

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed by 
Jacques Dubé, Chief Administrative Officer

DATE: August 1, 2020

SUBJECT: Road to Economic Prosperity - African Nova Scotian Economic Action Plan

ORIGIN

Staff-initiated report based on recent developments around *Halifax Economic Growth Plan 2016-21*.

April 5, 2016 – Regional Council approved the document, Halifax Economic Growth Plan 2016-21 (Economic Growth Plan), as the new five-year economic strategy for Halifax:

1. Action #12 of years 3 to 5 of the *Economic Growth Plan* calls for the development and implementation of an African Nova Scotian (ANS) Action Plan to advance ANS economic development and community priorities.

November 19, 2019 – MOVED by Councillor Russell, seconded by Councillor Outhit that the Community Planning and Economic Development Standing Committee receive a staff presentation on the African Nova Scotian Economic Action Plan per [information report](#) dated May 13, 2019.

LEGISLATIVE AUTHORITY

The *Halifax Regional Municipality Charter*, S.N.S. 2008, c. 39, section 7A, clauses 70(1)(b)(c) and 79A (1)(a), and subsection 71(1).

- 7A The purposes of the Municipality are to
- (a) provide good government;
 - (b) provide services, facilities and other things that, in the opinion of the Council, are necessary or desirable for all or part of the Municipality; and
 - (c) develop and maintain safe and viable communities.

- 70 (1) The Municipality may
- (b) pay grants to a body corporate for the purpose of promoting or beautifying a business district and for airport, wharf or waterfront development;
 - (c) identify and promote a business district as a place for retail and commercial activity;
- 71 (1) The Municipality may
- (a) solicit and encourage the establishment and development of new, and the establishment, development and expansion of existing institutions, industries and businesses in and around the Municipality;
 - (b) publicize the advantages of the Municipality or any part of the Municipality and the surrounding areas as a location for the establishment and expansion of institutions, industries and businesses;
 - (c) pay grants to a body corporate for the purpose of promoting the Municipality or any part of the Municipality and the surrounding areas as a location for institutions, industries and businesses;
 - (d) prepare and disseminate information about the Municipality or any part of the Municipality and the surrounding areas for the assistance of institutions, industries and businesses intending to locate or expand in the Municipality or the surrounding area.
- 79A (1) Subject to subsections (2) to (4), the Municipality may only spend money for municipal purposes if
- (a) the expenditure is included in the Municipality's operating budget or capital budget or is otherwise authorized by the Municipality;

RECOMMENDATION

It is recommended that Halifax Regional Council:

1. Endorse the African Nova Scotian Road to Economic Prosperity Action Plan in alignment with Action #12 of years 3 to 5 of the Halifax Economic Growth Plan.
2. Direct the CAO include \$175,000 for each of years 1 and 2 of the African Nova Scotian Road to Prosperity Economic Action Plan in the 2021/22 and 2022/23 Budget process (attachment 2)
3. Direct Halifax Partnership and ANSAIO to return to Council on a triannual basis to report on the progress of plan's implementation.

EXECUTIVE SUMMARY

The *Road to Economic Prosperity Action Plan* is a collaborative plan developed and owned by the African Nova Scotian community to advance economic development and community priorities. A number of consultations have been held with African Nova Scotian (ANS) communities in Halifax Regional Municipality (HRM) to identify key issues and solutions to address historic and present-day economic challenges and opportunities.

The *Road to Economic Prosperity Action Plan* identifies strategic priorities, objectives, and actions to drive growth and prosperity in ANS communities in alignment with actions identified within the *Halifax Growth Plan 2016-2021*.

The three strategic priorities are:

1. Build Unity and Capacity Among African Nova Scotians.
2. Establish Land Ownership¹, Develop Infrastructure and Attract Investment.
3. Increase Participation in Education, Employment and Entrepreneurship.

As part of the effort to better engage African Nova Scotian communities, the Halifax Regional Municipality's African Nova Scotian Affairs Integration Office (ANSAIO) and the Halifax Partnership have been instrumental in ensuring that, as a municipality, we are doing a better job in engaging with and delivering services to ANS communities in HRM.

BACKGROUND

In May 2018, Regional Council approved an action plan for years 3 to 5 (2018-21) of Halifax's economic strategy known as *Halifax's Economic Growth Plan 2016-21*. Action #12 of the action plan states, "Develop and implement an African Nova Scotian (ANS) Action Plan to advance economic development and community priorities."

Although Halifax and Nova Scotia continue to demonstrate exceptional economic growth, there have been little or no changes for African Nova Scotians across the province.² While there have been both government and private sector support for initiatives geared towards community economic development within the African Nova Scotian community, there has never been a concerted effort involving all stakeholders and communities, backed with key actions, to specifically address economic issues. Moreover, this plan is even more imperative in light of studies on the impact of COVID-19 which has shown that the Black community has been disproportionately impacted as a result of socio-economic disparity.³ This action plan, therefore, is the product of a collaborative effort led by the African Nova Scotian community and supported by HRM, the Halifax Partnership and other stakeholders to address the economic disadvantages of African Nova Scotians. Notwithstanding this recent effort, the need for a culturally focused economic action plan to address the disparity in economic well-being of African Nova Scotians compared to the rest of the population, has been advocated for through various groups, including governments, and community led initiatives. Thus the development of an African Nova Scotian Economic Action Plan is built upon many of these initiatives.

¹ The Land Title initiative is led by the Province of Nova Scotia

² Chronicle Herald – Inclusive Economic Growth for Halifax - <https://www.thechronicleherald.ca/more/business-voice/inclusive-economic-growth-for-halifax-408522/> (Retrieved May 10, 2020)

³ <https://innovativeresearch.ca/the-impact-of-covid-19-on-black-canadians/>

Community Led Efforts

Over the years, several community groups have been working on building capacity towards economic empowerment. They have also advocated for community-led, government-supported community economic development initiatives:

Ujamaa Network: Organized in 2011, the Ujamaa network was a collaborative and sustainable development initiative supported by some of Nova Scotia's most influential leaders from the African Nova Scotia Community to empower the ANS community to reach its full potential. Ujamaa took an integrated, unified approach to community development with a focus on the sustainability of the ANS community. The Ujamaa network's economic development approach was based on the Afrocentric principles of building family, community, and society⁴⁵. Its objective was "cooperative economics which emphasizes a collective economic strength and encourages meeting common needs through mutual support". Ujamaa recognized that African Nova Scotians have been successful in implementing projects addressing community economic wellbeing but continue to face long-term challenges with long term sustainability. It identified 3 areas with gaps in achieving long-term sustainability of African Nova Scotia communities:

- Sparse government-supported initiatives focused on African Nova Scotians and African Nova Scotian communities;
- Lack of African Nova Scotian representation on government-affiliated volunteer agencies, boards, and commissions;
- Disparity in access to economic and social opportunities as statistics show that African Nova Scotians: earn less; participate less in the labour force, experience higher levels of unemployment, illiteracy, and incarceration; disproportionately impacted by inadequate housing and are prone to various health related issues due to myriad social determinants of health.⁶

Ujamaa presented [*Sustainability of the African Nova Scotian Community Strategy*](#) to the North West Community Council on May 5, 2011. The presentation consisted of 38 actions focusing on culture, housing, health, youth, justice, employment, economics and education. Ujamaa's called on government, businesses, agencies and organizations to help implement its plan.

Other Grassroot Efforts: African Nova Scotian communities and organizations have been steadfast in addressing employment and economic issues for many decades. Many communities have organized grassroot initiatives and have worked with other organizations, private businesses and various levels of government to address these issues. By self organizing, many communities have achieved periods of success while continuing to face challenges due to historic socio-economic marginalization. These community efforts have been demonstrated in initiatives such as:

- **The African United Baptist Association (AUBA):** Established in 1854, under the visionary leadership of Rev. Richard Preston, the AUBA is considered one of the oldest Black organizations in Canada. The organization connects all 19 African United Baptist churches across Nova Scotia. The AUBA is example of a religious organization with an enduring legacy within the Black Nova Scotian community. It advocates strong leadership and advances a cohesive Black community by promoting "pragmatic solutions to social and economic challenges", encouraging

⁴ Nguzo Saba refers to the Afrocentric principles that were developed to help reinforce African values in the building of family, community and society at large - <https://www.halifax.ca/about-halifax/diversity-inclusion/african-nova-scotian-affairs/ansaio/guiding-principles>

⁵ Afrocentricity refers to the centering of people of African descent in their culture, history and experience in all analysis – socially, culturally, economically and otherwise – pertaining to them.

⁶ Etowa, J., Wiens, J., Bernard, W., & Clow, B. (2007). Determinants of Black women's health in rural and remote communities. *Canadian Journal of Nursing Research*, 39(3), 57-76.

