



## 2025-2026 BUSINESS PLAN

## About Nova Scotia Provincial Housing Agency

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 approximately 12,200 public housing units which provide homes for more than 20,000 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, other departments and levels of government as well as private and community partners to ensure as many Nova Scotians as possible have a safe 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 third year of our 2023-2028 Strategic Plan, [A New Path Forward](#), 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 details ongoing and planned initiatives to enhance client service, move applicants off the waitlist and into homes faster and modernize and preserve existing units to ensure tenant safety and improve tenant comfort. Additionally, it underscores action the Province is taking to provide housing for more than 1,300 Nova Scotians by building 515 new public housing units in communities across the province.

## 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.

## Strategic Priorities

### CLIENT SERVICE

We will deepen our client focus and improve client experience.

- Conduct a tenant engagement survey to inform NSPHA's Tenant Engagement Strategy, measure tenant satisfaction and establish baseline data for client service standards.
- Continue to advance an Agency-wide approach to ensuring consistent documentation, tracking and resolution of tenant complaints.

### BUILDING INFRASTRUCTURE, 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.

- Support site selection for the 242 new public housing units announced in February 2025, which will provide safe, affordable homes for approximately 600 more Nova Scotians. Combined with the 273 units, including 51 modular homes, announced in the last 18 months, this brings the total number of new public housing units planned, completed or under construction to 515, providing homes for a total of 1,300 Nova Scotians.
- Continue to preserve existing units to maximize the useful life of the public housing portfolio, improve energy efficiency and ensure tenants remain safe and comfortable in their homes.
- Develop a preventative maintenance program that ensures tenant safety, reduces vacancies and moves people into homes faster.
- Enhance our health and safety program, ensuring compliance with regulatory standards and providing mandatory training to create a safer environment for our tenants and staff.

### CORPORATE GOVERNANCE AND ACCOUNTABILITY

We will deliver improved oversight and management of public housing.

- Collaborate with the Department of Growth and Development, as well as other government and community partners, to modernize NSPHA policies and procedures, improving fairness and consistency in the delivery of public housing across the province.
- Establish a data governance framework and IT systems training program to enhance data quality, monitor performance and improve accountability.
- Continue making strategic investments in IT software to improve data integrity and enhance operations and client service.
- Develop NSPHA's first three-year (2026-2029) Accessibility Plan to identify, prevent and reduce barriers to our program, services and infrastructure.

## TALENT MANAGEMENT

We will attract and retain top talent.

- Continue to enhance our performance evaluation program, assessing employee strengths, identifying areas for improvement and providing targeted training to support employee development and continuous improvement.
- Deliver a leadership development program that empowers leaders within the Agency with the strategies they need to motivate teams, navigate change and drive sustainable success.
- Continue to enforce our Conflict of Interest and Fraud policies, including mandatory training, to proactively manage risks, uphold integrity and build trust.

## Goals for 2025-2026

### Client Service

- ☐ Metrics developed and implemented to measure tenant satisfaction with NSPHA and its services.

### Building Infrastructure, Asset Management and Operations

- ☐ Complete construction of 79 public housing units, in addition to the 25 completed in fiscal year 2024-2025, for a total of 104 out of the announced 515 new units.
- ☐ 100% of safety issues identified in audits or inspections addressed within 30 days.

### Corporate Governance and Accountability

- ☐ Benchmark participation rate established for business process and IT systems training.
- ☐ Goals and commitments established under NSPHA's first Accessibility Plan.

### Talent Management

- ☐ 100% completion of employee performance evaluations.
- ☐ 100% compliance with mandatory Conflict of Interest training.
- ☐ 100% compliance with mandatory Fraud training.

## NSPHA 2025-2026 Financial Summary

(In thousands of dollars)

	2024-25 Estimate	2024-25 Forecast	2025-26 Estimate
<b>Revenue</b>			
Tenant rent revenue	\$ 68,551	\$ 72,482	\$ 72,259
Other	5,887	5,964	6,696
Provincial (Operating)	81,685	91,445	94,889
Provincial (TCA Grant)	2,700	1,200	2,508
<b>Total Revenue</b>	<b>\$ 158,823</b>	<b>\$ 171,091</b>	<b>\$ 176,352</b>
<b>Expenses</b>			
Utilities	\$ 27,554	\$ 28,664	\$ 31,445
Maintenance	66,281	75,754	78,744
Administration & Other	12,383	12,097	11,798
Property tax	13,036	13,907	14,881
Wages & Benefits	38,460	40,683	38,460
<b>Total Expenses</b>	<b>\$ 157,714</b>	<b>\$ 171,105</b>	<b>\$ 175,328</b>
<b>Annual Surplus</b>	<b>\$ 1,109</b>	<b>\$ (14)</b>	<b>\$ 1,024</b>