

Office of African Nova Scotian Affairs

Business Plan

2009-2010

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Message from the Minister and Chief Executive Officer

It is our pleasure to present the 2009-2010 Business Plan for the Office of African Nova Scotian Affairs. Working in support of the government's key commitments to making life better for today's families, ANSA continues to support African Nova Scotian families and communities to facilitate their contribution to the economic, social and political landscape of the province. As one of the fastest growing populations in Nova Scotia, it is important to ensure that African Nova Scotians and their communities develop innovative solutions that lead to self reliance and sustainable development.

This Business Plan for ANSA outlines our roadmap for operations and efforts to achieve our strategic goals for the fiscal year 2009-2010. As in previous years, we believe it is equally as important to take the opportunity to highlight our achievements from the past year.

One of ANSA's key strategic priorities is to work collaboratively with the African Nova Scotian Community to foster development and capacity. This work builds a stronger foundation for a sustainable framework for African Nova Scotian government relations.

Over the past fiscal year, our staff in Cape Breton (our first satellite office) has supported the creation of a Cape Breton African Nova Scotian Service Providers Network which is a mechanism for sharing local expertise (community and government) and facilitating partnerships on community initiatives. This serves as a model of collaboration we hope can be replicated when additional regional offices are opened in the valley, southwest and strait regions of the province in the coming years.

Information Sessions in African Nova Scotian Communities across the province continue to play a vital role in creating linkages between government and the community. In 2008, we were successful in coordinating a series of sessions with six provincial departments. In our next series of presentations, we will build on this way of working with government entities to share their programs and services with members of the African Nova Scotian community.

Our first two African Nova Scotian Community Action Partnerships (ANSCAPs) marked their first anniversaries this year. The Youth Leadership and Community Engagement ANSCAPs continue to convene and are finalizing their first series of recommendations. ANSCAPs are made up of volunteers from the African Nova Scotian community who have an interest and skills in specific areas/sectors. Community members bring a unique level of insight that complements the knowledge of staff. In 2009-2010, two additional ANSCAPs will be created in the areas of Health and Culture/Heritage.

In a continued effort to promote an integrated approach within government on matters related to African Nova Scotian experiences and issues, staff will continue to work with other government entities and on interdepartmental initiatives. Our goal remains to review and enhance programs, services and policy; in particular strengthening the delivery of culturally competent services to African Nova Scotians.

Keeping the community and government informed is another key focus for ANSA. We have designed and utilize a communication strategy aimed at increasing the understanding of issues related to African Nova Scotians. To enhance our efforts in this critical area, the ANSA team welcomed a part-time Communications Officer in the fall of 2008. In 2009-2010, we will release a revamped Newsletter.

The celebration and recognition of African Nova Scotian milestones is another focus for the Office of African Nova Scotian Affairs. This past year saw the 225th Anniversary of the Black Loyalist settling in the province, as well as the 25th anniversary of the Africville Homecoming Reunion and African Heritage Month. The fiscal year 2009-2010 will see our office working on a number of initiatives to mark the 175th anniversary of the Abolition of Slavery in the British Empire. Events will include working with community, government and private sector partners to host visiting delegations, raising the profile of African Nova Scotians throughout the province, country and Diaspora.

In 2009-2010, we will also undertake a number of activities aimed at building ANSA's capacity to support and respond to government and community. First, we will enhance our reach within the Halifax Regional Municipality and on the mainland of NS with an additional Program Administration Officer. Second, a part-time Research Officer will also join the ANSA Team to enable stronger data collection and analysis. Finally, our Administrative staff has been busy developing a central registry, with the assistance of Nova Scotia Archives and Records Management. The system will be implemented this fiscal year.

We take pride in our achievements and our vision to build on government and community successes to promote and facilitate positive change on behalf of Nova Scotians of African descent. To obtain a full understanding of ANSA's priority items, scope of work and activities, we encourage you to read this plan in conjunction with our 2008-2009 Accountability Report. In addition, we invite you to visit our web site, www.gov.ns.ca/ansa for copies of previous plans and reports.

