

# 2021/22 Business Plan

## Our Vision

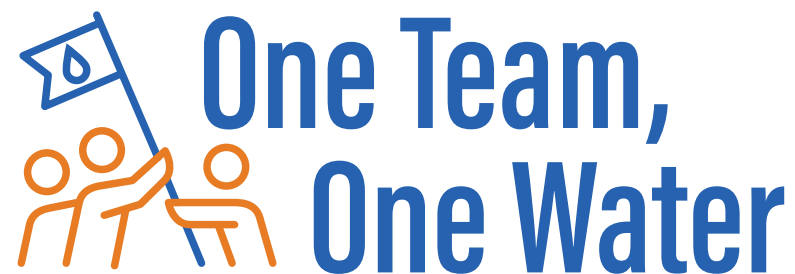
We will provide our customers with high quality water, wastewater, and stormwater services.

Through adoption of best practices, we will place the highest value on public health, customer service, fiscal responsibility, workplace safety and security, asset management, regulatory compliance, and stewardship of the environment.

We will fully engage employees through teamwork, innovation, and professional development.

## Our Mission

To provide world-class services for our customers and our environment.



## Our Values

**Relationships:** we nurture relationships with our customers, our team members and the environment. We are engaged in the neighbourhoods we serve and we support continual learning across our team.

**Innovation:** we are among the top utilities across the continent and we are known on the global stage. We always ask, “how can we improve efficiency, sustainability, creativity and the customer experience?”

**Accountability:** we refuse to cut corners. We check in with our excellence standards regularly and look to one another for support. Safety steers our decision-making. We are driven to make our policies, decisions and projects as clear as our drinking water.

**Protection:** Halifax Water protects the health and well-being of our population. We exist to guard natural resources, finding ways to sustain our communities and environment.

## Operations

### Wastewater & Stormwater Services

- Complete Biosolids Facility upgrade plan and progress procurement for Capital and Operations contracts
- Continue to implement Wastewater research program as per plan submitted to NSERC
- Stakeholder consultation on plan for HHSP upgrades to meet 2040 environmental compliance
- Complete Wet Weather Management projects and initiate any changes required to enable an effective private side I&I reduction program
- Communicate and implement actions from odour strategy

### Water Services

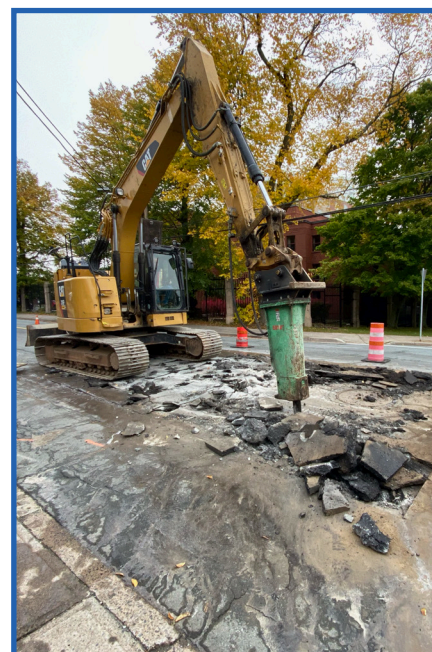
- Complete Water Quality Master Plan V4
- Secure approval for water supply enhancement program
- Fully implement an enhanced algal monitoring program as a permanent program
- Launch and successfully implement year 1 of the new LSL replacement program
- Implement findings from dam safety review
- Recommend next steps for Water Loss Control program

## Administration

- Obtain approval for regulations governing Cogswell District Energy System
- Update Service Level Agreement with HRM
- Roll out updated Code of Conduct to all employees
- Roll out training Risk Management Policy & update Corporate Risk Register
- Engage next Dispute Resolution Officer for NSUARB approval
- Enhance and roll out Stormwater customer communication and education
- Complete unconscious bias training for managers/supervisors and align Halifax Water with HRM culture & diversity initiatives

## Regulatory Services

- Implement Regional Development Charge annual stakeholder consultation process
- Phased corporate implementation of EMS
- Maintain regulatory compliance and enhance reporting
- Launch new service account compliance program
- Evaluate ISO45001 (safety) certification and complete physical security audit
- Enhance stormwater credit program and continue support of stormwater billing
- Develop a climate action plan for Halifax Water to address adaptation and mitigation that also supports HalifAct2050.



## Corporate Services

- Analyze impervious area data, and apply to adjust rates for stormwater service
- Integrate customer connect portal and continue to increase utilization
- Commence ERP design subject to NSUARB approval
- Update procurement policy and processes
- Improve financial forecast and reporting
- Update Cost of Service Manual and apply for NSUARB approval
- Implement new bill design and monthly billing, and improve the collection process

## Engineering & Technology Services

- Optimize capital project delivery and % of annual capital budget spent
- Complete design and tender process for Burnside Depot construction
- HRM Cogswell Redevelopment infrastructure relocation
- Promote the multi-year Water Supply Enhancement Program (WSEP) and implement year 1 Clarifier design phase
- Develop a roadmap for data visualization & intelligent water & deliver key IT projects (cyber security & ERP)
- Finalize levels of service for asset management, and evaluation of Asset Management Program
- Monitor and report on progress of the IRP

STRAIGHT from  
the SOURCE