<https://cjr.archive.mcgill.ca/article/download/2069/2063> (Retrieved July 2020).

self-reliance and communal responsibility; and in recent times, the AUBA and its affiliated churches have been vocal on the issues of “racism and exclusion in all spheres of Nova Scotian Society”.⁷

- **The Nova Scotia Association for the Advancement of Coloured People:** Formed in 1945 through the support of the African United Baptist Association, the organization’s primary goal was to improve the standard of living for Black Nova Scotians. It was also one of the earliest Black organizations to work towards building better race relations and fostering collaboration with governmental agencies.
- **Black United Front (BUF):** Formed in Halifax in November 1968 after members of the Black community gathered to discuss the creation of an organization to act as an advocate and resource agency for the Black community in Nova Scotia. BUF advocated for economic and political power for Black people, promoted Black history and culture, assisted in the development of a positive image for Black people, developed leadership and community organization skills and provided resources through which the black community could become economically self-reliant. During its existence, the group created several government and privately funded programs for the Black community.
- **Beechville Community Development Association:** The group leads community capacity building initiatives and fosters collaboration with all levels of government. It is currently championing a community led action plan to address issues of planning/development, heritage recognition and infrastructure renewal for African Nova Scotians in the area.
- **Lake Loon/Cherry Brook Development Association:** Supports various community capacity building initiatives including the acquisition of the former community centre through HRM’s community interest surplus property disposal process, and the subsequent efforts to renovate the property as the new Lake Loon Cherry Brook Community Centre.
- **Upper Hammonds Plains Community Development Association** – The association has been fostering social and economic development interests of the community for over five decades. Incorporated as a non-profit society in 1970, the association fosters social and economic development for the community.
- **East and North Preston Rates Payers Association:** The association supports community members by advocating for, and providing support in, engaging with all levels of government while addressing barriers to economic opportunities.
- **East Preston Empowerment Academy:** A partnership of the East Preston Baptist Church, NS Labour and Advanced Education, Black Educators Association and the Nova Scotia Apprenticeship Agency, the program works with participants to upgrade their skills and qualifications, and future employment and entrepreneurial endeavours.
- **Lucasville Community Association:** Lead initiatives around community capacity building, social-economic development and champions the preservation of the cultural heritage of this historic Black community.
- **Watershed Association Development Enterprises (W.A.D.E):** A community development corporation that supported ANS community economic development through collaboration with government and private stakeholders to fund activities aimed at meeting the social and economic needs of the communities.

⁷ Aladejebi, A, (2015). Journey to Fostering Cultural Identity: Are there any roads leading to the Black church? A case study of three churches in Nova Scotia (unpublished master’s thesis).

- **Preston Development Committee (PDC):** Established in 1990 to develop an economic strategy for the Preston area and to foster and promote economic development in the area.
- **Arts, Culture, Economic and Community (ACEC):** A group of Black professionals, entrepreneurs, artists, politicians and community advocates with a mission to build empowerment in the areas of Arts, Community, Culture, and Economics for African Nova Scotians.
- **902Manup:** An organization dedicated to the advancement of all African Nova Scotian communities with a focus on the empowerment of young Black males with the goal of preventing social exclusion.
- **One North End:** The group continues to engage the North End residents and businesses to ensure that the diversity of the North End, including the strong ANS roots are reflected in the rapid development in the North End.
- **North End Community Action Committee:** A youth led initiative with the goal of empowering Black youth to improve the communities in which they live. The group started in 2016 as a way to encourage youth to participate in the Centre Plan consultations.

Government Supported Initiatives

- **African Canadian Employment Clinic** – Established in 1993 through the efforts of the Black Workgroup Network and the support of Human Resources Canada, the centre provided holistic support to all persons of African descent in the area of employment and workforce attachment.
- **Preston Area Housing Fund:** Operating under the Preston Area Housing Act, the program assists residents across the Preston Township⁸ communities and areas for the purpose of providing better residential housing. The program also promotes housing development in the area including the rehabilitation and improvement of existing housing and the construction of new housing.
- **Black Business Initiative:** Established In 1996 through a partnership between the Government of Canada and the Province of Nova Scotia, the BBI has been a stronghold in addressing the unique needs confronting the Black business community in Nova Scotia. For decades, the program has been acting as a catalyst for job creation, equitable participation and advancing economic prosperity for African Nova Scotians and by extension, Nova Scotians at large. This initiative continues to strive towards the realization of economic independence for individuals, improve standards of living, providing career options for youth and instilling pride in community through economic self reliance.⁹ Over its years of operation, the BBI has supported small businesses by providing financial assistance and training. It has also initiated programs such as Business is Jammin (a youth entrepreneurship program), Constructing the Future, Black Business Community Investment Fund, and the annual Black Business Summit. In 2004, the BBI and the Halifax Partnership signed a Memorandum of Understanding¹⁰ which fosters community economic growth, encourages business development, and promotes entrepreneurship to enhance the profitability and job growth potential of both established and emerging new businesses. This will be achieved by exchanging and sharing of information and expertise on business development opportunities.

⁸ Often refers to the communities of Lake Loon /Cherry Brook, East Preston and North Preston.

⁹ www.bbi.ca/about-us/

¹⁰ <http://www.bbi.ca/wp-content/uploads/2013/11/mou-greater-halifax-partnership.pdf>

- **ONE Nova Scotia**¹¹: The Nova Scotia Commission on Building Our New Economy¹² called for government, businesses, and organizations to take an inclusive approach when responding to the needs and aspirations of members of the “visible minority communities – Mi’kmaq and African Nova Scotians – and people with disabilities”. These communities, according to the report “are key contributors to local economic development, entrepreneurship and workforce renewal... [and] need to experience welcoming communities and welcoming workplaces”. The commission identified 19 goals with goal #8 focusing on the elimination of disparities in employment opportunities for First Nations and African Nova Scotians. Updates from ONE Nova Scotia shows that employment participation rates for African Nova Scotians continue to lag that of the general population and the gap has increased since 2011 to 5.2% as of the 2016 census.
- **African Nova Scotian Youth Employment Lab**: Despite recent employment growth and increased youth migration to Nova Scotia, employment rates for African Nova Scotian youth remain lower compared to the provincial rate for youth. In view of this reality, in 2019, the Department of Labour and Advanced Education, in collaboration with the Department of Community Services established the African Nova Scotian Youth Employment Lab to identify ways to bring African Nova Scotian youth employment rates in line with the rates of all Nova Scotian youth. The project investigated the role of discriminatory systems in perpetuating disproportionately higher rates of unemployment among African Nova Scotian youth between the ages of 18 to 35 and created a framework for a shared future of equitable access to employment opportunities and economic well being for African Nova Scotian youth.
- **Pathway to Ship Building**: The announcement of the multi-billion-dollar shipbuilding contract¹³ awarded to Irving Shipbuilding Inc. led to the call for the diversification of its workforce. The collaboration between industry, government, academia and community resulted in an education and pre-apprenticeship program in welding for African Nova Scotian students. The program is delivered through the Irving Shipbuilding Centre of Excellence in partnership with the NSCC and the East Preston Empowerment Academy (EPEA). The Afrocentric program offers successful students the opportunity to build a lasting career in shipbuilding with the goal to help increase the number of African Nova Scotian welding apprentices at Irving Shipbuilding. Graduates who meet employment eligibility criteria will be employed by Irving Shipbuilding at the end of the diploma program as positions become available in 2020 and beyond.

Whether through grassroots community efforts or collaboration with government, businesses and other partnering bodies, African Nova Scotians continue to contribute to the socio-economic development of Nova Scotia as they seek opportunities to create a prosperous community people and communities.

ANSAIO and the Partnership’s Work

The African Nova Scotian Affairs Integration Office (ANSAIO) and the Halifax Partnership (the Partnership) have enabled the municipality to strengthen its engagement with the African Nova Scotia community. Since its creation in 2012, ANSAIO has focused on working with HRM business units and the African Nova Scotian communities to improve municipal service delivery and increase employment equity within HRM. Through its work both internally and externally, ANSAIO provides the lens for better, quality and culturally appropriate

¹¹ One Nova Scotia (*One Nova Scotia, Shaping Our New Economy Together*) is the tagline for the Ivany Report. The One Nova Scotia website provides updates on the progress of the goals of the Ivany Report

¹² In 2014, the “Nova Scotia Commission on Building our New Economy” led by Ray Ivany worked on a report *Now or Never: An Urgent Call to Action for Nova Scotia*. The commission held public consultations across Nova Scotia soliciting ideas on how to create a brighter, more sustainable economic future for Nova Scotia.