We look forward to another successful year!



Honourable Percy A. Paris
Minister



Wayn Hamilton
Chief Executive Officer

Mission / Vision / Mandate

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.

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.

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 (September 2004) indicates the provincial 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 strategies used by ANSA capitalize on the government's commitment to 'making life better for today's families'.

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.

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 acknowledgment of the long-standing reality that the pressing needs and issues of importance to African Nova Scotians have not been fully addressed or resolved.

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 (according to 2006 Census data, an increase of 1.5% over 2001), 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.

According to the 2006 Statistics Canada Census data there are 19,230 Blacks in Nova Scotia. This figure is disputed by many groups, organizations and community leaders in African Nova Scotian communities. They believe that 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 that the number of African Nova Scotians would be higher.

The African Nova Scotian community has a wide range of expertise and insights into potential solutions facing it. In order to utilize this knowledge and information, the office will continue to establish African Nova Scotian Community Action Partnerships (ANSCAPs), which serve as primary reference groups on specific subject areas and or issues. ANSCAPs draw upon the specialized knowledge and experience that exists within the African Nova Scotian Community and complements that of staff. ANSCAPs 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 members throughout the province.

Strength of collaboration and partnerships is also seen in the work and outcomes of interdepartmental committees. ANSA recognizes the value of such opportunities and will continue to have staff participate on a wide variety and number of interdepartmental committees and work teams.

A large number of groups depend on community volunteers for program activities. Despite their best efforts many require support for organizational development and capacity building. This is evident in both urban and rural organizations. In order to address this situation, the ANSA will continue to deliver presentations and create dialogue with groups in need of organizational development. This community engagement strategy is the result of our needs analysis and dialogue with community organizations.

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 or full time civil servants moving horizontally in organizational structures rather than vertically. Innovative and collaborative strategies will be utilized by ANSA to work across government departments and agencies to address this area of concern. It should be noted that ANSA is a new entity and, therefore, some government departments and agencies have not had the opportunity to establish relationships with the Office.

The concept of satellite operations in various locations across the province was developed within ANSA's Operational/Strategic Plan (2004), 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. In 2007-2008 the first satellite office opened in Cape Breton.

It is against this backdrop the Office of African Nova Scotian Affairs has planned its 09-10 business plan priorities to assist, support, and enhance the provincial government's delivery of services to African Nova Scotians.

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,
- 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.

2009 -2010 Priorities and Performance Measures

The strategic goals of the Office of African Nova Scotian Affairs (ANSA) continue to support and advance the Government of Nova Scotia's key commitment areas. The following are ANSA's three strategic goals, with corresponding priorities and performance measures, which integrate and move forward the Government's focus on making life better for today's families; ensuring more young people stay and build a life in the province, keeping communities strong, while living within our means.

Key programs to realize these goals include the delivery of community information sessions with other government entities, support to the African Heritage Month Information Network to ensure annual programming across the province, collaboration with our African Nova Scotian Action Partnerships (ANSCAPs), provision of grants and contributions to community groups and initiatives and regular production of our Newsletter.

Strategic Goal 1: *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.*

Link to Corporate/Departmental Strategies: Our Kids Are Worth It - Strategy for Children and Youth
Weaving the Threads - Social Prosperity Framework
Corporate Human Resource Plan
Long Term Planning Initiative
Labour Market Agreement
Policy Excellence

Through presentations, participation on interdepartmental committees and work with other government entities on a range of initiatives, ANSA is positioned to effectively provide leadership and input into other government departments and agencies on matters pertaining to African Nova Scotians. The use of integrated approaches for collaborations between government and community has proven successful to ensure efforts are complementary, minimize duplication, and maximize benefit. This approach involves partnerships that engage more than one government entity and/or community organization.

