

# **Office of African Nova Scotian Affairs**

## **Business Plan**

**2006-2007**

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## **Message from the Minister and Chief Executive Officer**

The past year was an exciting one for the Office of African Nova Scotian Affairs (ANSA). We successfully established a Halifax office and put in place a team of qualified staff to undertake the work necessary to build a solid foundation for the future of ANSA.

ANSA's mission is to assist, support, and enhance the provincial government's delivery of services to African Nova Scotians and be a partner in developing innovative solutions that lead to self reliance and sustainable development for African Nova Scotians and their communities. Our strategic goals guide our work.

There has been a wide range of activities since the office became operational. Some of our activities have included: more than 20 community information sessions held across the province, so far, to inform the community about the status of the office, its role and future plans; 14 presentations made to various government departments and agencies; as well as numerous information gathering sessions. 13 consultations were also convened in collaboration with Voluntary Planning's Heritage Task Force. This was an opportunity for African Nova Scotians to be involved in the early stages of a strategy that will shape the future of heritage programming in the province.

In the year ahead, ANSA will continue to assist African Nova Scotian community groups to develop strategies, activities and programs that expand and enhance the community's social, cultural and economic strength. Serving as a liaison between community and provincial departments and agencies, ANSA is positioned to inform and disseminate information on provincial programs, ensuring these programs are effectively utilized and equitably benefits members of the African Nova Scotian Community. In particular we look forward to opening our first satellite office in Cape Breton and strengthening government's understanding of local concerns through the development of Primary Reference Groups (PRG) to draw upon the skills and experience of community leaders throughout the province.

This document is a road map for the next year; it has been created so the Office operates with openness and transparency so the public we serve can hold us accountable.

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Honourable Barry Barnet  
Minister

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Wayn Hamilton  
Chief Executive Officer

## **Mission / Vision / Mandate**

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### **Mission**

*Assist, support and enhance the provincial government's delivery of services to African Nova Scotians and be a partner in developing innovative solutions which lead to self reliance and sustainable development for African Nova Scotians and their communities.*

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### **Vision**

*The Office of African Nova Scotian Affairs will build on government and community successes to promote and facilitate positive change on behalf of Nova Scotians of African descent. The Office will work with government and community, departments, agencies, divisions, and organizations to develop mutual strategies, goals, and practical solutions.*

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### **Mandate**

- (a) To create and promote an integrated approach within government on matters related to the African Nova Scotian communities in the Province
- (b) To represent the interests of the Province in intergovernmental initiatives and negotiations on matters integral to the interests of African Nova Scotians
- (c) To provide research analysis and policy advice on African Nova Scotian issues
- (d) To develop communication strategies and public education to increase understanding within the Province of African Nova Scotian culture, heritage, and community issues

## Planning Context

The creation of the Office of African Nova Scotian Affairs (ANSA) by Order in Council (2005-26) dated January 27, 2005 indicates government's commitment to the well being of African Nova Scotians. ANSA works with African Nova Scotian communities, government departments, agencies and organizations to coordinate African Nova Scotian initiatives and develop strategies to improve government services to the African Nova Scotian community.

The legislative mandate for the Office of African Nova Scotian Affairs legitimizes government's intention to address the issues facing the African Nova Scotian community through the establishment of culturally competent services and initiatives that effectively meet the unique needs of African Nova Scotians.

The desire to create a ministerial portfolio and the Office of African Nova Scotian Affairs is the result of two specific occurrences. The first was government's response to a document entitled *Final Report on Consultations with the African Nova Scotian Community 2001*, by Dr. Wanda Thomas-Bernard and Dr. Fred Wein. The second was the acknowledgement of the long-standing reality that the pressing needs and issues of importance to African Nova Scotians have not been fully addressed or resolved.

Documents dating back to early African Nova Scotian settlers had identified numerous concerns raised by African Nova Scotians to government. Past and present issues such as housing, employment, education, community development, and access to resources have not been adequately addressed for Nova Scotians of African descent. African Nova Scotian communities have not always had the benefit of equitable access to health services (Enang 2001), education (BLAC Report 1994) or the justice system (Marshall Report 1999). Many African Nova Scotian communities have not been able to maintain their community halls/centres and therefore struggle to provide a range of activities for adolescents, youth, seniors and families. Furthermore, there is also a higher unemployment rate for African Nova Scotians when compared to the general population figures.