¹³ The Irving Shipyard was awarded a \$25-billion contract to build new combat ship for the Royal Canadian Navy over the next 20 years. <https://www.ctvnews.ca/halifax-wins-25-billion-shipbuilding-contract-1.713515> (Retrieved, July 19, 2020)

service delivery to the ANS community. In recent times, ANSAIO's collaboration with business units and the community has focused on:

- Resolving land title issues in East Preston, North Preston, Cherry Brook in partnership with the Province;
- Establishing a community-endorsed Beechville ANS Liaison Group to strengthen relations between the Beechville community and Planning and Development;
- Supporting the process for community acquisition of surplus properties in Lake Loon/Cherry Brook and Upper Hammonds Plains under the Community Interest Stream of the A050 Disposal of Surplus Real Property;
- Supporting the efforts of the community and working with Civic Addressing to rename the Lakeside Industrial Park to Beechville Industrial Park;
- Engaging the East Preston Rate Payers' Association to explore the feasibility of extending municipal water service into the East Preston community;
- Supporting Transportation and Public Works' (TPW) efforts to explore Active Transportation opportunities in Africville;
- Working with Planning and Development to support the development application for the former Nova Scotia Home for Coloured Children by Akoma Holdings;
- Working with Parks and Recreation on an Africville Interpretive project;
- Hiring African Nova Scotians for M2 level supervisory position within TPW and Parks and Recreation;
- Working with the CAO-endorsed Anti-Black Racism working group to provide recommendations on strategies for addressing anti-Black racism within the organization; and
- Working with Human Resources to design an African Nova Scotian stream of HRM's Foundation of Aspiring Leaders program that teaches HRM employees the essentials of effective leadership.
- **Other issues of interest:** Through ongoing HRM/ANSAIO public engagement, members of the ANS community have also focused on the following:
 - Tangible ANS economic benefits related to the redevelopment of the Cogswell Lands in recognition of the history of dispossession of the local ANS community during the construction of the Cogswell interchange¹⁴;
 - Community economic benefit consideration for Africville as the Windsor Street Exchange gets reconfigured;
 - Concrete ways to address the displacement of ANS residents and businesses in gentrifying neighbourhoods;
 - Concerns about community boundaries and heritage protection; and,
 - Better means for HRM to understand and address the strained historic ANS and municipal relationship – in particular, where there have been socio-economic implications.

For its part, the Partnership has focused on ANS business development and workforce attachment which have been achieved, in part, through its Memorandum of Understanding with the Black Business Initiative (BBI) and other stakeholders in the business community. The partnership, through its African Nova Scotian portfolio has focused on:

- Providing support for strategic community and business planning
- Engaging communities around capacity building and action planning
- Supporting an ANS stream of the Connector Program

¹⁴ <http://halifaxmag.com/cover/paved-with-good-intentions/>

- Supporting workforce attachment programs for African Nova Scotians
- Supporting the Akoma development plan

ANSAIO and the Partnership continue to leverage broader initiatives to advance their work, including the United Nations' International Decade for People of African Descent, the UN Working Group Report on the Condition of People of African Descent in Canada, and the facilitation of community development plans in East Preston, North Preston, Beechville, Upper Hammonds Plains and Cherry Brook.

HRM and the Partnership are aligned on their ANS-specific work, and this has been facilitated by the joint development of the *Halifax Economic Growth Plan 2016-21*. The economic strategy actions endorsed by Regional Council, and being reported on into 2021, contain the following actions that relate directly to the African Nova Scotian community:

Action	Description	Lead
#10	In partnership with the Province, develop an approach to resolving ownership, taxation and planning issues on residential and community-owned properties without clear title	HRM / Halifax Partnership
#12	Develop and implement an ANS Action Plan to advance ANS economic development and community priorities	HRM / Halifax Partnership
#31	Leverage Halifax's immigrant communities to attract talent and investment to Halifax	Halifax Partnership
#33	Establish ANS and Mi'kmaq/Indigenous Peoples streams under the Halifax Connector Program	Halifax Partnership
#34	Identify and share existing programs, services and outcomes related to the workforce attachment of Mi'kmaq/Indigenous Peoples, African Nova Scotians and other groups at risk of exclusion	Halifax Partnership
#37	Review/improve HRM HR policies from a diversity and inclusion perspective	HRM
#38	Connect newcomers, African Nova Scotian, Mi'kmaq/Indigenous Peoples, youth and persons with disabilities to employment opportunities at HRM	HRM
#39	Consider and, where possible, incorporate community benefits as part of the development approval process in HRM communities	HRM

Action #12 is guiding the development of the ANS Action Plan and is being led by the Halifax Partnership and ANSAIO.

DISCUSSION

The Road to Economic Prosperity Plan: An African Nova Scotian Economic Action Plan (RTEP) builds upon the Partnership and HRM's existing work and facilitates greater dialogue with the ANS community and organizations, businesses and all levels of government. The plan promotes open dialogue among all parties, provides an opportunity to share the *Halifax Economic Growth Plan*, communicate HRM's work with the ANS community, and addresses issues that fall within HRM's mandate or that HRM can influence. The RTEP plan focuses on building community capacity across African Nova Scotian communities, increasing participation in education, employment and entrepreneurship, while addressing historic issues that continue to affect economic development and prosperity for African Nova Scotians.

Development Process

The HRM and the Partnership have led the development of the RTEP through ongoing engagement of African Nova Scotians and collaboration with stakeholders. The following actions have occurred to date:

A two-day gathering of ANS organizations and communities: In June 2018, ANSAIO and the Partnership organized a “Road to Economic Prosperity: A Gathering of African Nova Scotian Communities and Neighbourhoods” meeting. The two-day event was well attended and featured presentations by representatives from ANS community-based organizations and individuals from historic ANS communities across HRM. Participants also had the opportunity to collaboratively discuss the current state of Halifax’s historic ANS communities, developments at all three levels of government, and community priorities to be addressed in the action plan. Key messages from the event were:

- An external advisory committee should be formed to guide the project;
- An annual gathering of ANS communities and organizations should occur to discuss priorities and communicate progress on the action plan’s implementation;
- Community-level statistics should be gathered and interpreted; and,
- Capacity-building is taking place within ANS communities, as is HRM’s ability to better engage them; this must continue.

The gathering concluded with the emergence of a RTEP framework around the following themes:

1. The need to build unity, capacity, and leadership among and within ANS communities.
2. The issue of establishing land ownership and developing infrastructure within ANS communities.
3. The need to improve education, employment, and entrepreneurship outcomes for African Nova Scotians.
4. The need to identify and address system-wide legislation and municipal bylaws that impact ANS communities.

Post June 2018 Event Consultations: Additional consultations were held in early 2019 with the community of Beechville and North Preston as a follow up to the two-day gathering of June 2018 and to discuss the plan with wider ANS community. Consultations also took place with Akoma Holdings and the Nova Scotia Decade for People of African Descent Coalition in the fall of 2019.

Draft Plan Consultations: Further consultations were held with HRM Business Units, the Halifax Partnership, the Business Improvement Districts, and the ANS community upon the completion of the draft action plan.

- **HRM & Halifax Partnership:** The plan was discussed with HRM business units for feedback in January of 2020 and a special presentation took place with HRM Planning and Development and the board of Halifax Partnership in February 2020.
- **ANS Community:** Further consultations were held with members of the ANS community to present the draft plan and solicit feedback. The draft plan was presented to and reviewed with community members in Beechville and Lucasville (March 2020), East Preston, North Preston and Lake Loon/Cherry Brook (August 2020), Upper Hammonds Plains (September 2020).

Road to Economic Prosperity Advisory Committee: In November 2019, advisory committee consisting of the Partnership, HRM, BBI, the Nova Scotia Office of African Nova Scotian Affairs and community members was initiated. Under a Terms of Reference, the Committee will assist the Halifax Partnership

and the Halifax Regional Municipality in the development and implementation of the plan by providing guidance and community oversight.

Presentation to CPED: In October 2019, an information report on the action plan was presented to and accepted by the Community Planning and Economic Development Standing Committee (CPED).

Planning year funding approval: In the 2020/21 operating budget, Regional council approved \$50,000 to help facilitate the development and roll out of the plan.

Finalized Plan: The plan will be presented to the community at a public event in the October of 2020.