Priority – Sustain ANSA staff participation on interdepartmental committees/task teams and bring African Nova Scotian issues to government departments for partnership and collaboration.

Strategic Actions:

- Attend interdepartmental committee meetings and bring forward issues related to the unique experience of African Nova Scotians
- Provide opportunity for dialogue between community organizations and government departments
- Maintain and expand linkages between the African Nova Scotian community and government
- Continue working with the Diversity Roundtable and the Public Service Commission (PSC) as they move forward with implementation of the new Employment Equity Policy

Priority – Act as a resource to government and the community.

Strategic Actions:

- Continue to respond to inquires from the community and government; coordinate input to government from the African Nova Scotian community, where necessary
- Collaborate with the Department of Finance, Statistics Division and the African Nova Scotian Community to develop a strategy to enhance the data available related to African Nova Scotians
- Continue to make presentations to government departments
- Continue to deliver community information sessions with partners

Performance Measures

Strategic Goal #1: 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.						
Outcome	Measures	Base Year 2005/06	Actual: 2008/09	Target: 2009/2010	Ultimate Target	Strategic Activities
Improve government's: (1) understanding of African Nova Scotian issues and concerns; (2) level of collaboration with the African Nova Scotian community; (3) delivery of services to African Nova Scotians; and (4) delivery of an appropriate and timely response to matters affecting African Nova Scotian	inquires	375*	560	616	An increase over the previous year	Community-based programs
	presentations to government	14	17	18	Presentation to every government department	ABCs at all levels of government
	attendance at scheduled government meetings	60% attendance rate	10% increase	15% increase	By 2010, 90% attendance rate	Community Information Sessions with Partners
	participation on all relevant interdepartmental committees,	15	18	23	By 2010, 50% increase in base year	Government Presentations Participation on Post-Secondary Advisory Committee
	African Nova Scotian groups collaborating with ANSA and government entities	15	18	23	By 2010, 50% increase in base year	Interdepartmental mtgs

* indicates total # number of inquires (including telephone, e-mail, letter & walk-ins) from government and community.

Strategic Goal 2: *To work collaboratively with the African Nova Scotian Community to foster development and capacity building.*

ANSA's vision is to build on government and community successes to promote and facilitate positive change on behalf of Nova Scotians of African descent. To achieve this end, ANSA is guided by the mission to be a partner in developing innovative solutions which lead to self reliance and sustainable development for African Nova Scotians and their communities.

Link to Corporate/Departmental Strategies: Safer Streets (Crime Reduction) Strategy
Our Kids Are Worth It - Strategy for Children and Youth
Community Development Policy (CDAG)
Weaving the Threads - Social Prosperity Framework
Opportunities for Sustainable Prosperity
Provincial Heritage Strategy
Provincial Volunteerism Initiative (Collaborative Agreement)

Priority – Encourage African Nova Scotians to apply to participate on government Agencies, Boards and Commissions (ABCs) and other ministerial taskforces.

ABCs and Ministerial Taskforces operate as partners with government, advising and making recommendations on policies, the planning, design and delivery of programs, as well as decisions affecting a person's liberty, security, or legal rights. It is important for African Nova Scotians to participate as active members of Nova Scotia's ABCs and Taskforces given the various roles, diverse function and broad scope of influence ABCs play in the decisions of government.

Strategic Actions:

- Based on the work of the Community Engagement ANSCAP, develop an orientation/overview sessions on the ABC and Taskforce application process for community
- Provide opportunities for African Nova Scotians already serving on ABCs and Taskforces to give community presentations about their work; where possible make contact/referrals
- Build strategic relationship with the Public Service Commission, Communications Nova Scotia and Executive Council Office to promote awareness of ABCs by African Nova Scotians

Priority – Organize African Nova Scotian Action Partnerships (ANSCAPs).

