



Halifax Water 2030

Empowering People, Transforming Service

Five Year Business Plan

2025/26 - 2029/30

Approved by the Halifax Water Board on February 27, 2025.
Endorsed by HRM Council on March 18, 2025.



Introduction

Halifax Water's 5-Year Strategic Plan, spanning 2025 to 2030, signifies a vital step in our commitment to providing sustainable, high-quality water, wastewater, and stormwater services to the Halifax Regional Municipality.

At Halifax Water, we take immense pride in our essential role in safeguarding public health and safety, supporting economic growth, and enhancing the overall quality of life in our community. Our dedicated employees are the heart of our organization, and their commitment to excellence enables us to deliver reliable services to our customers.

Reflecting on our 80-year history, we recognize that change is constant in our industry. We are committed to evolving and innovating to meet our customers' needs and regulatory requirements.

Our five-year strategic plan has been shaped by a thorough re-examination of leadership, accountability, and operational resiliency. Empowering our employees and fostering their development as future leaders can reinforce our service delivery and enhance our organization's overall performance.

Halifax Water's purpose of supplying and safeguarding sustainable, high-quality water services highlights our integral role in nurturing a vibrant, healthy community. This commitment guides our next Integrated Resource Plan (IRP), which is instrumental in our long-term business planning process. By incorporating comprehensive planning data and metrics, the IRP will help us track key performance measures, ensuring we meet our goals effectively and transparently.

With the completion of the next IRP scheduled for fiscal 2027/28, this Strategic Plan will lay the groundwork for a transformative approach known as Halifax Water 2030. We believe this interconnected planning process will strengthen our business areas and enhance our ability to respond to future challenges.

We are committed to maintaining your trust and delivering the highest level of service to our community.

Kenda MacKenzie, P. Eng
General Manager and CEO
Halifax Water

About Halifax Water

Halifax Water is an integrated water, wastewater, and stormwater utility serving more than 111,000 customers on a cost-of-service basis across Halifax, Nova Scotia. Owned by the Halifax Regional Municipality, Halifax Water is regulated by the Nova Scotia Utility and Review Board (NSUARB). Halifax Water employs approximately 600 dedicated people. The organization owns and manages more than \$1.4 billion in assets with a five-year average annual capital budget of \$133 million. In May 2020, it received approval from the NSUARB to own and operate a District Energy System in the Cogswell redevelopment area of downtown Halifax.

Purpose

Our purpose is to supply and safeguard sustainable, high-quality water services.

Vision

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

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 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.

Strategic Pillars



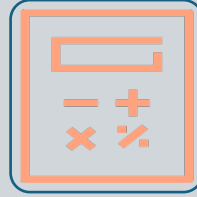
People

- Our employees are vital to our success. We are committed to being an employer of choice, attracting and retaining high-quality team members in an inclusive and respectful work environment.



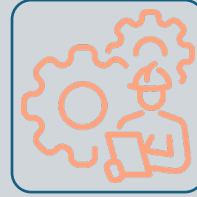
Environment, Health, Safety and Social Responsibility

- Our safety-first work culture and respect for the environment enable us to provide our customers with safe, reliable, and sustainable services.



Financial and Regulatory Accountability

- It is fundamental to ensure that Halifax Water can fund existing and future infrastructure. We prudently manage assets and operate our business by balancing costs and the needs of the customers today and long into the future.



Operational Effectiveness

- We are focused on safety and resiliency. We efficiently build, operate, and maintain our critical infrastructure to support a more sustainable and prosperous community.