The Plan

The plan consists of 3 strategic priorities, 7 five-year objectives, and 30 actions for years 1 and 2:

Priority #1: Build Unity and Capacity Among African Nova Scotians: This is foundational to the RTEP plan. During the consultation process, many have expressed concerns about the lack of cohesion among African Nova Scotian communities. There is the general perception that there has been an erosion in terms of how ANS communities connect and work together. This priority aims to bridge the divide and create opportunities for African Nova Scotians to build capacity, share resources and collaborate regardless of which community they belong to. The following objectives will inform the implementation of this priority:

- Increase alignment and collaboration among African Nova Scotian communities and partners to create transparency and collective success
- Build community capacity to mobilize and lead the implementation of the Road to Economic Prosperity

Priority #2: Establish land ownership, develop infrastructure and attract investment: There are many African Nova Scotians who have had land passed down for generations without clear land title. The lack of clear title limits what they can legally do with these lands. Without legal title to their land they cannot mortgage their property, bequeath or sell their land, or access housing grants. There have also been ongoing concerns around land use policies and the need for infrastructure development and renewal in many African Nova Scotian communities. This priority will focus on working with the community and all stakeholders to address these concerns leveraging the following objectives:

- Address historic and current issues related to land ownership and environmental racism
- Revitalize ANS communities through investment and development
- Explore International economic and cultural opportunities

Priority #3: Increase participation in education, employment, and entrepreneurship: Employment, Education and Business development were recurring themes at many community consultations held as part of the development of this plan. The unemployment rate for African Nova Scotians remains higher than that of the general population. Similarly, data from the National Household Survey has shown that

African Nova Scotians earn less compared to the rest of Nova Scotia.¹⁵ Many in the Black community also believe that there is a correlation between educational attainment and income. Studies such as the BLAC

Report¹⁶ and Reality Checks¹⁷ have underscored (and proposed remedies for) the disparity in education opportunities for African Nova Scotians. Two objectives have been identified for this priority:

- Increase labour force attachment for African Nova Scotians
- Increase entrepreneurship opportunities in ANS communities

Implementation

Implementation of the plan will be led by Halifax Partnership and HRM (ANSAIO) in collaboration with the African Nova Scotian community and with the guidance of the Road to Prosperity Advisory Committee. The implementation will include the following:

- Presentation of the plan to the community at a public event in October of 2020.
- An annual gathering of ANS communities and organizations will be instituted to review and discuss priorities and progress.
- Ongoing research and analysis on ANS community-level statistics will be conducted and an African Nova Scotian Prosperity and Well-being Index will be developed.
- Focus on continuous community capacity building within ANS communities through the support of the advisory committee, the elders' council (as identified in the plan), resources allocated to the plan and stakeholders,
- Alignment of the Action Plan with HRM business plans.
- Regular reporting to ANS communities and Halifax Regional Council.

Some business units have also begun exploring how the plan might align with their works. One such business unit is Planning and Development where a planning application for Akoma Holdings Inc is currently being reviewed in alignment with the plan.

- **Akoma Planning File:** Consistent with Objective 2.1 and Action 15 – *Support the Akoma-led master plan for the restoration of the historic Nova Scotia Home for Coloured Children* – of the African Nova Scotian Road to Economic Prosperity Action Plan, Akoma Holding's development proposal is being considered through two active planning processes – a site-specific application (Case 21875) and the second five-year review of the Regional Plan (Case 22257).

On October 2, 2018, Regional Council initiated Case 21875: a request by Akoma Holdings Inc. to amend the Cole Harbour / Westphal MPS and LUB to allow the appropriate adaptive re-use of the lands containing and surrounding the former NSHCC. Staff advised it was reasonable to consider development of a portion of the property to address Akoma's immediate development goals without precluding future development of the site or presuming future changes to the Regional Plan impacting surrounding lands. The Initiation Report advised that long-term development goals

¹⁵ 2016 Census on African Nova Scotians – National Household Survey

¹⁶ BLAC Report on Education – Redressing inequality, Empowering Black Learners - <https://www.ednet.ns.ca/docs/blac-report-education-redressing-inequity.pdf> (Retrieved, June 2020)

¹⁷ Reality Checks: A Review of Key Program Areas in the BLAC Report - <https://www.ednet.ns.ca/docs/realitycheckfinalreportforweb.pdf> (Retrieved, June 2020)

would be explored through the next five-year review of the Regional Plan. At the time of writing this report, staff have been working conscientiously with the applicant, government agencies and

community groups to develop an inclusive and equitable public participation program for Case 21875.

On February 25, 2020, Regional Council initiated Case 22257: the second five-year review of the Regional Plan. Consistent with the commitment made in the Initiation Report for Case 21875, the workplan for this review includes consideration of Akoma's longer-term goals to enable development of the interior lands of the NSHCC property. The Review will focus on implementing the direction of the Priority Plans and the effectiveness of existing policies to reaffirm the intent of the RMPS and may identify areas for further study before the next detailed RMPS review in 2026. The Review will consider Akoma's long-term development objectives and provide direction for future plan amendments. At the time of writing this report, Regional Planning staff have been preparing a document for Council, stakeholders and the public that explains the scope of the Review and will help staff to seek feedback.

Conclusion

With the endorsement of the plan, a final draft will be presented to the public and relevant organizations in October of 2020. The team will also embark on further information sessions with relevant organizations across the region. Finalized plan will be launched at a Road to Prosperity Summit in November of 2020. The Road to Economic Prosperity Advisory Committee will continue to work with the Partnership and HRM on the implementation of the plan across the ANS community. Once the plan is endorsed and finalized, identified business units can also begin incorporating into their annual business plans.

FINANCIAL IMPLICATIONS

The Plan's development (2020/21) is being cost-shared between the Halifax Partnership and HRM using existing budgets and will be implemented over a 5-year period. HRM has approved \$50,000 for the development of the plan in the 2020/21 operating budget. The overall implementation for the Years 1 and 2 actions include contributions from the Partnership and other partners totalling \$800,000 (\$400,000 per year for 2021/22 and 2022/23). The total cost for HRM is \$350,000 (\$175,000 for 2021/22 and \$175,000 for 2022/23). (See attachment 2) and is dependent upon future budgets to be approved by Regional Council.

Progress against the two-year actions will be reviewed in 18 months and an updated action plan for years 3 to 5 will be created and presented to the Community and Regional Council for endorsement and additional funding as required. Capacity and resource allocation by relevant business units, with respect to the plan, will also have financial implications within their business plans that will likely require additional funding from Regional Council.

RISK CONSIDERATION

In light of potential impact of COVID-19 on HRM finances, the implementation of the plan could be impeded. However, considering the process adopted in the development of the plan including extensive community engagement, the realization that this is the first time an African Nova Scotian focused economic action plan is being supported and the oversight of a community led Road to Prosperity Advisory Committee, risks associated with not accepting the recommendations, particularly reputational, may exceed any associated with accepting the recommendations.

COMMUNITY ENGAGEMENT

Multiple community consultation sessions have been held as part of the development of the plan:

- June 2018 - The “Road to Economic Prosperity: Gathering of African Nova Scotian Communities and Neighbourhood, set the tone for the development of the plan
- March 2019 – Community consultation sessions at Beechville and North Preston
- December 2019 – Presentation to NS Decade for People of African Descent
- March 2020 – Community consultation sessions in Beechville and Lucasville
- July 2020 – Presentation to Business Improvement District
- August 2020 – Community Consultation session with East Preston, North Preston and Lake Loon/Cherry Brook
- September 2020 – Community Consultation at Upper Hammonds Plains

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications associated with this report

ALTERNATIVES

Council may choose not to accept the recommendations in this report. This is not recommended.

ATTACHMENTS

1. Road to Economic Prosperity Action Plan Draft Report
2. ANS Road to Economic Prosperity – Draft Budget

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Ayo Aladejebi / Senior Advisor, ANSAIO, 902.490.3326

Road to Economic Prosperity for African Nova Scotian Communities

Draft Summary Report and Action Plan

SEPTEMBER 2020

Acknowledgements

Road to Economic Prosperity Advisory Committee

Irvine Carvery (Co-chair) Africville
Dolly Williams (Co-chair) - East Preston
Bobby Taylor - East Preston Ratepayers Association
Patsy Crawford - Beechville
Jareeca Jones - Upper Hammonds Plains
Debra Lucas - Lucasville
Veronica Marsman - Akoma
Sherry Bernard - Lake Loon Cherry Brook
Rosella Fraser - North Preston Rec Centre Advisory Committee
Miranda Cain - North Preston
Chavasse Bain - Office African Nova Scotian Affairs, Province of Nova Scotia
Matthew Martell - Black Business Initiative
Antonio Simmonds - African Nova Scotian Affairs Integration Office (ANSAIO), HRM
Ayo Aladejebi – African Nova Scotian Affairs Integration Office (ANSAIO), HRM
Carolann Wright – Halifax Partnership

Partner Organizations

Black Business Initiative (BBI)
Nova Scotia Office of African Nova Scotian Affairs (ANSA)

Partners:

HALIFAX

**HALIFAX
PARTNERSHIP**
CONNECT. COLLABORATE. PROSPER.



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Executive Summary

The *Road to Economic Prosperity Action Plan (REPAP)* is a collaborative plan developed and owned by the African Nova Scotian community to advance economic development and community priorities. A number of consultations have been held with African Nova Scotian (ANS) communities in Halifax Regional Municipality (HRM) to identify key issues and solutions to address historic and present-day economic challenges and opportunities.

