

Office of African Nova Scotian Affairs

Business Plan

2007-2008

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Message from the Minister and Chief Executive Officer

This document will outline the next year of operations for the Office of African Nova Scotian Affairs. In this report, we identify our business plan goals for the 2007-2008 fiscal year. Before outlining our future objectives, a look back at the previous year's accomplishments is important.

One of ANSA's strategic goals is to work collaboratively with the African Nova Scotian Community to foster development and capacity building. In the last year, the office assisted more than 50 community groups, including the Africville Genealogy Society, with the initial stages of its project to establish a church and interpretive centre on the former site of the African Nova Scotian community, now Seaview Park, and will continue support; helped the Black Loyalist Heritage Society's recovery efforts after a fire destroyed its office and files, and will continue support; assisted the Black Cultural Centre with an action plan for its board of directors; worked on various initiatives with the Black Employment Partnership Committee and the U.N.I.A. Hall (United Negro Improvement Association) in Cape Breton; assisted the Greenville Community in its efforts to build a community hall in Yarmouth; and organized and hosted roundtables with the Valley African Nova Scotian Development Association and the African Nova Scotian Music Association, and invited members of various government departments and agencies to create dialogue around future partnerships. 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.


In October 2006 we celebrated our one-year anniversary in our Halifax location and after months of planning, we have completed construction on our first satellite office. It is located in Sydney, Cape Breton and will be staffed by a secretary, program officer and community development officer. The office is scheduled to open in spring 2007, and in our continued effort to ensure access to services and that the work of the Office is available for all African Nova Scotians, we will open additional satellite offices in other regions in the next few years.

Keeping the community connected is a key priority for ANSA. We have designed and utilized a communications strategy aimed at increasing the understanding of issues related to African Nova Scotians through community outreach, strategic communication, and a variety of public education tools. We recently launched our toll free number, which enables Nova Scotians across the province free and easy access to our office. ANSA will also continue to produce a semi-annual newsletter to keep the community informed about its activities, and along with its website, brochure and information booklet, the office has produced a poster that is a useful and creative promotional item for community organizations to display in their offices and meeting places.

In an effort to continue to promote an integrated approach within government on matters related to African Nova Scotian issues and to enhance awareness and understanding of African Nova Scotian experiences to government, currently staff members are part of twelve government interdepartmental groups, including the Community Development Advisory Group (CDAG), the Public Service Commission's Diversity Roundtable and the Community College Transition Year Advisory Committee. Our goal is to continue to review programs and policy and pursue partnerships and initiatives within government and the community in an effort to strengthen the delivery of services to African Nova Scotians. Long term goals include exploring partnerships with the departments of Economic Development, Education, Justice, Tourism, Heritage & Culture, and agencies, boards and commissions.

In the next few months, we will strengthen government's understanding of local concerns through the development of the first in a number of primary reference groups. Primary Reference Groups (PRGs) draw upon the skills and experience of community members throughout the province and serve as one of the contact points to be utilized by ANSA to connect with community and government. PRGs will also create an opportunity to attract the involvement of new people. This collection of individuals will bring a unique level of insight and expertise that complements the knowledge and skills of staff. The role of a PRG is advisory and to make recommendations on certain key issues through dialogue, negotiation and consensus. The first PRG in development is on community engagement.

To obtain a full understanding of ANSA's priority items and strategic goals, we encourage the reading of this report in conjunction with our 2005-2006 Accountability Report. Copies of previous business plans, plus additional information on the activities of the Office of African Nova Scotian Affairs may be found at our web site, www.gov.ns.ca/ansa.



Honourable Barry Barnett
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.

Link to the Corporate Path

Nova Scotia's Vision: Building for Families, Building for the Future

The Office of African Nova Scotian Affairs (ANSA), within the context of fiscal sustainability, has aligned itself with the overall Corporate Path's direction and priorities. In particular:

Creating Winning Conditions

Globally Competitive Business Climate

ANSA facilitates and supports an integrated approach within government on matters related to African Nova Scotian issues and works collaboratively with the African Nova Scotian community to foster development and capacity building. For example, ANSA is engaged with the Departments of Tourism, Culture and Heritage and Economic Development to develop, in partnership, African Nova Scotian heritage sites and experiences within Nova Scotia's tourism strategy. Development in this area showcases Nova Scotia's rich diversity, creating linkages to national and international markets.