In order to achieve aspects of its vision, ANSA will continue to develop ANSCAPs. ANSCAPs serve as one of the contact points utilized by ANSA to connect with community and government. ANSCAPs also create an opportunity to attract and develop the involvement of new people. This collection of individuals brings a unique level of insight and expertise that complements the knowledge and skills of staff. The role of an ANSCAP is advisory and to make recommendations on certain key issues through dialogue, negotiation and consensus.

Strategic Actions:

- Continue to work with and develop the Youth Leadership, Community Engagement, Health and Culture & Heritage ANSCAPs
- Continue to assist ANSCAPs to produce a series of position and/or research documents related to African Nova Scotian issues

Priority – Collaborate with African Nova Scotian Community groups to implement community development projects and increase the number of major initiatives undertaken in partnership with African Nova Scotian stakeholder groups.

Strategic Actions:

- Share our expertise with African Nova Scotian groups to improve their organizational capacity
- Complete a series of community presentations/workshops on specific organizational development issues
- Continue dialogue with community members
- Work with the Community Engagement ANSCAP to develop a partnership registry of African Nova Scotian organizations
- Undertake information sessions to community groups with departments regarding government programs, supports and services
- Provide contributions to community groups through the discretionary grant program

Performance Measures

Strategic Goal 2: To work collaboratively with the African Nova Scotian Community to foster development and capacity building.						
Outcome	Measures	Base Year: 2005/06	Actual: 2008/09	Target: 2009/2010	Ultimate Target	Strategic Activities
Increase: (1) the understanding of government by the African Nova Scotian Community; (2) the number of partnerships between government and the African Nova Scotian community; and (3) the opportunities for input by the African Nova Scotian community.	African Nova Scotians involved with ABCs & Taskforces	5	6	6	By 2010, 10% increase in the base year	Community-based programs
	community presentations	20	22	23	By 2010, a regular schedule of information sessions to African Nova Scotian Communities	Community organizational support through grants & contributions, facilitation and consultation
	activities and groups (registered and non-registered) supported	55	61	61	By 2010, 10% increase in base year	ABC/Task Force training & information workshops
	inquires	375*	560	616	An increase over the previous year	
	African Nova Scotian Action Partnerships (ANSCAPs) created	n/a	2	4	ANSCAPs established for key sectors related to matters concerning African Nova Scotians.	Community Hall Restoration Roundtable

* indicates total # number of inquires (including telephone, e-mail, letter & walk-ins) from government and community.

Strategic Goal 3: *To enhance awareness and understanding of African Nova Scotian experiences to government.*

The Office of African Nova Scotian Affairs will enhance the awareness and understanding of African Nova Scotian experiences to government by using effective communication strategies and activities enabling quality decision-making by government on matters related to African Nova Scotians.

Link to Corporate/Departmental Strategies: Safer Streets (Crime Reduction) Strategy
Our Kids Are Worth It - Strategy for Children and Youth
Labour Market Agreement
Provincial Heritage Strategy
Community Development Policy (CDAG)
Strategy for Positive Aging
Weaving the Threads - Social Prosperity Framework
Opportunities for Sustainable Prosperity

Priority – Deliver presentations to government entities on the Office of African Nova Scotian Affairs.

Strategic Actions:

- Contact government departments to schedule presentations
- Develop reciprocal agreements with government entities to exchange information on mandates, services, programs, policies, etc.
- Community Information Sessions with government departments

Priority – Implement a communications strategy that continues to link the Office of African Nova Scotian Affairs to the government and increases the level of communication with African Nova Scotians.

Strategic Actions:

- Continue to produce and enhance the ANSA *Information Update* (newsletter)
- Continue to monitor and update the ANSA website
- Continue to support the African Heritage Month Information Network & African Heritage Month activities across the province, including intergovernmental messages and notices.
- Maintain the ANSA Website (www.gov.ns.ca/ansa) and increase the number of community contacts and events listed
- Maintain and expand a database of community groups
- Continue to issue newspaper releases and features promoting the activities of ANSA
- Continue to distribute information to community about government programs/services

Priority – Act as a referral/repository of information related to African Nova Scotians, enabling a more corporate approach to government’s relationship with the African Nova Scotian community.