The *Road to Economic Prosperity Action Plan* identifies strategic priorities, objectives, and actions to drive growth and prosperity in ANS communities.

The three strategic priorities are:

1. Build Unity and Capacity Among African Nova Scotians.
2. Establish Land Ownership¹, Develop Infrastructure and Attract Investment.
3. Increase Participation in Education, Employment and Entrepreneurship.

As part of the effort to better engage African Nova Scotian communities, the Halifax Regional Municipality's African Nova Scotian Affairs Integration Office (ANSAIO) and the Halifax Partnership have been instrumental in ensuring that, as a municipality, we are doing a better job in engaging with and delivering services to ANS communities in HRM.

Since its creation in 2012, ANSAIO has focused on working with HRM business units and ANS communities to improve municipal service delivery, foster better engagement, and promote employment equity within HRM. By working internally across the organization and collaborating with the community, ANSAIO continues to support efforts to provide improved, quality, and culturally appropriate service delivery to the community.

As Halifax's economic development organization, the Halifax Partnership (the Partnership) continues to prioritize and focus on improving African Nova Scotian's attachment to the labour force while supporting business development and capacity building in ANS communities.

HRM's and the Partnership's shared commitment to African Nova Scotian economic development and prosperity is evident in the *Halifax Economic Growth Plan 2016-21* (the Growth Plan), the municipality's economic strategy. Key actions within the Growth Plan for African Nova Scotian communities include:

- Action 10. In partnership with the Province, develop an approach to resolving ownership, taxation and planning issues on residential and community-owned properties without clear title.
- Action 12. Develop and implement an African Nova Scotian Action Plan to advance ANS economic development and community priorities.
- Action 33. Establish ANS and Mi'kmaq/Indigenous Peoples streams under the Halifax Connector Program.
- Action 34. Identify and share existing programs, services and outcomes related to the workforce attachment of Mi'kmaq/Indigenous Peoples, African Nova Scotians and other groups at risk of exclusion.

¹ The Land Title initiative is led by the Province of Nova Scotia



- Action 38. Connect newcomers, African Nova Scotians, Mi'kmaq/Indigenous Peoples, youth and persons with disabilities to employment opportunities at HRM.
- Action 43. Ensure HRM's culture investments reflect Halifax's diversity.
- Action 59. Consider and, where possible, incorporate community benefits as part of the development approval process in HRM communities.

Both ANSAIO and the Halifax Partnership are leveraging broader initiatives to advance their work, in particular the United Nations International Decade for People of African Descent (2015-2024). This has informed the work of the Partnership and HRM to formally acknowledge that people of African descent represent a distinct group whose rights must be promoted and protected as we work toward the stated mandate to eliminate economic disparity outcomes by 2024.

The REP Plan also aligns with HRM's Diversity and Inclusion framework and its strategies which support HRM business units to recognize diversity and inclusion in all policies, practices, programs and services, with the goal of addressing and removing systemic barriers for employees and residents. This includes the Culture and Heritage Priority Plan which will identify the municipality's role in supporting diverse and inclusive cultural development and heritage conservation by looking at built heritage and cultural landscapes, cultural facilities, and living heritage; ongoing work on the development of a social equity policy; and HRM's Employment Equity Policy.

In addition to municipal and provincial commitments to boost economic development and prosperity in ANS communities, the federal government has also identified strengthening multiculturalism and addressing the challenges faced by Black Canadians as a priority. Building on previous commitments, Budget 2019 (started in 2019-2020), allocates \$45 million over three years to support a new Anti-Racism Strategy. The strategy will support initiatives to counter racism with a strong focus on community-based projects which could include new public education programs that help to build skills and provide leadership and employment opportunities. At the core of this strategy will be an Anti-Racism Secretariat that will work across government to identify opportunities, coordinate activities and engage with diverse communities. In addition, Budget 2019 proposes to provide \$25 million over five years for projects and capital assistance to celebrate, share knowledge, and build capacity in Black Canadian communities.

The implementation of the *Road to Economic Prosperity Action Plan* will be guided by the Road to Economic Prosperity Advisory Committee (REPAC) which will ensure alignment, collaboration and regular engagement with ANS communities.

Implementation will include:

- A public launch of the Action Plan.
- An annual gathering of ANS communities and organizations to review and discuss priorities and progress.
- Research and analysis on ANS community-level statistics and development of the African Nova Scotian Prosperity and Well-being Index.
- Continuous community capacity building within ANS communities.
- Alignment of the Action Plan with HRM business plans.
- Regular reporting to ANS communities and Halifax Regional Council.

The *Road to Economic Prosperity* is an opportunity for all orders of government, residents, partner organizations, and allies to support African Nova Scotians in our region working towards sustainable community economic development priorities.



Community Consultation and Engagement

Engaging African Nova Scotians throughout Halifax Regional Municipality has been, and will continue to be, critical to understanding key issues, opportunities and priorities that will drive economic development and prosperity in ANS communities.

Halifax Regional Municipality's African Nova Scotian Affairs and Integration Office (ANSAIO) and the Halifax Partnership have hosted a number of consultations to better engage and connect with ANS communities. The first and largest consultation was the **Road to Economic Prosperity: A Gathering of African Nova Scotian Communities and Neighbourhoods** held in North Preston June 7-8, 2018, which brought together community organizations and individuals from ANS communities.

The objectives of the event were:

1. Information sharing on the current state of ANS communities.
2. Sharing of promising practices and ways to support one another.
3. Discussion of activities across all levels of government and how these activities can enhance the growth and economic prosperity of ANS communities.
4. Providing input into the development of the *Road to Economic Prosperity Action Plan*.

This was one of the few times that ANS communities have connected and shared their experiences, challenges, and projects related to economic development and prosperity. Participants from five communities and two organizations presented on development initiatives in their communities. It was inspiring to see communities sharing their work with a desire to encourage and support one another.

The keynote speaker was Nene Kwasi Kafele, founder of the Tabono Institute, a community-based research, public policy, archiving and capacity building institute committed to supporting the priorities of the African community in Canada and internationally. Kafele presented a model for creating unity in African communities, shared best practices from other African communities, and participated in conversations with community members. His experience and insights have helped shape the *Road to Economic Prosperity* framework and have influenced the priorities and actions within the Action Plan.

Additional consultations have been held with Beechville, Preston Township (Lakeloon-Cherry Brook, North and East Preston) and Upper Hammonds Plains.

Key economic development themes from the consultations include:

- The need to build unity, capacity, and leadership among and within ANS communities.
- The issue of establishing land ownership and developing infrastructure within ANS communities.
- The need to improve education, employment, and entrepreneurship outcomes for African Nova Scotians.
- The need to identify and address system-wide legislation and municipal by-laws that impact ANS communities.

A number of social challenges and priorities related to poverty, health and justice issues were also identified and will be shared with relevant partners and stakeholders.

It was clear from the consultations that this is only the beginning of the collective conversation towards African Nova Scotian economic prosperity. There is a need and a desire for more opportunities to have rich conversations, to share and learn from one another, to showcase success, and to identify shared challenges, solutions, and actions.



Setting the Context: The Road to Unity

During the **Road to Economic Prosperity** event, Nene Kwesi Kafele set the context for The Road to Unity for African Nova Scotians. Kafele shared that African villages are usually circular, which speaks to continuity, alignment, and interdependence. This circularity is the first element of unity, and unity is about how we organize ourselves as a community.

In addition to unity there are five critical elements and archetypes within African communities which must all exist and be in balance to thrive. By knowing these elements, it helps channel a community's focus – who to go to, when to go to them, and how to seek their support and input. When these elements are unbalanced, a community can become confused, disorganized, and vulnerable.

The 5 Elements of Thriving African Communities

1. **Fire:** This speaks to discipline, commitment, and the uncompromising energy to make things go forward, promote clarity, and bring about definitive outcomes. For a community to thrive, the fire energy must be focused, efficient and effective. These include the people who continue to challenge the system and the status quo - those who fight racism and are vocal within the community.
2. **Water:** This represents healing, tranquility, sustenance, support, and cleansing. These are the peace makers, the mediators, and those who bring the community together.
3. **Earth:** Mother earth provides what is required physically to stay alive such as nutrition and medicine. These are the people who are always concerned about people's welfare. They feed, they nurture, and they heal.
4. **Minerals/Rocks:** This represents the memories and history African Nova Scotians carry within – the storytelling, instructions, historical information, parables, proverbs and all the things that are vital to the essence and values of the community. This shapes and grounds the community and keeps it focused on how it should work. These people are the storytellers, those who carry the memories of the community, and the archivists who help sustain the history and traditions of the community.
5. **Nature:** This is the creation of balance of everything that exists. It provides the alignment and coordination needed to promote creativity, exploration, curiosity, and knowledge utilization. These are people who are filled with good energy for innovation and exploration.

