



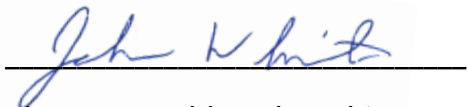
Nova Scotia Provincial
Housing Agency

2025-26 ACCOUNTABILITY REPORT

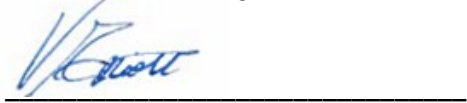
Accountability Statement

The Accountability Report of the Nova Scotia Provincial Housing Agency (NSPHA) for the year ended March 31, 2026, is prepared pursuant to the *Finance Act* and government policies and guidelines. These authorities require the reporting on outcomes against the NSPHA's 2025-26 Business Plan for the fiscal year just ended. The reporting of NSPHA's outcomes necessarily includes estimates, judgments and opinions of NSPHA management.

We acknowledge that this Accountability Report is the responsibility of NSPHA management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the NSPHA 2025-26 Business Plan.



The Honourable John White
Minister, Housing



Vicki Elliott
Interim Chief Executive Officer
Nova Scotia Provincial Housing Agency

About the Nova Scotia Provincial Housing Agency

On December 1, 2022, the NSPHA was created under the [Housing Supply and Services Act](#), amalgamating five regional housing authorities into a Crown corporation solely dedicated to delivering the Province's public housing program.

NSPHA's mandate is to maintain, manage and operate safe and suitable subsidized housing for low-income Nova Scotians and provide exceptional client service and property management. Our goal is to modernize the delivery of public housing to provide as many Nova Scotians as possible with a home, while ensuring consistency and fairness in how we administer our policies and processes across the province.

Serving over 20,000 tenants, NSPHA maintains and operates more than 12,400 public housing units, including high-rise and low-rise apartment buildings, duplexes and single-family homes. NSPHA employs over 500 people at our corporate offices in Halifax and across four district teams (Metro, Cape Breton, Western and Northern). Our corporate team is responsible for strategic asset management, policy development, client services, employee attraction and retention, stakeholder communications, engagement and human resources. Our district teams manage NSPHA's day-to-day operations, which include administering tenant applications and placements, collecting rent, resolving tenant issues and maintaining and repairing properties.

NSPHA collaborates with tenants, the Department of Growth and Development (DGD), other departments, municipal and federal levels of government and community and partners to deliver our mandate and support the diverse needs of our tenants.

This annual Accountability Report highlights the achievements made in the third year of our 2023-28 Strategic Plan, [A New Path Forward](#), under four strategic priority areas: client service; building infrastructure, asset management and operations; corporate governance and accountability; and talent management.

Measuring Performance

Since its creation on December 1, 2022, NSPHA has been dedicated to transforming the delivery of public housing across the province—ensuring more Nova Scotians have a safe, affordable place to call home.

This Accountability Report highlights progress made against goals outlined in the NSPHA's 2025-26 Business Plan, which are aligned with NSPHA's four strategic priorities:

1. Client Service
2. Building Infrastructure, Asset Management and Operations
3. Corporate Governance and Accountability
4. Talent Management

CLIENT SERVICE

We will deepen our client focus and improve client experience.

- ✓ Laid the foundations for the Tenant Engagement Strategy by strengthening client service standards and investing in technology upgrades to improve tenant communication and information management.
- ✓ Implemented an Agency-wide approach to tracking and resolving tenant complaints, supported by updated procedures and a new Quality Assurance Review process to ensure cases are addressed within 30 days.

BUILDING INFRASTRUCTURE, 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.

- ✓ Continued support for site selection for the remaining 515 new public housing units, with construction now led by Build Nova Scotia. As of March 2026, 289 units are in progress: 43 completed, 82 under construction, and 164 in planning and design.
- ✓ Preserved and extended the service life of public housing units through targeted capital investments, improving energy efficiency, tenant comfort and long-term asset sustainability.
- ✓ Established a targeted preventative maintenance program for a subset of NSPHA's largest housing assets to strengthen maintenance delivery, improve tenant safety and reduce unplanned repairs.
- ✓ Enhanced the health and safety program through ongoing training and compliance monitoring to meet regulatory requirements and foster a culture of safety.

CORPORATE GOVERNANCE AND ACCOUNTABILITY

We will deliver improved oversight and management of public housing.

- ✓ Modernized key public housing policies and processes in partnership with internal and external stakeholders, improving fairness, consistency and alignment with recommendations from the Office of the Auditor General.
- ✓ Established a Data Governance and Management Framework in collaboration with the DGD, supported by enhanced IT systems training, to improve data quality, performance monitoring and accountability.
- ✓ Invested in strategic IT upgrades, including new property maintenance software and asset management tools, to strengthen operations, improve data integrity and enhance service delivery.
- ✓ Published NSPHA's first Accessibility Plan, establishing actions to identify, remove and prevent barriers across client services, built environment, information and communication, employment and goods and services over the next three years.