According to the 2001 Statistics Canada Survey, there are 19,670 African Nova Scotians in the province. This figure is disputed by many groups, organizations and community leaders in African Nova Scotian communities. They believe the definition for African Nova Scotian should include all individuals from first migrants to the province (Matthew Da Costa circa 1604) to recent newcomers from the African Diaspora. If this definition was used, they argue the number of African Nova Scotians would be higher.

There are said to be more than 48 African Nova Scotian communities in Nova Scotia. The diversity in these communities can be found in many aspects (e.g., urban, rural, community population, access to resources, etc.). Over the last four decades the population base of these communities has suffered from out-migration to larger communities, to metro Halifax, or locations outside of the province. Attempting to maintain and effectively respond to the unique needs and issues, and/or assist in the delivery of government initiatives for these 48 plus communities across the province continues to be a challenge.

Through the development of ANSA's Operational/Strategic Plan (2004), the concept of satellite operations in various locations across the province was developed to ensure a provincial scope and presence. The official opening of the main office in Halifax in October 2005 was the first phase in implementing a phased roll-out plan for regional offices, a critical component in the engagement of and service to African Nova Scotians and their communities.

ANSA will develop Primary Reference Groups (PRGs) in areas such as health, justice, and youth (to name a few) which draw upon the specialized knowledge and experience exists within the African Nova Scotian Community and complements that of staff. PRGs will provide another mechanism to strengthen this expertise and inform the delivery of government services to African Nova Scotians, drawing upon the insight, skills and understanding of local concerns available from community leaders throughout the province.

At present, only 2.23% of Nova Scotia's public sector employees are African Nova Scotians, with very few in managerial positions. The positions held by African Nova Scotians tend to be 'term' assignments or full time civil servants moving horizontally in organizational structures rather than vertically. Innovative and collaborative strategies are utilized by ANSA to work across government departments and agencies to address this area of concern. It should be noted ANSA is a new entity and, therefore, some government departments and agencies have not had the opportunity to establish relationships with the Office.

Numerous reports, submissions and recommendations have attempted to define the problems, provide solutions or establish corrective measures. In the past, government's accountability and resources for specific initiatives have not been consistent. However, there have been two province-wide initiatives that have resulted in positive government and community partnerships.

One initiative was the creation of the Black Business Initiative (BBI), which is a province-wide business development initiative committed to fostering the growth of businesses owned by members of the Nova Scotia Black community. BBI also places priority on educating Black business owners in the operation of their business – from marketing to budgeting to securing funding.

Another was the Council on African Canadian Education (CACE), a provincial advisory council with a mandate to provide advice and guidance to the Minister of Education with respect to the development, implementation, evaluation, and funding of educational programs and services for African Nova Scotian learners. One of these services, that must be highlighted, is the African Canadian Services Division (ACSD), a full division within the Department of Education that acquires resources to respond significantly in redressing the educational needs of African Canadian students, parents, and adult learners. ACSD also responds effectively to issues such as accessibility, achievement, and curriculum development.

Despite these successes, no other government initiatives specifically targeting the needs of African Nova Scotian communities are in place and African Nova Scotians are virtually absent from government affiliated volunteer agencies, boards and commissions.

It is against this backdrop that the Office of African Nova Scotian Affairs was created and will continue to serve as an advocate for cross-cultural understanding and be a conduit through which Nova Scotians of African descent can reach their full potential in an equitable and inclusive society.

## **Strategic Goals**

1. To facilitate and support an integrated approach within government on matters related to African Nova Scotian issues and provide corporate policy, strategic advice and support to departments in order to build a sustainable framework for African Nova Scotian government relations.
2. To work collaboratively with the African Nova Scotian Community to foster development and capacity building.
3. To enhance awareness and understanding of African Nova Scotian experiences to government.

## **Core Business Areas**

The Office of African Nova Scotian Affairs will carry out its responsibilities through the following four core business areas:

### **1. African Nova Scotians and Interdepartmental Relations**

The Office of African Nova Scotian Affairs will:

- i work with African Nova Scotian communities and government departments, agencies and organizations to support African Nova Scotian initiatives,
- ii develop strategies to improve services; and
- iii build and maintain a sustainable framework for African Nova Scotian government relations.

### **2. Negotiations and Related Discussions**

The Office of African Nova Scotian Affairs is responsible for coordinating input into other provincial government departments/agencies on matters pertaining to African Nova Scotians.