Globally Competitive Workforce

ANSA provides corporate policy, strategic advice and support to departments as it works with the African Nova Scotian community to build capacity. To date, integrated collaborations with the Department of Education's African Canadian Services Division, the Black Student Advising Centre of Dalhousie University, the Nova Scotia Community College, the Black Business Initiative and the African Nova Scotian community continue to increase opportunities for African Nova Scotians to actively compete and participate as part of Nova Scotia's workforce. Such efforts will assist in meeting the challenge of maintaining a skilled workforce for Nova Scotians, given more than 25% of African Nova Scotians are 14 years of age or younger (*Stats Canada 2001*).

Building for Individuals, Families and Communities

Accessible Services

A key component of ANSA's mission is to assist, support and enhance the provincial government's delivery of services to African Nova Scotians. During the fiscal year 2007-2008, one key initiative geared toward this goal will be the opening of the first satellite office of ANSA in Cape Breton.

Vibrant Communities

The vision of ANSA is to build on government and community success to promote and facilitate positive change on behalf of Nova Scotians of African descent. ANSA's mandate is to work with government and community departments, agencies, divisions, and organizations to develop mutual strategies, goals, and practical solutions. This vision and mandate, coupled with a mission to be a partner in developing innovative solutions which lead to self reliance and sustainable development for African Nova Scotians and their communities, positions ANSA to support efforts at the community level to enhance the well-being and quality of life for African Nova Scotians. During the fiscal year 2007-2008, ANSA will continue to provide support to African Nova Scotian community groups' community-based programs and activities, through its discretionary grants program.

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 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.

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 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.

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. In 07-08 a satellite office will open in Cape Breton. It is estimated that there are 1200- 1300 African Nova Scotians in Sydney, including the Whitney Pier area, 250-300 in Glace Bay , 200 in New Waterford and 25-50 in Donkin and Birch Cove. The establishment of a satellite office in Cape Breton was also identified as one of government's priorities in the 2006-07 Business Plan (page 18).

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 Office will 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.

The community has a wide range of expertise and insights into potential solutions facing the African Nova Scotian community. In order to utilize this knowledge and information, the office will begin by implementing the first of a number of Primary Reference Groups (PRGs). PRGs draw upon the specialized knowledge and experience that 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 members throughout the province.

Strength of collaboration and partnerships is 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 number of interdepartmental committees and work teams.

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.

It is against this backdrop the Office of African Nova Scotian Affairs has planned its 07-08 business agenda 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.

2007 - 08 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 goals for creating winning conditions and building for individuals, families and communities. The following are ANSA's three strategic goals, with corresponding priorities and 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.*

Through presentations, participation on interdepartmental committees and work with other government entities on a range of initiatives, ANSA is positioned to effectively coordinate 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 – Increase ANSA staff participation on interdepartmental committees and bring African Nova Scotian issues to government departments for partnership and collaboration.

Strategic Actions:

- Attend interdepartmental committee meetings;
- Provide opportunity for dialogue between community organizations and government departments; and
- Maintain and expand linkages between the African Nova Scotian community and government.

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

Strategic Actions:

- Continue to respond to inquires;
- Improve the evaluation of data captured, including the development of a satisfaction survey;
- Continue to provide advice and information;
- Coordinate input to government from the African Nova Scotian community; and
- Continue to make presentations to government departments.

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	Target: 2007/2008	Ultimate Target	Strategic Actions
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*	15% increase	2008-2009: 30% increase	Improve evaluation of data captured
	presentations to government	14	5% increase	2008-2009: Presentation to every government department	Development of a satisfaction survey
	attendance at scheduled government meetings	60% attendance rate	10% increase	By 2010, 90% attendance rate	Provide opportunities for dialogue and linkages between community and government
	participation on interdepartmental committees	12	10% increase	By 2010, 50% participation rate on all interdepartmental committees.	Coordinate input to government from community
	participation government subcommittees or action teams	3			
	African Nova Scotian groups collaborating with ANSA and government entities	15	10% increase	By 2010, 50% increase in African Nova Scotian groups collaborating with ANSA and government entities.	Make presentations to government departments

* 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.

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:

- Coordinate orientation/overview sessions on the ABC and Taskforce application process to community.
- Provide opportunities for African Nova Scotians already serving on ABCs and Taskforces to give community presentations about their work.

Priority – Organize Primary Reference Groups (PRGs).

In order to achieve aspects of its vision, ANSA will develop PRGs. PRGs will serve as one of the contact points utilized by ANSA to connect with community and government. PRGs also create an opportunity to attract 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 a PRG is advisory and to make recommendations on certain key issues through dialogue, negotiation and consensus.

Strategic Actions:

- Develop a Youth Leadership PRG
- Develop a Community Engagement PRG

Priority – Collaborate with African Nova Scotian Community groups to implement community development projects and increase the number of major initiatives undertaken in partnership with key 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; and
- Develop a partnership registry of African Nova Scotian organizations.