TALENT MANAGEMENT

We will attract and retain top talent.

- ✓ Strengthened employee performance and development through implementation of NSPHA's performance evaluation program, providing structured feedback, targeted support and training opportunities.
- ✓ Delivered NSPHA's leadership development program to 25 staff (12 managers and 13 supervisors), building leadership capacity, supporting change management and contributing to long-term organizational effectiveness.
- ✓ Maintained compliance with mandatory Conflict of Interest and Fraud policies through ongoing monitoring and review, reinforcing accountability and risk management across all business areas.

Goals for 2025-26

Client Service

Goal: Metrics developed and implemented to measure tenant satisfaction with NSPHA and its services.

Result: Implemented a new case tracking metric, supported by reporting and compliance processes, to ensure tenant complaints are addressed and closed within 30 days. In Q4 2025-26, 84% of tenant complaint cases were resolved within 30 days.

Building Infrastructure, Asset Management and Operations

Goal: Complete construction of 79 public housing units, in addition to the 25 completed in fiscal year 2024-25, for a total of 104 out of the announced 515 new units.

Result: Responsibility for construction of new public housing shifted to Build Nova Scotia in 2025 to align with its mandate of building strategic infrastructure for the benefit of all Nova Scotians. As of March 2026, 289 units are in progress: 43 completed, 82 under construction, and 164 in planning and design.

Goal: 100% of safety issues identified in audits or inspections addressed within 30 days.

Result: 100% of safety issues identified were addressed within 30 days.

Corporate Governance and Accountability

Goal: Benchmark participation rate established for business process and IT systems training.

Result: Established a benchmark for full participation across all system training sessions.

Goal: Goals and commitments established under NSPHA's first Accessibility Plan.

Result: Published NSPHA's first Accessibility Plan, which sets out actions to reduce barriers and improve accessibility over the next three years.

Talent Management

Goal: 100% completion of employee performance evaluations.

Result: Achieved 100% completion of employee performance evaluations across the Agency.

Goal: 100% compliance with mandatory Conflict of Interest training.

Result: Achieved 100% compliance with mandatory Conflict of Interest training.

Goal: 100% compliance with mandatory Fraud training.

Result: Achieved 100% compliance with mandatory Fraud training.

Financial Results

For the year ended March 31, 2026

(In thousands of dollars)

	2026 Estimate	2026 Actuals	Variance
Revenue			
Tenant rent revenue	\$ 72,259	\$ 74,562	2,303
Other	6,695	7,174	479
Provincial (DGD)	94,889	91,893	(2,996)
Provincial (TCA Grant)	2,508	1,254	(1,254)
	<u>\$ 176,351</u>	<u>\$ 174,883</u>	<u>\$ (1,468)</u>
Expenses			
Utilities	31,445	30,053	1,392
Maintenance	78,781	78,122	659
Administration & Other	50,221	49,800	421
Property tax	14,881	15,537	(656)
	<u>\$ 175,328</u>	<u>\$ 173,512</u>	<u>\$ 1,816</u>
Annual surplus	<u>\$ 1,023</u>	<u>\$ 1,371</u>	<u>\$ 348</u>

Revenue variance:

- Revenue was approximately \$1.5 million below budget, mainly because capital grant funding requirements were lower than planned due to delays in an IT implementation project, with completion now anticipated in 2026-27.

Expense variance:

- Overall expenses were \$1.8 million below budget, primarily due to lower operating costs. Utility expenses were lower than anticipated as a result of reduced fuel and natural gas prices, and other operating and maintenance costs were also under budget. These savings were partially offset by higher property tax expenses driven by higher-than-expected property assessments and increases in municipal tax rates.

Public Interest Disclosure of Wrongdoing Act

Annual Report under Section 18 of the Public Interest Disclosure of Wrongdoing Act

The *Public Interest Disclosure of Wrongdoing Act* was proclaimed into law on December 20, 2011.

The Act provides for government employees to be able to come forward if they reasonably believe that a wrongdoing has been committed or is about to be committed and they are acting in good faith.

The Act also protects employees who make disclosures from reprisals, by enabling them to lay a complaint of reprisal with the Labour Board.

A wrongdoing for the purposes of the Act is:

- a) a contravention of provincial or federal laws or regulations
- b) a misuse or gross mismanagement of public funds or assets
- c) an act or omission that creates an imminent risk of a substantial and specific danger to the life, health or safety of persons or the environment, or
- d) directing or counselling someone to commit a wrongdoing

The following is a summary of disclosures received by the NSPHA:

Information Required under Section 18 of the Act	Fiscal Year 2025-26
The number of disclosures received	None
The number of findings of wrongdoing	None
Details of each wrongdoing	N/A
Recommendations and actions taken on each wrongdoing	N/A