In thinking about different ways to improve economic prosperity, African communities need a coherent, organized vision, strategy, and plan. This requires five things:

1. Ethical and competent leadership.
2. Strong, progressive, and effective institutions with Africentric representation and values.
3. Economic infrastructure that generates economic activities that benefit the community.
4. A coherent strategy for healing, trauma, and emotional well-being.
5. A cultural knowledge and understanding driven by worldviews and value systems of what it means to be an African.

ANS communities must focus on priorities and activities that bring unity, things that demonstrate value and can be understood and replicated by others. The pursuit should be done with honesty and integrity and be grounded in African identity. Focusing on priorities and taking action worthy of emulation is the best demonstration of community progress. That is how we will build critical mass.



ROAD TO ECONOMIC PROSPERITY FRAMEWORK

Foundation	Unity	Continuity	Alignment	Collaboration	Leadership
Elements for Developing ANS Communities	Fire Represents the discipline, commitment and uncompromising energy needed to make progress and achieve outcomes.	Water Represents the healing, tranquility, sustenance, support, and cleansing that brings the community together.	Earth Represents what is required to physically support the community and its people (nutrition, medicine, etc.).	Minerals/Rocks Represents the memories, traditions and history that are vital to the essence and values of the community.	Nature Represents the balance, alignment and coordination needed to promote creativity, curiosity, exploration, innovation, and knowledge utilization.
	Strategic Priorities		Build Unity and Capacity Among African Nova Scotians.	Establish Land Ownership, Develop Infrastructure and Attract Investment.	Increase Participation in Education, Employment and Entrepreneurship.



ROAD TO ECONOMIC PROSPERITY ACTION PLAN YEARS 1-2

Strategic Priority 1 – Build Unity and Capacity Among African Nova Scotians				
5 Year Objectives	Years 1-2 Actions	Lead/Stakeholders	Stakeholders	Outcomes
 <p>Increase alignment and collaboration among African Nova Scotian communities and partners to create transparency and collective success</p>	<p>1. Establish the Road to Economic Prosperity Advisory Committee (REPAC) and Elders Council to provide leadership and oversight</p>	<p>Halifax Partnership</p>	<p>ANS communities / organizations</p> <p>HRM (ANSAIO)</p>	<p>REPAC and Elders Council established</p> <p>Increase in community leadership and capacity in ANS communities</p> <p>Regular reporting to HRM and ANS communities</p>
	<p>2. Develop an ethical framework guided by shared principles and practices to promote accountability with bi-annual check-in</p>	<p>Road to Economic Prosperity Advisory Committee</p>	<p>ANS communities / organizations</p>	<p>Shared vision and ethical framework, and enhanced process for transparency and collaboration developed</p>
	<p>3. Bring ANS communities together to celebrate and share best practices and lessons learned</p>	<p>Halifax Partnership/HRM</p>	<p>Government entities/departments</p> <p>ANS communities</p> <p>HRM (ANSAIO)</p>	<p>Annual Unity event held</p>

	4. Report annually on the <i>Road to Economic Prosperity</i> , highlighting progress and successes against outcomes	Halifax Partnership/HRM	ANS communities/ organizations Government departments/entities HRM (ANSAIO)	Increased knowledge on the state of African Nova Scotian communities through up-to-date data and analysis
	5. Recognize and promote the historical legacy and value of ANS communities	ANS communities	ANS communities/ organizations	Legacy brochure and interactive online resources developed
	6. Collaborate with public, private, and post-secondary partners to establish an African Nova Scotian Prosperity and Well-being Index modeled after the Halifax Index	Halifax Partnership	Organizations and entities mandated to serve ANS communities ANS communities/ organizations	ANS Prosperity and Well-being Index developed Annual Index event held with ANS communities and REP stakeholders
<p>1.2</p> <p>Build community capacity to mobilize and lead the implementation of the Road to Economic Prosperity</p>	7. Bring changemakers to the table who are ready and able to constructively and positively create change	Halifax Partnership /HRM	Organizations and entities mandated to serve the ANS community ANS communities/ organizations	Increase in resources and strategic partnerships to support activities
	8. Connect ANS communities to training and resources to develop leadership, facilitation, and resiliency skills	Halifax Partnership	ANS communities HRM (ANSAIO)	Leadership, facilitation, and resiliency skills program for ANS communities developed ANS communities connected to capacity-building programs and opportunities led by HRM and the Halifax Partnership

	<p>9. Develop a mentorship program to engage and support the development of ANS youth</p>	<p>BBI</p>	<p>ANS communities / organizations</p>	<p>Increase in youth connected to BBI and other youth mentorship programs</p>
	<p>10. Develop a speaker series hosting thought leaders on economic development in African communities globally</p>	<p>Halifax Partnership</p>	<p>ANS communities/ organizations Government agencies/entities</p>	<p>Speakers series developed Thought leadership events with ANS communities executed Increased awareness in ANS communities of the local and global implications of economic development on Africans in the diaspora</p>
	<p>11. Ensure ANS communities are aware of, and understand the impacts of, system-wide legislation and municipal by-laws affecting their communities, and the mechanisms to provide feedback to government regarding necessary changes.</p>	<p>Halifax Partnership/HRM</p>	<p>ANS communities/ organizations Government agencies/entities</p>	<p>Information sessions on legislation and municipal by-laws held Information shared with ANS communities through relevant and effective communications channels Increased awareness in ANS communities of legislation and by-laws impacting their communities and ways to engage and provide feedback</p>



Strategic Priority 2 – Establish Land Ownership, Develop Infrastructure and Attract Investment				
5 Year Objectives	Years 1-2 Actions	Lead/Stakeholders	Stakeholders	Outcome
<p>2.1</p> <p>Address historic and current issues related to land ownership and environmental racism</p>	<p>12. Identify the best approach to include Community Benefits Agreements (CBA) as part of HRM’s Planning and Development strategies for ANS communities</p>	<p>HRM</p>	<p>HRM Planning and Development</p> <p>ANS communities/ organizations</p> <p>Province of Nova Scotia</p>	<p>Legislation, by-laws, and best practice review complete</p> <p>CBA process for HRM/NS created</p>
	<p>13. Create a framework to identify and address legislation and land use by-laws that impact ANS communities, and establish mechanisms for community input on required changes</p>	<p>ANS communities</p> <p>HRM</p>	<p>ANS communities/ organizations</p> <p>Province of Nova Scotia</p>	<p>Legislation and by-laws review complete</p> <p>Framework developed</p> <p>Mechanisms for community input developed and communicated</p> <p>ANS communities actively engaged in providing input</p>

	14. In partnership with the Province, develop an approach to resolve ownership, taxation, and planning issues on residential and community owned properties without clear title	Halifax Partnership/HRM	ANS communities Province of Nova Scotia	Increased opportunities for land and home ownership Increased opportunities for greater community capacity and infrastructure development
	15. Support the Akoma-led master plan for the restoration of the historic Nova Scotia Home for Coloured Children	Halifax Partnership/HRM	ANS communities Akoma HRM Planning and Development	Increased development opportunities in the areas of affordable housing, entrepreneurship, sports
	16. Review the naming, boundaries, and zoning of historic ANS communities, and zoning affecting ANS communities	Halifax Partnership/HRM	Province of Nova Scotia	Recognition and reestablishment of historic ANS community boundaries Increase in land base/mass for ANS communities
	17. Identify and prioritize the remediation of government-owned contaminated sites in ANS communities	Halifax Partnership/HRM	Province of Nova Scotia	Contaminated sites identified and prioritized for remediation Increase in clean, and green spaces in ANS communities

<p style="text-align: center;">2.2</p> <p style="text-align: center;">Revitalize ANS communities through investment and development</p>	<p>18. Prioritize and undertake infrastructure projects (capital and renewal) and support development projects across ANS communities</p>	<p>Halifax Partnership/HRM</p>	<p>HRM Transportation and Public Works; HRM Planning and Development</p> <p>Halifax Water</p> <p>Province of Nova Scotia</p> <p>ANS communities</p>	<p>Infrastructure development opportunities identified and prioritized</p> <p>Projects under development</p>
	<p>19. Support ANS communities to identify and secure funding for the preservation and interpretation of ANS community heritage sites</p>	<p>ANS communities</p> <p>HRM</p>	<p>Halifax Partnership</p> <p>HRM</p> <p>Province of Nova Scotia</p>	<p>Increase in heritage and historical awareness</p> <p>Support secured for legacy projects</p>
	<p>20. Prioritize and develop vacant lands within ANS communities.</p>	<p>ANS communities</p>	<p>Halifax Partnership</p> <p>HRM</p> <p>Province of Nova Scotia</p>	<p>Increased capacity in ANS communities to develop places and spaces</p> <p>Inventory of vacant lands developed</p>

