

HALIFAX

P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No.
Executive Standing Committee
December 15, 2014

TO: Chair and Members of Executive Standing Committee
Original Signed

SUBMITTED BY: 
Richard Butts, Chief Administrative Officer

DATE: November 21, 2014

SUBJECT: African Nova Scotian Affairs Integration Office

INFORMATION REPORT

ORIGIN

MOVED by Councillor Watts, seconded by Councillor Mason, that Halifax Regional Council request a staff report on the status of African Nova Scotian Affairs with specific reference to options for strengthening the delivery of municipal services to residents of African Descent within the Municipality and how these options are articulated in the budget and business plan process and how it advances the commitment made in the Africville Agreement. MOTION PUT AND PASSED.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter (S.34) The Chief Administrative Officer is the head of the administrative branch of the government of the Municipality and is responsible to the Council for the proper administration of the affairs of the Municipality in accordance with the by-laws of the Municipality and the policies adopted by the Council.

BACKGROUND

In February 2010 Halifax Regional Council approved an Agreement setting out terms and conditions of settlement respecting Africville. The Agreement, reached between the Africville Genealogy Society and HRM, settled outstanding litigation and included provisions to compensate for the loss of the Africville community and the implications of this loss for future generations. The Agreement included:

- an acknowledgement of loss,
- transfer of land to allow for construction of a replica of the community church,
- allocation of \$3 million in financial support for capital construction and endowment,
- renaming the park to Africville, development of a maintenance agreement for the park, and
- a commitment to the establishment of an African Nova Scotian Affairs Office or function within HRM that would enable our organization to better engage with the African HRM community.

An African Nova Scotian Affairs Integration Office (ANSAIO) was created within the municipality's Government Relations and External Affairs Division of the Chief Administrative Office's Business Unit and a manager of African Nova Scotian Affairs hired in September 2012.

A November 26, 2013 staff report (Attachment 2) outlines the activities of the office in its first year.

ANSAIO's deliverable in the 2013-2014 Chief Administrative Office business plan was to, "Engage African Nova Scotian communities through ongoing consultations that will inform the work of HRM and support future collaborations and initiatives".

The ANSAIO deliverables in the 2014/2015 CAO Business Plan were to:

- Recommend and implement a permanent organizational structure for the African NS Affairs Office; and
- Develop and implement key objectives to respond to public consultations regarding the African Nova Scotian Affairs function.

The Government Relations and External Affairs operations plan includes a description of the primary purpose of the ANSAIO. This is to provide leadership, strategic direction, policy advice and expertise to all parts of the organization to strengthen the delivery of municipal services to the residents of African descent and African Nova Scotian communities within HRM.

Highlights of the initiatives, projects and activities of the ANSAIO since the November 2013 report to Council include:

Community Engagement

- In December 2013 a community information sharing and recognition event was at the Black Cultural Centre - Mingling Our Voices: Successes and Opportunities in HRM. It was an invitation for HRM residents of the various African Nova Scotian communities. This event had three objectives:
 - to celebrate, recognize and acknowledge the milestones of note of African Nova Scotian employees within HRM. The keynote address was by Division Commander Corey Beals, Fire and Emergency Services,
 - To share about the services provided by HRM staff and workings of Council,
 - To provide an update on the HRM African Nova Scotian Affairs Integration Office, including the learning's from the communities consultations (June 2013).
- During 2014 African Heritage Month an event - ***African Heritage Month Seasonal Employment Opportunities within HRM: Training and Tips for Youth of African Descent*** was held. This educational and information session was offered to African Nova Scotian youth returning to high school or post-secondary education in the fall of 2014.

Staff from the African Nova Scotian Affairs Integration Office, Community and Recreation Services and Transportation and Public Works provided information on leadership, creating winning resume and an explanation about the variety of opportunities that are being offered during the Spring and Summer seasons.