### **3. Community Outreach**

The Office of African Nova Scotian Affairs supports and promotes efforts at the community level that enhance the well-being and quality of life for African Nova Scotians.

#### **4. Communication, Public Education, and Awareness**

- i The Office of African Nova Scotian Affairs assists in the communication of issues and concerns of African Nova Scotians to government.
- ii The Office of African Nova Scotian Affairs, using strategic communication and public education tools, is the mechanism through which government communicates with African Nova Scotians to increase awareness of government initiatives.



## 2006 - 2007 Priorities

### **Priorities**

The Office of African Nova Scotian Affairs is involved with several initiatives and/or organizations that support the priorities the provincial government has identified for 2007.

### **Priority: *Youth, Families and Communities***

The Office is involved with several initiatives and/or organizations that support and encourage youth achievement and feature family oriented programs that advance the growth of the community.

It is well accepted that connections exist between the determinants of health and health status, educational achievement, employment opportunities, quality of life, well-being and citizen participation. Implications for the African Nova Scotian Community include academic under-achievement, persistent involvement with the criminal justice system and health problems.

Understanding these connections, the Office of African Nova Scotian Affairs will focus on creating partnerships with key government departments to strengthen the delivery of services to African Nova Scotians. These departments will include Education, Justice, Community Services, Health, Health Promotion and Protection, and the Office of Economic Development. In particular, the Office will take a lead role in collaborating with other community stakeholders including the following:

### **Positive Parenting Workshops**

The Office of African Nova Scotian Affairs has partnered with the Department of Education's African Canadian Services Division and the Regional Educators to develop and deliver the Positive Parenting workshops. The program is designed to support parents in understanding child development, strengthen and/or engage community education committees, and increase parents' involvement in schools and in the education of their children.

In January 2006, the Office of African Nova Scotian Affairs in partnership with the African Canadian Services Division performed a two-day seminar for trainers to prepare them for delivering these workshops in their perspective regions of the province. The expectation is to continue to offer this program to African Nova Scotian communities across the province.

### **Imhotep's Legacy**

The Office of African Nova Scotian Affairs, the Department of Education's African Canadian Services Division, and the Black Student Advising Centre of Dalhousie University in partnership with Dr. Kevin Hewitt, a professor in the Physics Department of Dalhousie, sponsors a math/science exploration project for African Nova Scotian learners in grades 7, 8, and 9. The program is designed for African Nova Scotian learners who want to improve their math and science marks, develop a more positive attitude toward these subjects and gain or sustain parental support as they participate in this endeavor.

The project entitled Imhotep's Legacy is in its fifth year of operation. The program is designed to provide young learners the opportunity to explore math and science in an interactive, inquiry-based environment. Imhotep's Legacy is based on African American academic studies that examined students in small settings. The evidence indicated that when a small group is organized in a cooperative learning environment and is lead by committed and enthusiastic role models/mentors, academics improve and the social impact is positive. This premise, with some alterations, has had positive results for African Nova Scotian learners. The program is currently being offered in two schools in the metro area. Discussions are underway to deliver Imhotep's Legacy to other regions of the province.

### **Greenville Community**

A campaign is being established to raise the funds to build a new community centre in Greenville, Yarmouth County. ANSA is pleased to have been asked to contribute towards this worthy cause.

### **Cumberland County Black Homecoming**

The Office supports the planning and development of a weeklong celebration of culture and history for African Nova Scotians living in Cumberland County. Activities include cultural display and genealogy rooms. The celebration will create a permanent display of information that recognizes and celebrates the African Nova Scotian heritage in Cumberland County.

### **Africville Genealogy Society (AGS)**

The AGS hopes to erect a church on the former site of the historic African Nova Scotian community of Africville, now Seaview Park. The Office has contributed towards the Feasibility Study for the Seaview Baptist Church and Africville Interpretive Centre project in conjunction with the Atlantic Canadian Opportunities Agency, the Halifax Regional Municipality, Heritage Canada, the Department of Tourism, Culture and Heritage and the Office of Economic Development.

### **Black Loyalist Heritage Society**

The Office assisted the Society in programming activities such as the completion of their business plan, finalization of the Mugomeh Conference and the development of its coat of arms.