Priority – Increase the level of communication with African Nova Scotians.

Strategic Actions:

- Maintain and expand a database of community groups;
- Continue to distribute information to community about government programs/services; and
- Maintain the ANSA Website (www.gov.ns.ca/ansa) and increase the number of community contacts and events listed.

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	Target: 2007/2008	Ultimate Target	Strategic Actions
<p>Increase:</p> <p>(1) the understanding of government by the African Nova Scotian Community;</p> <p>(2) the number of partnerships between government and the African Nova Scotian community; and</p> <p>(3) the opportunities for input by the African Nova Scotian community.</p>	African Nova Scotians involved with ABCs & Taskforces	5	5% increase	By 2010, 10% increase in the number of African Nova Scotians involved with ABCs & Taskforces.	Coordinate orientation sessions for ABCs and Taskforces
	community presentations	20	5% increase	By 2010, a regular schedule of information sessions to African Nova Scotian Communities.	Involve African Nova Scotians already serving on ABCs in the strategy to engage the participation of others
	activities and groups (registered and non-registered) supported	55	5% increase	By 2010, 10% increase in African Nova Scotian activities and groups supported.	Deliver organization development sessions
	inquires	375*	15% increase	2008-2009: 30% increase	Expand community database
	Primary Reference Groups (PRGs) created	n/a	2	PRGs established for all sectors related to matters concerning African Nova Scotians.	Develop a partnership registry

* 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.*

Through presentations to and work with government entities, as well as an effective communications strategy, the Office of African Nova Scotian Affairs will enhance the awareness and understanding of African Nova Scotian experiences to government. These activities will enable quality decision-making by government on matters related to African Nova Scotians.

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.

Priority – Implement a communications strategy that continues to link the Office of African Nova Scotian Affairs to the government.

Strategic Actions:

- Continue to produce semi-annual updates (newsletter);
- Continue to monitor and update the ANSA website;
- Continue to develop and issue intergovernmental messages and special notices regarding African Nova Scotian; and
- Continue to issue newspaper releases and features promoting the activities of ANSA.

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	Target: 2007/2008	Ultimate Target	Strategic Actions
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% increase	By 2010, 10% increase in the number of communication plans implemented.	Produce regular ANSA newsletters; monitor and update the ANSA website; and issue notices, media releases and features promoting the activities of ANSA.
	Primary Reference Groups (PRGs) created	n/a	2	PRGs established for all sectors related to matters concerning African Nova Scotians.	Develop reciprocal agreements with government entities to exchange information. Collect information and conduct community environmental scans.

Human Resource Strategy

The first permanent office of the Office of African Nova Scotian Affairs (ANSA) was established in the fall of 2005. The first satellite office will open in Cape Breton, during the fiscal year 2007-2008. Over the next few years, ANSA will open other satellite offices in regions across the province - South West, Central and Northern.

Although ANSA has a small staff complement, it is committed to the government of Nova Scotia's Corporate Human Resource Strategy. The goal of this strategy is to ensure that Nova Scotia maintains the ability to deliver high-quality services at a time when the job market is very competitive and employees look for work environments that promote their health, safety and well-being.

ANSA's human resource priorities for 2007-2008 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 to deliver employee orientation and team building sessions to demonstrate how individual work contributes to the vision, mission and strategic goals of ANSA and the government of Nova Scotia

Goal #2: To be a preferred employer

- Continue to promote and support employment opportunities for African Nova Scotians within the public service.
- Continue to support the Public Service Commission's Career Starts Program.
- Continue to encourage employee participation in GoverNEXT activities which develop professional network, mentorship and learning opportunities.

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.
- Encourage 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.
- Respond to the 2006 Corporate Employee Survey and Diversity Report.

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

African Nova Scotian Affairs		2007-2008		
	Estimated Budget Expenditures			
	2006-2007 Estimate*	2006-2007 Forecast	2007-2008 Estimate	
	Per 2006-2007 Estimates	Per 2006-2007 Estimates	Per 2007-2008 Estimates	
	\$ Thousands	\$ Thousands	\$ Thousands	
Total Program Expenses - Gross Current	793.0	840.0	868.0	
Net Program Expenses - Net of Recoveries	793.0	793.0	868.0	
Tangible Capital Assets (TCA)	0.0	0.0	0.0	
Salaries and Benefits - Gross	407.0	382.0	511.0	
Funded Staff (FTEs) Gross	6.8	5.7	8.0	
Funded Staff (FTEs) Net	6.8	5.7	8.0	