- In March of 2014 collaboration with NSCC was initiated by the ANSAIO to place work term students in various BUs. The ANSAIO worked with the Coordinator of African Nova Scotian Success for NSCC to alert students of African Descent that HRM and its partner organizations as an option for work placement. Various BUs expressed interest and one was able to take on a work term student.
- In April of 2014 the ANSAIO hosted a community leaders' dialogue - ***African Nova Scotian Healthy Communities- Opportunities: Dialogue, Information Sharing & Collaboration***. In response to the HRM Mayor and Council's identification of Healthy Communities as one of its four Council Focus Areas, ANSAIO built on that work and internal activities with HRM and refining the question to consider what makes healthy African Nova Scotian communities. Significant to this was the acknowledgement that further examination needed to be done to find out what mediums exists to assist youth (explicitly) and by connecting families and communities.

Internal Collaboration/Policy Advice

- The African Nova Scotian Affairs office in HRM has brought a new perspective to several ongoing HRM initiatives. A few examples of ANSAIO's work include:
 - work with Planning and Infrastructure on a Watershed Project in the Preston Area;
 - collaboration with Community and Recreation Services on a facility in Cherry Brook;
 - consultation on an agreement with the Halifax Black Fire Fighters;
 - work with Human Resources to finalize the HRM Self-identification survey;
 - input on the RP+5 initial stage review to consider of the needs of rural African Nova Scotian communities in HRM; and
 - consultation with Metro Transit to enhance community engagement and the inclusion of African Nova Scotian perspectives in the planning and delivery of services.
- ANSAIO has worked with community partners and other levels of government to improve African Nova Scotian Affairs. Examples include:
 - collaboration with the Africville Heritage Trust to support tours of the Africville Museum for HRM senior managers and staff;
 - work with the Greater Halifax Partnership to deliver training to facilitators of African descent;
 - meeting with the presidents of St. Mary's and Mount St Vincent Universities to discuss collaboration opportunities;
 - partnership with the provincial Office of African Nova Scotian Affairs to share information on files related to land development and community engagement; and
 - collaboration with the Health Association of African Canadians and Mount St Vincent University, on research dealing with health promotion for African Nova Scotian youth.
- A June 2014 event - ***Discovering Our Talents, Sharing Our Stories***. The session provided African Nova Scotian and Visible Minority women, across all employment levels, the opportunity to enhance their leadership skills. It also supported the commitment of HRM to develop the talents of its employees and provided multiple Business Units with a concrete initiative to support developing the content of their diversity plans. Marilyn Smith, Team Lead Volunteer Services delivered an engaging and inspiring keynote address.
- A follow up to this successful workshop was held on August 20, 2014. The workshop theme was ***Embarking on Our Career Journey: & Building Our Networks***. At the conclusion of this session it was agreed that a formal structure for the Network should be developed.

In addition to the work of the ANSAIO there are a number of other HRM programs and initiatives that either specifically support African Nova Scotian communities or are delivered in predominantly African Nova Scotian communities. These include:

- the Greater Halifax Partnership (GHP), through the Services Agreement between GHP and HRM, is required to:
 - o assist the Municipality in improving the quality and level of service to residents and communities of African descent as it relates to community economic development and
 - o work in the ANS Community to facilitate and assist community organizations in the development of the strategic plans and/or project plans
- Support of the Racially Visible Employees Caucus by Transportation and Public Works
- Souls Strong; operating in North Preston, the Souls Strong programs engages young men between the ages of 15 to 20 years who show two or more risk factors. With the participation of community residents, community leaders and service providers, Souls Strong supports young men as they move away from involvement in criminal and or gang related activity.
- Parks and Recreation offers a Step Up to Leadership training in the Preston Area communities.
- Parks and Recreation supports a summer program called "Brain Power" at Nelson Whynder Elementary School in North Preston. Sponsored by the African Canadian Services Division of the Department of Education the program aims at improving skills in reading, writing, math, computers and science for up to 25 children in grades 4 to 6. The program takes an Africentric approach and also teaches the children about the community, the Preston area and Africa.