### **Priority: *Health Promotion and Protection***

The Office will create partnerships with the Departments of Health and Health Promotion and Protection to review existing programs and policy or to develop new initiatives that will strengthen the delivery of services to African Nova Scotians around issues of health promotion and protection.

Within the community, the Office has partnered with the Health Association of African Canadians (HAAC) and supports this organization's vision of engaging health practitioners and African Nova Scotian communities on issues related to health.

### **The Health Association of African Canadians (HAAC)**

HAAC is a non-profit health association based in Halifax, with a mandate to provide resources, conduct research, and disseminate research findings to government agencies, institutions, and African Nova Scotian communities, with a long-term vision of seeking policy reform on health issues of African Canadians.

The vision for HAAC is to be a community based organization that will promote the health and well-being of African Canadians living in Nova Scotia through community mobilization, development, and leadership in research. One of the most important aspects of HAAC's work is in promoting the collection of data and research around health status and issues of African Canadians.

**Priority: *Economic Development and Infrastructure***

In line with the provincial government's immigration strategy with regard to expanding the province's economy, the Office is assisting in creating initiatives for welcoming immigrants to Nova Scotia from the African Diaspora. One such initiative is the African Diaspora Association of the Maritimes (ADAM).

**ADAM (*African Diaspora Association of the Maritimes*)**

The mission of ADAM, a non-profit community based organization, is to encourage and foster successful participation and integration of African Canadians from the Diaspora in educational, social, political, civic and economic activities in Nova Scotian and Canadian society.

ADAM will also have a welcoming component that will assist with resettling and motivating new Nova Scotians from the Diaspora to stay in Nova Scotia. The organization will address the issues and concerns of the African immigrant community and attempt to join the voices of the indigenous African Nova Scotian community and Nova Scotians from the Caribbean in order to create a collective voice from the Diaspora.

In December 2005 and February 2006, two community contact and mobilization sessions were held at Dalhousie University. The sessions were an opportunity for interested individuals to be informed, debate and build consensus for a mechanism / structure to assist ADAM in achieving its goals and objectives.

The Office of African Nova Scotian Affairs assisted ADAM with logistics for both workshops, provided facilitation, attended planning meetings and offered advice.

**Priority: *Community Safety***

The Office continues to work with various government departments, agencies and key stakeholders on initiatives to address community and neighborhood safety.

## 2006 – 2007 Strategic Plan Matrix

**Strategic Goal:** To facilitate and support an integrated approach within government on matters related to African Nova Scotian issues. This also includes providing corporate policy, strategic advice and support to departments in order to build a sustainable framework for African Nova Scotian government relations.

**Core Business Area:** Negotiations and Related Discussions

Objective	Indicators of Goal Achievement	Target
Increase youth, family, and community involvement in the educational process	<ul style="list-style-type: none"> <li>• In partnership with key stakeholders, deliver Positive Parenting Workshops across the province</li> <li>• In partnership with Dalhousie University, initiate Imhotep’s (Math &amp; Science) Legacy Project in the Chignecto region.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand the number and location of projects/workshops outside of the Metro Halifax area</li> </ul>
Improve capacity for policy development for services to African Nova Scotians	<ul style="list-style-type: none"> <li>• Number of reports</li> <li>• Number of quality analysis and recommendations implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Initiatives for African Nova Scotians in collaboration with departments and agencies (i.e. Dept of Community Services, Dept of Justice, Public Service Commission and the Office of Economic Development)</li> </ul>

Objective	Indicators of Goal Achievement	Target
<p>Increase community awareness of government services</p>	<ul style="list-style-type: none"> <li>• Number and quality of community presentations</li> <li>• Tracking the number of African Nova Scotian applicants and African Nova Scotian civil servants within the Public Service Commission</li> <li>• Number of visits to ANSA web site for government information</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of community presentations</li> <li>• Increased number of African Nova Scotians in the PSC Diversity Pool</li> <li>• Increased number of African Nova Scotians short-listed on competitions</li> <li>• Increased number of African Nova Scotian civil servants employed</li> <li>• Increased number of web site hits or inquiries</li> </ul>
<p>Improve government policy for health and health service delivery for the African Nova Scotian population</p>	<ul style="list-style-type: none"> <li>• Data collection on health/health service delivery</li> <li>• Number of health/health promotion initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Initiatives/ strategies with the Dept of Health and the Health Association of African Canadians</li> <li>• Increased number of African Nova Scotian community health/health promotion based activities</li> </ul>

<b>Objective</b>	<b>Indicators of Goal Achievement</b>	<b>Target</b>
Development of a provincial African Nova Scotian youth leadership initiative	<ul style="list-style-type: none"><li>• Research various youth restorative justice models</li> <li>• Research various youth leadership program frameworks</li></ul>	<ul style="list-style-type: none"><li>• Creation of a provincial action plan</li></ul>

## Strategic Plan Matrix

**Strategic Goal:** To work collaboratively within the African Nova Scotian Community to foster community development and capacity building.