	21. Redevelop and market spaces within ANS communities for commercial and/or community use	ANS communities	BBI	<p>Increased capacity in ANS communities to develop commercial places and spaces</p> <p>Inventory of spaces for commercial and community use developed</p>
<p>2.3</p> <p>Explore International economic and cultural opportunities</p>	22. Pursue sister city and international trade and development relationships with African countries with ancestral ties to African Nova Scotians	Halifax Partnership/HRM ANS communities		<p>Formal sister city relationship established within the first year</p> <p>Develop cultural and historical links between ANS communities and West African Countries</p>
	23. Attract international investors into the African Nova Scotian communities	Halifax Partnership/HRM ANS Communities		Relationships with potential investors developed



Strategic Priority 3 – Increase Participation in Education, Employment and Entrepreneurship				
5 Years Objectives	Years 1-2 Actions	Lead	Stakeholders	Outcomes
<p>3.1</p> <hr/> <p>Increase labour force attachment for African Nova Scotians</p>	24. Expand the ANS stream under the Halifax Connector Program	HP	ANS communities Nova Scotia African Canadian Services Branch Nova Scotia Department of Labour and Advanced Education	ANS Connector stream established Track and increase the number of ANS Connectees each year
	25. Identify and share existing programs and services supporting the workforce attachment of African Nova Scotians	HP	ANS communities BBI Nova Scotia Department of Labour and Advanced Education	Track and increase ANS employment rates
	26. Connect African Nova Scotians to employment opportunities at HRM	HRM	ANS communities	Benchmark of ANS representation within the HRM workforce established Increase in ANS recruitment within various departments at HRM

	27. Provide opportunities for ANS-owned businesses into corporate supply chains and government contracts	Province of NS HRM	ANS communities BBI	Representation of ANS businesses within corporate and government supply chains increased and improved Participation of ANS businesses in government contracts encouraged
<p style="text-align: center;">3.2</p> <hr style="width: 20%; margin: auto;"/> <p style="text-align: center;">Increase entrepreneurship opportunities in ANS communities</p>	28. Explore cooperative models and examine their validity for ANS communities	Road to Economic Prosperity Advisory Committee	ANS communities BBI	Increase in opportunities for housing and business development
	29. Connect ANS entrepreneurs to business development programs and service	Halifax Partnership/BBI	ANS communities	Track and increase in the number of ANS entrepreneurs referred to business development programs and services
	30. Support the growth of ANS Arts and Culture businesses and industries	Halifax Partnership/BBI	ANS communities	Increase in the number and growth of ANS Arts and Culture businesses

Implementation and Engagement

This is an action plan for the first two years of a five-year strategy which outlines what will be done, who will be involved, and how we will measure success. Complex initiatives will have their own implementation plans developed. Some actions will carry over into years 3-5 and will require additional financial and human resources from public and private sector partners.

ROLES

Governance:

- The **Road to Economic Prosperity Advisory Committee (REPAC)**, supported by the **Elders Council**, will provide leadership, oversight, and strategic guidance.

Implementation Roles:

- **Halifax Partnership** and **Halifax Regional Municipality** are the coordinating bodies responsible for leading the implementation of many of the actions defined in the plan. Halifax Partnership will also be responsible for tracking and monitoring progress against goals and objectives, including the development of the African Nova Scotian Prosperity and Well-being Index.
- The **Road to Economic Prosperity Advisory Committee (REPAC)** and **Elders Council** lead several actions within the plan.

Stakeholders:

ANS communities, Halifax Regional Municipality, and Halifax Partnership will engage with a variety of stakeholders to implement the plan. These include:

- Private Sector
- Provincial Government
- Crown Corporations
- Federal Government
- Business Associations
- Post-secondary and Training Institutions
- Not-for-Profit Sector
- Arts and Culture Sector



Measurement and Evaluation

The **African Nova Scotian Prosperity and Well-being Index**, modeled after the Halifax Index, will be developed to track and report on economic and community progress and well-being, progress against actions, and key challenges, opportunities, lessons learned, and best practices. The Index will be presented annually to ANS communities, partners, stakeholders, and funders.

Halifax Partnership and HRM staff will provide quarterly progress reports to Regional Council through the Community Planning and Economic Development Standing Committee (CPED).

African Nova Scotian - Road to Economic Prosperity Action Plan
 Years 1 & 2 Action Plan Budget
 April 1, 2020 to March 31, 2023

		Approved in	Funding Request	
		2020-21 Planning Year	2021-22 Year 1	2022-23 Year 2
REVENUE				
Halifax Regional Municipality	Planning Year: Contribution for Plan Development & Launch (Approved) Year 1 & 2: Contribution to Implementation (Requires Council Approval)	50,000	175,000	175,000
Halifax Partnership	Planning Year: Contribution for Plan Development & Launch (Approved) Year 1 & 2: Contribution to Implementation	25,000	25,000	25,000
Province of Nova Scotia - ANS Connector Stream	Proposal under discussion with Nova Scotia Labour and Advanced Education for an ANS Connector Stream		75,000	75,000
Private Sector Sponsorship	Halifax Partnership developing sponsorship opportunity for private sector sponsors.		125,000	125,000
Total Revenue		\$75,000	\$400,000	\$400,000
EXPENDITURES				
Development and Launch of the Plan	Planning Year: • 4 Community Engagement Sessions (Food & Logistics \$1,000 per event) • Design and Printing of the Plan - \$8,000 • Launch Event - \$13,000 • Post Launch Engagement (\$5,000) -- Reimbursement for local and intra-provincial travel. -- There has been interest across the ANS communities in the Province to adopt this plan. Also realizing the interconnectedness of the ANS communities, it is important to be able to share resources and visit communities to present	30,000		
Staffing -Salaries, wages and benefits	Years 1 & 2 Two dedicated Halifax Partnership contract staff to support implementation of the Plan. 1 FTE - Program/Communications Coordinator @\$50,000 per annum + 15% (CPP, EI, Vacation Benefits) + (2% Annual Increase Years 2) 1 FTE - Community Engagement Facilitator @\$60,000 per annum + 15% (CPP, EI, Vacation Benefits) + (2% Annual Increase Year 2)		126,500	129,030
Governance - Advisory Committee & Elder Council	Honorarium: \$100 honorarium/per meeting/per community member; 7 community members; 10 meetings per year Planning Year: September to March 31, 2021: \$3,500 Years 1 & 2: \$7,000 annually Food and Logistics: 10 meetings per year @ \$300 per meeting Planning Year: \$1500 Years 1 & 2: \$3,000 annually Annual Advisory Committee Retreat: 1 1/2 Day Offsite Retreat (Logistics & Refreshments, Travel) \$5,000	10,000	15,000	15,000
Research -- Gap Analysis, Prosperity Index, Annual Updates)	Planning Year: Preliminary Research and Engagement. Year 1: Development of the ANS Economic Prosperity Index and online Dashboard to measure and track the economic temperature of the community and demonstrate how the Plan is helping to address economic related issues. \$83,140 for community engagement, research, surveys and creation of the Dashboard. Year 2: Ongoing research connected with the implementation and tracking of index data points.	20,000	83,140	59,610
Design and Implementation of Stakeholder Engagement & Communications Strategy	Development and implementation of an engagement and communication strategy to raise awareness of the Road to Prosperity's goals and objectives and celebrate successes. Includes: - Website - Design, Development & Maintenance - ANS Road to Economic Prosperity Plan Annual Reports - Annual Unity Event - Sharing of Annual Results and Best Practices (referred to as the Summit) - Success Stories - Legacy brochure and interactive online resources developed - Develop a speaker series hosting thought leaders on economic development in African communities globally	15,000	75,000	100,000
Implementation of an ANS Stream of the Halifax Connector Program	Develop, launch and pilot the first African Canadian (Nova Scotia) Connector Stream in Canada to increase the labour market integration of the African Nova Scotia population in Halifax.		75,000	75,000
Facilitation training resources - leadership development & Mentorship Program Sponsorship	Facilitation Training delivered by Halifax Partnership to community leaders (two annually \$1000 per year for programming, logistics and refreshments) Support/sponsorship for BBI's Mentorship Program (\$10K)		12,000	12,000
Project Overhead Costs	Year 1: Computer Purchase: \$2,000 X 2 (\$4,000) Year 1 & 2: Phone: \$50 monthly per person X 2 (\$100) IT Support: \$115 monthly per person X 2 (\$230) IT Licences: \$75 monthly per person X2 (\$150) Office Supplies: \$50 monthly per person X 2 (\$100) Printing & Copying: \$100 per month (\$100) Insurance \$100 per month (\$100)		13,360	9,360
Total Expenditures		1200+	\$400,000	\$400,000