SWOT ANALYSIS



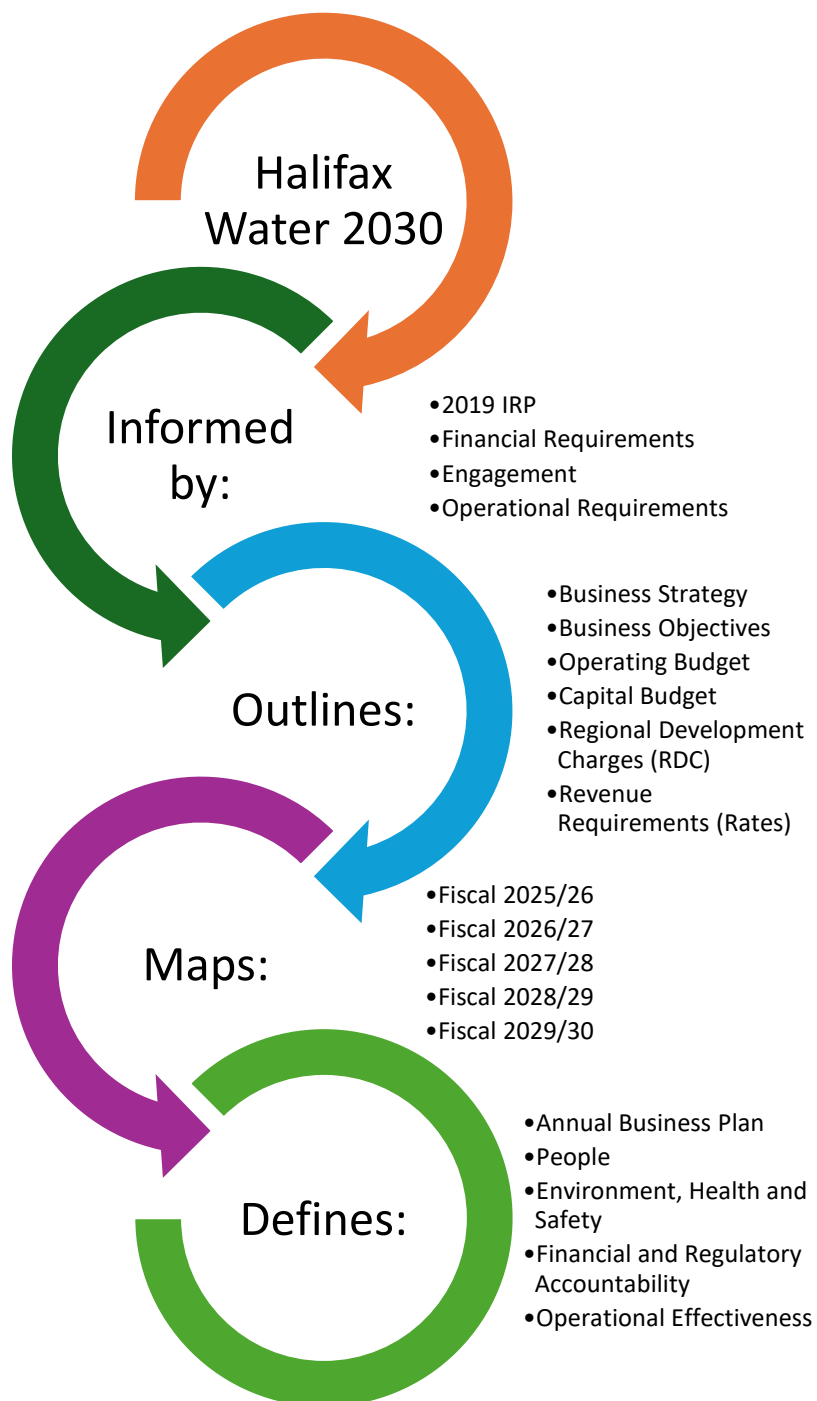
Interconnected Planning Process

This five-year strategic plan, Halifax Water 2030, defines Halifax Water's objectives and strategic initiatives to achieve them. It has been informed by our existing Integrated Resource Plan (IRP), a long-term plan that identifies the resources and programs needed to provide water and wastewater services to the Halifax Regional Municipality (HRM), customer and stakeholder engagement, and a review of our financial and operational requirements.

Halifax Water 2030 will guide our annual planning and activities for the next five years. Our annual plans will include the organization's strategic initiatives and operational tactics, as well as establishing metrics to help empower and engage our employees, demonstrate customer value, build stronger relationships with those who depend on our services, and hold the organization accountable.