**Core Business Area:** Community Outreach  
Communication, Public Education & Awareness

Objective	Indicators of Goal Achievement	Target
Promote African Nova Scotians to become involved in government Agencies, Boards and Commissions	<ul style="list-style-type: none"> <li>• Number of community information sessions regarding Agency, Board and Commission participation</li> <li>• Number of African Nova Scotian applicants</li> </ul>	<ul style="list-style-type: none"> <li>• 5 community information sessions</li> <li>• Increased number of African Nova Scotians on ABCs</li> </ul>
Increase communication with African Nova Scotians	<ul style="list-style-type: none"> <li>• Production of ANSA Updates (newsletter)</li> <li>• Number of Web site hits and inquires</li> <li>• Establishment of a Toll-Free number</li> </ul>	<ul style="list-style-type: none"> <li>• 3 issues produced in 2006 - 07</li> <li>• 300 hits and or inquires</li> <li>• Increased number of calls/clients served and creation of grid or form of tabulation</li> </ul>
Improve partnerships with African Nova Scotian key stakeholder groups	<ul style="list-style-type: none"> <li>• Number of Primary Reference Groups established</li> <li>• Number of collaborations with Community Groups</li> <li>• Establishing a way of classifying (registry of) African Nova Scotian Community Groups</li> </ul>	<ul style="list-style-type: none"> <li>• 2 Primary Reference Groups established</li> <li>• Increased number of community-based joint activities</li> </ul>

## Strategic Plan Matrix

**Strategic Goal:** To enhance awareness and understanding of African Nova Scotian experiences in Nova Scotia to government.

**Core Business Area:** Interdepartmental Relations

Objective	Indicators of Goal Achievement	Target
Improve departmental understanding of African Nova Scotian issues	<ul style="list-style-type: none"> <li>• Number of presentations to departments</li> <li>• Participation on Intergovernmental Committees</li> <li>• Government usage of African Nova Scotian web site/newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Presentations to every department</li> <li>• 60% attendance at all scheduled meetings</li> <li>• Links on other government web sites</li> </ul>
Increase profile of the Office of African Nova Scotian Affairs with the Federal Government	<ul style="list-style-type: none"> <li>• Number and quality of meetings</li> <li>• Number of presentations to federal departments</li> <li>• Number of federally funded initiatives developed</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of action plans</li> </ul>



## **Human Resource Strategy**

With the establishment of ANSA's first permanent office in Halifax in the fall of 2005, work began to support the seven (7) member staff team. Accomplishments to-date include:

- establishing of a staff and office manual;
- conducting weekly staff meetings and biweekly program meetings to support ANSA's strategic goals ;
- convening the first of a regular series of team building sessions to demonstrate how individual work contributes to the strategic goals and mandate of ANSA; and
- developing a health and safety program to ensure a work environment that promotes the well-being of ANSA employees.

Human resource priorities for 2006-2007 will focus in the following areas:

- providing leadership and staff development opportunities;
- utilizing an assessment tool to determine and support the continuous learning options available for employees;
- conducting employee performance reviews; and
- creating a human resource plan which supports the vision of ANSA.

## Budget Context

### Budget Context Chart

#### Office of African Nova Scotian Affairs Estimated Budget Expenditures

	2005/06 Estimate (Per 2005/06 Estimates Book)	2005/06 Forecast (Per 2006/07 Estimates Book)	2006/07 Budget (Per 2006/07 Estimates Book)
	\$ Thousands	\$ Thousands	\$ Thousands
Total Program Expenses - Gross Current	641.0	720.0	793.0
Net Program Expenses - Net of Recoveries	641.0	641.0	793.0
Salaries & Benefits	361.0	224.0	407.0
Funded Staff (FTEs) - Gross	6.0	3.4	6.8
Funded Staff (FTEs) - Net	6.0	3.4	6.8