Strategic Priority 1 – Build Unity and Capacity Among African Nova Scotians

5 Year Objectives	Years 1 – 2 Actions	Lead/Stakeholders	Stakeholders	Outcomes	BUDGET SOURCE
1.1 Increase alignment and collaboration among African Nova Scotian communities and partners to create transparency and collective success	1. Establish the Road to Economic Prosperity Advisory Committee (REPAC) and Elders Council/Working Group to provide leadership and oversight	Halifax Partnership	ANS communities/ organizations HRM (ANSAIO)	REPAC and Elders Council/Working Group established Increase in community leadership and capacity in ANS communities Regular reporting to HRM and ANS communities	Project Budget (September 2020)
	2. Develop an ethical framework guided by shared principles and practices to promote accountability with bi-annual check-in	REPAC	ANS communities/ organizations	Shared vision and ethical framework and enhanced process for transparency, collaboration developed	Completed HRM & ANSIO (Carolann, Ayo, Jake, Ruth, Krista)
	3. Bring ANS communities together to celebrate and share best practices and lessons learned	Halifax Partnership/HRM	Government entities/departments ANS communities/ organizations	Annual Unity event held	Project Budget (September 2020)
4. Report annually on the Road to Economic Prosperity, highlighting progress and successes against outcomes	Halifax Partnership/HRM	ANS communities/ organizations Government departments/entities HRM (ANSAIO)	Increased knowledge on the state of African Nova Scotian communities through up-to-date data and analysis		
1.2 Build community capacity to mobilize and lead the implementation of the Road to Economic Prosperity	5. Recognize and promote the historical legacy and value of ANS communities	ANS communities	ANS communities/ organizations	Legacy brochure and interactive online resources developed	Project Budget (September 2020)
	6. Collaborate with public, private and post-secondary partners to establish an African Nova Scotian Equality Index modeled after the Halifax Index	Halifax Partnership	Organization and entities mandated to serve the ANS community ANS communities/ organizations	ANS Equality Index developed Annual Index event held with ANS communities	
	7. Bring changemakers to the table who are ready and able to constructively and positively create change	Halifax Partnership/HRM	All organization and entities mandated to serve the ANS community ANS communities/ organizations	Increase in resources and strategic partnerships to support activities	Project Budget (September 2020)
	8. Connect ANS communities to training resources to develop leadership and facilitation skills	Halifax Partnership	ANS communities HRM (ANSAIO)	Leadership and facilitation skills program for ANS communities developed ANS communities connected to capacity-building programs and opportunities led by HRM and the Halifax Partnership	HRM Budget+ Project Budget (September 2020)
	9. Develop a mentorship program to engage and support the development of ANS youth	BBI	ANS communities/ organisations	Increase in youth connected to BBI and other youth mentorship programs	BBI + Project Budget (September 2020)
	10. Develop a speaker series hosting thought leaders on economic development in African communities globally	Halifax Partnership	ANS communities / organizations Government agencies/entities	Speakers series developed Thought leadership events with ANS communities executed Increased awareness in ANS communities of the local and global implications of economic development on Africans in the diaspora	Project Budget (September 2020)

Strategic Priority 2 – Establish Land Ownership and Develop Infrastructure

5 Year Objectives	Years 1 – 2 Actions	Lead/Stakeholders	Stakeholders	Outcome	Budget
2.1 Address historic and current issues related to land ownership and environmental racism	11. Identify the best approach to include Community Benefits Agreements (CBA) as part of HRM's Planning and Development strategies for ANS communities <i>* Invite leaders/experts in CBAs Vancouver and Toronto to learning sessions</i>	HRM	HRM Planning and Development	Policy, by-law and best practice review complete	HRM HP (Carolann's suport)
			ANS communities/ organizations	CBA process for HRM/NS created	
			Province of Nova Scotia		
	12. In partnership with the Province, develop an approach to resolve ownership, taxation and planning issues on residential and community owned properties without clear title	Halifax Partnership/HRM	ANS Communities Province of Nova Scotia	Increased opportunities for land and home ownership Increased opportunities for greater community capacity and infrastructure development	HRM HP (Carolann's suport)
	13. Support the Akoma-led master plan for the restoration of the historic Nova Scotia Home for Coloured Children	Halifax Partnership/HRM	ANS Communities	Increased development opportunities in the areas of affordable housing, entrepreneurship, sports	HRM HP (Carolann's suport)
			Akoma HRM Planning and Development		
	14. Review the naming, boundaries and zoning of historic ANS communities, and zoning affecting ANS communities	Halifax Partnership/HRM	Province of Nova Scotia	Recognition and reestablishment of historic ANS community boundaries Increase in land base/mass for ANS communities	HRM HP (Carolann's suport)
	15. Identify and prioritize the remediation of government-owned contaminated sites in ANS communities	Halifax Partnership/HRM	Province of Nova Scotia	Contaminated sites identified and prioritized for remediation	HRM HP (Carolann's suport)
				Increase in clean, and green spaces in ANS communities	
	2.2 Revitalize ANS communities through investment and development	16. Prioritize and undertake infrastructure projects (capital and renewal) and support development projects across ANS communities	Halifax Partnership/HRM	HRM Transportation and Public Works; HRM Planning and Development	Infrastructure development opportunities identified and prioritized
Halifax Water				Projects under development	
Province of Nova Scotia ANS Communities					
17. Support ANS communities to identify and secure funding for the preservation and interpretation of ANS community heritage sites		ANS Communities	Halifax Partnership	Increase in heritage and historical awareness	Project Budget (September 2020)
		HRM	HRM Province of Nova Scotia	Support secured for legacy projects	
18. Prioritize and develop vacant lands within ANS communities <small>(develop a strategy and policies for HRM surplus properties that provides the community with first consideration. Also consider concerns surrounding local properties going for tax sales and develop a process to ensure the community is aware and provided first consideration.)</small>		ANS communities	Halifax Partnership	Increased capacity in ANS communities to develop places and spaces	HRM HP (Carolann's suport)
			HRM	Inventory of vacant lands developed	
			Province of Nova Scotia		
19. Redevelop and market spaces within ANS communities for commercial and/or community use		ANS communities	BBI	Increased capacity in ANS communities to develop commercial places and spaces	BBI
				Inventory of spaces for commercial/community use developed	

2.3 Explore International economic and cultural opportunities	20. Pursue sister city and international trade and development relationships with African countries with ancestral ties to African Nova Scotians	Halifax Partnership/HRM ANS Communities		Formal sister city relationship established within the first year Develop cultural and historical links between ANS communities and West African Countries	Project Budget (September 2020)
	21. Attract international investors into the African Nova Scotian communities	Halifax Partnership/HRM ANS Communities		Relationships with potential investors developed	HP

Strategic Priority 3 – Education, Employment and Entrepreneurship

5 Years Objectives	Years 1 – 2 Actions	Lead	Stakeholders	Outcomes	Budget	
3.1 Increase labour force attachment for African Nova Scotians	22. Expand the ANS stream under the Halifax Connector Program	HP	ANS community	ANS Connector stream established	Province of Nova Scotia (funded project through HP)	
				Track and increase the number of ANS Connectees each year		
	23. Identify and share existing programs and services supporting the workforce attachment of African Nova Scotians	HP	ANS community	Nova Scotia Department of Labour and Advanced Education	Track and increase ANS employment rates	Project Budget (September 2020)
			BBI			
	24. Connect African Nova Scotians to employment opportunities at HRM	HRM	ANS Communities		Benchmark of ANS representation within the HRM workforce established	HP & HRM
Increase in ANS recruitment within various departments at HRM					HRM	
3.2 Increase entrepreneurship opportunities in ANS communities	25. Provide opportunities for ANS-owned businesses into corporate supply chain and government contracts	Province of NS	ANS Communities	Representation of ANS businesses within government's supply chain increased and improved	HP	
		HRM	BBI	Participation of ANS businesses in government contracts encouraged	BBI	
	26. Explore cooperative models and examine their validity for ANS communities	ANS communities	ANS communities	Increase in opportunities for housing and business development	Project Budget (September 2020)	
	27. Connect ANS entrepreneurs to business development programs and service	Halifax Partnership/BBI	ANS communities	Track and increase in the number of ANS entrepreneurs referred to business development programs and services	HP/BBI	