DISCUSSION

Since Council endorsement of the Africville Agreement and the establishment of the ANSAIO, the policy context of the work of the ANSAIO has changed. A number of related priorities have been adopted and initiatives have since occurred:

- Healthy Communities Priority Outcome Area and focus on Healthy Communities
- Delivery of and response to the Clairmont Report on Public Safety
- Establishment of a Local Immigration Partnership
- Creation of two new positions to support Diversity and Inclusion within the municipality

The initiatives above partially reflect a recognition that, while the municipality does not have the primary responsibility in these areas, the municipality is affected by and can affect these issues. Provision of municipal services may affect communities differently and can impact larger issues such as diversity, health, public safety, and economic development. Municipal programming or advocacy in areas such as immigration may be appropriate and useful. Incorporating these broader issues into municipal policy making shows leadership and can contribute to better outcomes for the city. If the municipality is to effectively address these larger issues within its operations, this must be done in a systematic and consistent way.

The primary role of the African Nova Scotian Affairs function remains, as outlined in the Africville Agreement, to enable our organization to better engage with the African Nova Scotian community of Halifax. Given the changed organizational context that includes a stronger emphasis on Diversity and Inclusion, the ANSAIO will operate within a Diversity and Inclusion Office in the Government Relations and External Affairs division of the Chief Administrative Officer's business unit. The Diversity and Inclusion Office will lead municipal efforts to improve approaches to diversity both corporately and in the community.

Housing the ANSAIO within a Diversity and Inclusion Office promotes consistency in the municipality's approach to diversity and pools resources such as research capacity and administrative supports. It also houses in one office, staff with the skill sets needed to deal with complex public policy issues stemming from deep rooted socio-economic challenges and requiring human-resource intensive partnering with others.

As the Diversity and Inclusion Office structure and composition is finalized, the work of the ANSAIO continues. Selected highlights of the 2013-2014 work plan for the ANSAIO include:

- Continue our partnership with Human Resources and working with the African Nova Scotian and Visible minority Women's Employees Network. Three meetings are planned for 2015 under the theme "Defining our Success Growing our Careers". The focus will be on career advancement opportunities existing within HRM such as internal training, mentorship, and job shadowing.
- Continue our partnership with Transportation and Public Works as well as Parks and Recreation to host Events during African Heritage Month that highlight youth and employment opportunities within HRM.
- To continue to support the Racially Visible Employee Caucus (RVEC) with strategic and leadership advice.
- Continue to foster community partnership such as those with Greater Halifax Partnership (GHP), African Diaspora Association of the Maritimes (ADAM) and the Provincial Office of African Nova Scotian Affairs (ANSA)

Informed by the learnings from the first two years of operation of the ANSAIO and consultations undertaken by the ANSAIO manager, future opportunities to forward the work of the ANSAIO will be considered and developed through regular business and operational planning activities. Potential areas of activity for the ANASIO include:

- providing support and advice to business units to enhance community consultations for issues with particular relevance or impact on African Nova Scotian communities,
- exploring partnerships with other levels of government or community groups to advance issues of common of interest,
- providing support and advice to business units to improve communications and communications methods and channels to help reduce barriers to access to municipal programs and information,
- developing processes to help integrate consideration of impacts of municipal decision-making on African Nova Scotian communities,
- providing advice on relevant HR training, supports, and development opportunities for municipal employees, and
- integrating ANSAIO and its activities with broader work on Diversity and Inclusion to promote equity and diversity within the municipality.

FINANCIAL IMPLICATIONS

Budget for the ANSAIO is included in the CAO business unit budget.

COMMUNITY ENGAGEMENT

Consultations of the ANSAIO with the ANS community indicated the desire for a structure that has decision-making authority with respect to budget and a regular, direct reporting to the CAO and Mayor. The placement of the ANSAIO as described embeds a reporting relationship with the CAO through a division of the CAO business unit.