Strategic Actions:

- Continue to collect information and conduct community environmental scans on a regular basis; and
- Continue to provide assistance to government entities engaged in matters relevant and related to African Nova Scotians.

Performance Measures

Strategic Goal 3: To enhance awareness and understanding of African Nova Scotian experiences to government.						
Outcome	Measure	Base Year: 2005/06	Actual: 2007/08	Target: 2009/2010	Ultimate Target	Strategic Activities
Provide: (1) opportunities for African Nova Scotian groups to articulate their concerns to government; and (2) government entities with relevant information related to African Nova Scotians.	communication plans developed and implemented for significant ANSA initiatives	4	5	5	By 2010, 10% increase in base year	Support community activities during African Heritage Month & provide gov't-wide info
	African Nova Scotian Community Action Partnerships (ANSCAPs) created	n/a	2	4	ANSCAPs established for all sectors related to matters concerning African Nova Scotians.	ANSA Newsletters ANSA Website ANS Roundtables where appropriate between gov't and ANS organizations Culture & Heritage and Health ANSCAPs

Human Resource Strategy

The first permanent office of the Office of African Nova Scotian Affairs (ANSA) was established in Halifax, in the fall of 2005. The first satellite office was opened in Cape Breton, during the fiscal year 2007-2008. A part-time Communications Advisor joined the ANSA team in the winter of 2009. This fiscal year, a part-time Research Officer and full-time Program Administration Officer will begin work in the Halifax office. Over the next few years, ANSA will open other satellite offices in regions across the province - South West, Valley and Strait Regions.

ANSA has a small staff complement but it remains committed to the government of Nova Scotia's Corporate Human Resource Strategy. The goal of this corporate strategy is to ensure that Nova Scotia maintains the ability to deliver high-quality services, while attracting and retaining employees who seek workplaces that promote their health, safety and well-being.

ANSA's human resource priorities for 2009-2010 will include:

Goal #1: To make a difference through a skilled, committed, and accountable public service

- Continue to ensure that employee performance reviews are completed.
- Continue team building sessions to demonstrate how individual work contributes to the vision, mission and strategic goals of ANSA and the government of Nova Scotia.
- Utilize the resources, tools, and training opportunities offered through the Public Service Commission .

Goal #2: To be a preferred employer

- Continue to promote and support employment opportunities for African Nova Scotians within the public service.
- Continue to encourage employee participation in GoverNEXT activities which develop professional network, mentorship and learning opportunities for new public servants.
- Create a Green (more sustainable) Workplace

Goal #3: To be a safe and supportive workplace

- Maintain and expand ANSA's health and safety program to ensure a work environment that promotes the well-being of employees.
- Initiate healthy workplace initiatives that: help employees make informed personal health choices; promote healthy relationships, teamwork, values, and communication; reduce the occurrences of workplace injury and illness; and promote work/life balance.

Goal #4: To be a diverse workforce

- Continue active participation on the Diversity Roundtable, an interdepartmental forum whose purpose is to support and promote the corporate human resource goal to be a public service that is representative, respectful and inclusive of the diverse community it serves.
- Continue to play an active role with Diversity Roundtable task teams and initiatives.
- Respond to the Corporate Employee Survey and Diversity Reports.

Goal #5: To be a learning organization

- Support and assist in the development of continuous learning options for employees.
- Support staff in leadership development training.
- Continue to encourage staff participation in diversity and cultural competency training opportunities with the Public Service Commission.

Budget Context

Office of African Nova Scotian Affairs			
	2008-2009 Estimate	2008-2009 Actual	2009-2010 Estimate
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
Total Program Expenses	1,059	1,004	1,035
Provincial Funded Staff (FTEs)	10.0	8.2	10.0