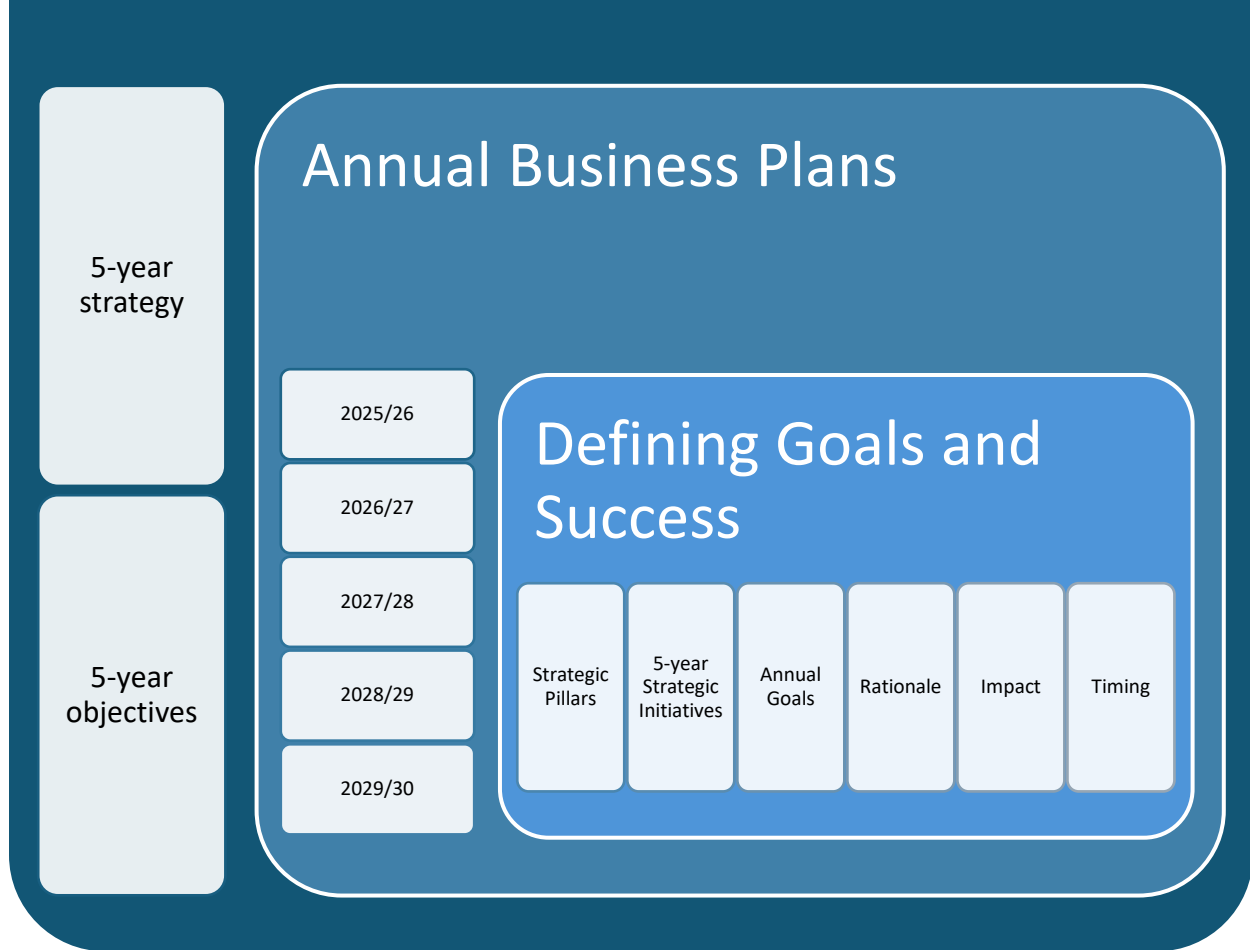
It will also help inform the development of our next IRP, which will be completed in 2027/28. This IRP will integrate its long-term planning processes to address structural, process, and resource gaps more efficiently and effectively.

Halifax Water 2030 is our roadmap to supplying and safeguarding sustainable, high-quality water services and will guide overall decision-making.



The 5-year Journey

Halifax Water 2030 - Empowering People, Transforming Services



5-year Strategic Objectives

Halifax Water has established five-year objectives under the four strategic pillars that will support the Business Strategy from 2025 to 2030. These objectives will be the basis for annual business plans and help define and measure success for the next five years.

People

Objective

To create a thriving and inclusive workplace culture by fostering strong leadership and collaborative talent management and enhancing every step of our employees' career journey together over the next five years.

Strategic Initiatives

- Build a psychologically safe and engaged workplace culture that attracts, develops, and retains talent.
- Implement an effective leadership framework that defines and guides all employees at Halifax Water.
- Execute the talent management strategy through collaborative partnerships with organizational leaders.
- Enhance the employee experience by improving engagement throughout an employee's career.

Environment, Health, Safety, and Social Responsibility

Objective

To establish disciplined processes and effectively manage risks to create a safer, more resilient future for our water resources and communities.

Strategic Initiatives

- Strengthen our safety policies and procedures to ensure a safe working environment for all employees.
- Implement an emergency management program that ensures business continuity to safeguard water supply, public health and the environment.
- Launch sustainability programs that recognize climate impacts and address the long-term viability of water resources, infrastructure, and environmental impacts.
- Increase customer compliance through education and enforcement of the appropriate use of water, wastewater and stormwater systems.

Financial and Regulatory Accountability

Objective

To enhance our internal processes for regulatory oversight, financial management and corporate governance.

Strategic Initiatives

- Deliver the next Integrated Resource Plan (IRP) that will inform the organization's next five-year strategy, future annual plans, and the long-term financial framework for operating and capital requirements.
- Implement an enhanced project management framework to effectively plan and deliver projects.
- Adopt more effective internal processes and tools to support regulatory oversight.
- Adapt organizational processes to enhance financial management, accountability and corporate governance.

Operational Effectiveness

Objective

Improve customer experience and build trust and confidence by focusing on service reliability.

Strategic Initiatives

- Make prudent investments to improve system resiliency and reliability.
- Create a disciplined culture of accountability, continuous improvement, and risk mitigation.
- Improve and support our relationships with customers.
- Enhance our organizational decision-making processes to deliver more financially prudent and effective services.