

# **Office of African Nova Scotian Affairs**

## **Business Plan**

**2008-2009**

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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 2008-2009 fiscal year. Before outlining our future objectives, a brief look back at the previous year's accomplishments is important.

We are pleased to report the Office of African Nova Scotian Affairs (ANSA) achieved a number of its projected goals this past year, the key priority being the establishment of the Cape Breton satellite office. An open house held in Sydney in April 2007 marked the official launch of this first regional office with three new staff members joining the ANSA team.

We successfully launched two of our proposed primary reference groups, now known as African Nova Scotian Community Action Partnerships (ANSCAPs). In the spring and summer of 2007, submissions were collected for both the youth leadership and community engagement ANSCAPs and selected members had their first meeting in November. Our ANSCAPs will act as a resource to ANSA and thereby assisting us with goal to work collaboratively with government structures and the African Nova Scotian community to foster development and capacity building.

ANSA has continued to build partnerships with the African Nova Scotian community and government partners. For example staff sit on more than two dozen interdepartmental government committees or working groups and collaborate with many community groups/organizations to address the needs and concerns of African Nova Scotians.

During the 2007-2008 business year, ANSA completed more than 20 community information sessions. In some instances, staff partnered with government and institutional partners to deliver the presentations. We continue to produce a regular newsletter to keep government and community informed about the office, its programs, achievements and future goals. As well, our website continues to be a key source of information for and about the African Nova Scotian community.

2007 marked the formation of the African Heritage Month Information Network. The Network includes community organizations from various regions who provide information and ideas for African Heritage Month events and activities, province-wide. Based on this information, ANSA was able to produce an African Heritage Month poster/calendar of events and brochure that featured the events. Additional information about the month was also available on our website and a dedicated events telephone line. African Heritage Month (February) 2008 was launched in the Red Chamber of Province House.

The Office's long term strategic goals continue to include the delivery information sessions to government and community organizations; to develop communications strategies for African Nova Scotian communities about government; and to coordinate and facilitate forums with African Nova Scotian stakeholders.

In support of the government's vision for *The New Nova Scotia: A Path to 2020*, ANSA will continue to promote an integrated approach within government on matters related to African Nova Scotians and enhance the awareness and understanding of African Nova Scotian experiences to government. ANSA will work within the province's social and economic frameworks to undertake a number of key initiatives, including the creation of two additional ANSCAPs in the areas health and culture/heritage.

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.

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.

We look forward to another successful year!



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Honourable Barry Barnett  
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 establishment of the Office of African Nova Scotian Affairs (ANSA) in 2003 (officially by Order in Council - 2005-26, dated January 27, 2005) indicates government's commitment to the well being of African Nova Scotians. Utilizing the government vision, *The New Nova Scotia: A Path to 2020*, where "every Nova Scotian has the opportunity to live well and contribute in a meaningful way", 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.

*Social and economic prosperity are linked and depend on each other. Efforts within our frameworks for social and economic prosperity must also weave and work together. Weaving the threads through effective co-ordination and collaboration will result in a lasting social fabric that supports sustainable prosperity and self-reliance* (Weaving the Threads: A Lasting Social Fabric, p.7).

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 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.

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.

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 2007-2008 the first satellite office opened in Cape Breton.

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.

It is against this backdrop the Office of African Nova Scotian Affairs has planned its 08-09 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.

## 2008 -2009 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 objective to create *The New Nova Scotia: A Path to 2020*. The following are ANSA's three strategic goals, with corresponding priorities and performance measures, which integrate and move forward the Government's clear directions to create winning conditions, seize new economic opportunities and build for individuals, families and communities.

***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 Path: Creating winning conditions

Link to Corporate/Departmental Strategies: Our Kids Are Worth It - Strategy for Children and Youth  
Skills Development Strategy  
Weaving the Threads - Social Prosperity Framework

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** – Increase 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
- 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
- Continue to improve the evaluation of data captured, re-design/develop a satisfaction survey which reflects the priorities of *The New Nova Scotia*
- Continue to provide advice and information
- Coordinate input to government from the African Nova Scotian community
- Continue to make presentations to government departments
- Continue to deliver community information sessions with partners

