience.

- Continue leveraging our case-tracking system to manage and resolve tenant complaints, while strengthening data collection and analysis to identify trends, better understand tenant needs, and drive continuous improvement.
- Develop a new tenant engagement strategy, supported by digital tools that modernize communication and enable faster, clearer, and more accessible service delivery.

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.

- Invest strategically in public housing infrastructure to improve energy efficiency, enhance accessibility, and extend the life of existing units, ensuring safe, comfortable, and sustainable homes for tenants—now and into the future.
- Strengthen unit turnaround processes to improve oversight, accountability, and performance against vacancy targets—reducing turnaround times and helping more Nova Scotians move from the waitlist into housing sooner.
- Collaborate with Build Nova Scotia to build new public housing units across the province, expanding the supply of deeply affordable housing so more Nova Scotians have a place to call home.

CORPORATE GOVERNANCE AND ACCOUNTABILITY

We will exercise strong and disciplined oversight and management of public housing.

- Continue collaborating with the Department of Growth and Development and key partners to modernize policy and strengthen oversight and management of government-owned public housing, supporting housing stability and affordability for Nova Scotians.
- Modernize IT systems and tools to simplify procurement processes, enhance financial controls, and improve client experience through more timely, reliable, and accessible services.

TALENT MANAGEMENT

We will attract and retain top talent.

- Launch work on a new Human Resources Information System to improve HR data integrity, strengthen workforce planning and oversight and reduce administrative costs—delivering better value and a more consistent employee experience.
- Continue to enhance our human resources practices by offering clear guidelines for management to support strong recruitment and retention efforts and employee engagement outcomes.

Performance Measures for 2026-2027

Measure	2026-2027 Target
Tenant complaint resolution	Meet or exceed service standards for resolution of tenant complaints.
Vacancy rate	Maintain a fiscal-year average vacancy rate $\leq 3\%$.
Unit turnaround times	Achieve a fiscal-year average ≤ 30 days for moderate-repair vacant-unit turnaround.
New public housing	In partnership with Build Nova Scotia: <ul style="list-style-type: none"> - place 22 waitlisted households into new public housing units. - start construction on 50+ additional new public housing units.
Quality assurance performance measures	Meet or exceed established quality assurance (QA) targets and report against benchmarks, maintaining $\geq 90\%$ compliance on required QA checks.

NSPHA 2026-2027 Financial Summary

Thousands of dollars (000's)

	2025-26	2025-26	2026-27
	Estimate	Forecast	Estimate
Tenant rent revenue	\$ 72,259	\$ 72,259	\$ 74,000
Other	6,696	6,696	6,752
Provincial (Operating)	94,889	95,408	94,332
Provincial (TCA Grant)	2,508	1,237	2,977
Total Revenue	176,352	175,600	178,061
Utilities	31,445	31,445	30,763
Maintenance	78,744	78,744	78,468
Administration & Other	11,798	11,798	10,312
Property tax	14,881	14,881	17,610
Wages & Benefits	38,460	38,979	38,928
Total Expenses	175,328	175,847	176,081
Annual Surplus	\$ 1,024	\$ (247)	\$ 1,980