**Performance Measures**

<b>Strategic Goal #1:</b> 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.						
<b>Outcome</b>	<b>Measures</b>	<b>Base Year 2005/06</b>	<b>Target: 2007/08</b>	<b>Target: 2008/2009</b>	<b>Ultimate Target</b>	<b>Strategic Activities</b>
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 (431)	30% increase (560)	2008-2009: 30% increase	Community-based programs
	presentations to government	14	5% increase (15)	5% increase (17)	2008-2009: Presentation to every government department	ABCs at all levels of government  Community Information Sessions with Partners
	attendance at scheduled government meetings	60% attendance rate	10% increase	15% increase	By 2010, 90% attendance rate	Government Presentations
	participation on interdepartmental committees, subcommittees, or task teams	15	10% increase (17)	5% increase (18)	By 2010, 50% participation rate on all relevant interdepartmental committees.	Explore Post-secondary attraction & retention models  Interdepartmental mtgs
	African Nova Scotian groups collaborating with ANSA and government entities	15	10% increase (17)	5% increase (18)	By 2010, 50% increase in African Nova Scotian groups collaborating with ANSA and government entities.	Collaborations with gov't depts

\* 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 Path: Building for individuals, families and 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

**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
- Build strategic relationship with the Public Service Commission (PSC)

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

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

*Strategic Actions:*

- Continue to work with the Youth Leadership and Community Engagement ANSCAPs
- Create a Health ANSCAP
- Create a Culture & Heritage ANSCAP
- 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**

<b>Strategic Goal 2: To work collaboratively with the African Nova Scotian Community to foster development and capacity building.</b>						
<b>Outcome</b>	<b>Measures</b>	<b>Base Year: 2005/06</b>	<b>Target: 2007/08</b>	<b>Target: 2008/2009</b>	<b>Ultimate Target</b>	<b>Strategic Activities</b>
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	5% increase (5)	5% increase (6)	By 2010, 10% increase in the number of African Nova Scotians involved with ABCs & Taskforces.	Community-based programs
	community presentations	20	5% increase (21)	5% increase (22)	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	5% increase (58)	5% increase (61)	By 2010, 10% increase in African Nova Scotian activities and groups supported.	ABC/Task Force training & information workshops
	inquires	375*	15% increase (431)	30% increase (560)	2008-2009: 30% increase	Community Hall Rehab Roundtable
	African Nova Scotian Action Partnerships (ANSCAPs) created	n/a	2	4	ANSCAPs established for all sectors related to matters concerning African Nova Scotians.	Community Organization Registry
						Health and Culture & Heritage ANSCAPs

\* 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.

Link to Corporate Path: Seizing New Economic Opportunities

Link to Corporate/Departmental Strategies: Safer Streets (Crime Reduction) Strategy  
Our Kids Are Worth It - Strategy for Children and Youth  
Skills Development Strategy  
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 semi-annual updates (newsletter)
- Continue to monitor and update the ANSA website
- Maintain the ANSA Website ([www.gov.ns.ca/ansa](http://www.gov.ns.ca/ansa)) and increase the number of community contacts and events listed
- Continue to develop and issue intergovernmental messages and special notices regarding African Nova Scotian
- Continue to issue newspaper releases and features promoting the activities of ANSA
- Maintain and expand a database of community groups
- 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**

<b>Strategic Goal 3: To enhance awareness and understanding of African Nova Scotian experiences to government.</b>						
<b>Outcome</b>	<b>Measure</b>	<b>Base Year: 2005/06</b>	<b>Target: 2007/08</b>	<b>Target: 2008/2009</b>	<b>Ultimate Target</b>	<b>Strategic Activities</b>
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	4	5	By 2010, 10% increase in the number of communication plans implemented.	Support community activities during African Heritage Month  ANSA Newsletters  ANSA Website  AHM 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.	ANS Culture/Tourism Roundtable with BBI and other key stakeholders  Culture & Heritage and Health ANSCAPs

## **Human Resource Strategy**

ANSA has a small staff complement but 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 2008-2009 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.
- ▶ 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 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.
- ▶ Encourage and support staff that choose to participate in the diversity interview panel pool and mediation program.

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

<b>Office of African Nova Scotian Affairs</b>			
	<b>2007-2008 Estimate</b>	<b>2007-2008 Forecast</b>	<b>2008-2009 Estimate</b>
<b>Program &amp; Service Areas</b>	<b>(\$thousands)</b>	<b>(\$thousands)</b>	<b>(\$thousands)</b>
<b>Total Program Expenses</b>	884	884	1,059
<b>Provincial Funded Staff (FTEs)</b>	8.0	8.0	10.0