ATTACHMENTS

1. February 23, 2010 staff report on the Africville Agreement
2. [November 26, 2013 staff information report on the ANSAIO](#)
3. [ANSAIO Summary Report of Community Consultation](#)

A copy of this report can be obtained online at <http://www.halifax.ca/commcoun/index.php> then choose the appropriate Community Council and meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Prepared by: Maggie MacDonald, A/Managing Director, Gov't Relations & External Affairs, 490-1742

Report Approved by: Maggie MacDonald, A/Managing Director, Gov't Relations & External Affairs, 490-1742

Attachment 1



PO Box 1749

Halifax, Nova Scotia
B3J 3A5, Canada

DECLASSIFIED

FOIPOP Review

Feb 23/10

Item No. 4

Approved to Release

[Redacted Signature]

Halifax Regional Council

February 23, 2010

In Camera

Date Jan. 26 24, 2010

TO:

Mayor Kelly and Members of Halifax Regional Council

Original Signed

SUBMITTED BY:

Dan English, Chief Administrative Officer

DATE:

February 19, 2010

SUBJECT:

Community Initiative

PRIVATE AND CONFIDENTIAL

ORIGIN

Ongoing settlement discussions with the Africville Genealogy Society et al as directed by Halifax Regional Council.

RECOMMENDATION

It is recommended that Halifax Regional Council:

1. Approve the terms of settlement re: the Africville Genealogy Society et al vs City of Halifax as outlined in the Discussion and Budget Implications sections of this report.
2. Release this report to the public upon ratification by Halifax Regional Council and subsequent to a public announcement.

BACKGROUND

For more than 150 years, Africville was home to a community of African Nova Scotians located on the shores of Bedford Basin. In the 1960s, the City of Halifax obtained the Africville lands and residents were relocated resulting in the loss of the community. Former residents, descendants and the Africville Genealogy Society (AGS) have been seeking a resolution to address the impacts of this loss.

In March of 1996, an action was served on the City of Halifax by the Africville Genealogy Society, former residents and descendants. They indicated they were seeking damages for the City's failure to provide an Educational Trust Fund (approved by Council in 1994); failure to convey 2.5 acres for the construction of the Memorial Church; and other long standing social justice issues related to the Africville community. Municipal amalgamation occurred on April 1, 1996; the Halifax Regional Municipality was formed and it became responsible for any liabilities of the former City of Halifax.

Discussions between representatives of the former Africville community (AGS) and the Halifax Regional Municipality continued in an effort to try and resolve the outstanding issues and reach a settlement. During this dialogue, HRM introduced a framework to act as the basis for establishing a fitting memorial for Africville and settle the litigation, however, it was recognized that the project needed participation of all three levels of government and the community to succeed. As a result, HRM invited a group of stakeholders to engage in a discussion on Africville, and in June 2005 a Committee was established with tripartite representation from government and the AGS with the purpose of working towards building a fitting memorial for the former community.

The AGS, with support from an intergovernmental staff team consisting of representatives from HRM, the Nova Scotia offices of African Nova Scotian Affairs, the Department of Tourism, Culture and Heritage, the Department of Economic Development along with the Department of Canadian Heritage, and the Atlantic Canada Opportunities Agency (ACOA) contracted a team lead by A.L. Arbic Consulting to prepare a feasibility study and business plan for the reconstruction of a replica of Seaview United Baptist Church, the creation of an Interpretive Centre that would convey the history of the community of Africville. This study was completed and the Final Report submitted to AGS and its partners in December of 2006.

The Feasibility Study involved extensive consultations with the community, former Africville residents and descendants as well as other key stakeholders. Overall, those who were consulted expressed an openness to the concept of the reconstruction of a replica of Seaview United Baptist Church and the creation of an Interpretive Centre that would tell the story of the community of Africville and begin to formally bring closure to this very emotional part of the past while establishing a legacy for the future.

The 2006 Study recommended the concept of reconstructing the Seaview United Baptist Church replica on the site where it once stood, along with an adjacent Interpretive Centre. Total capital costs based on the recommended architectural, site and interpretative concept were estimated at \$4,395,000. Operating costs were projecting a deficit during the first five years of operation ranging from \$139,000 to \$155,000 or between 47% and 59% of total revenues. Both capital funding and any operating shortfall were expected to be raised from a combination of public and private sources. Preliminary estimates indicated the need for a \$3,000,000 trust fund to ensure operation stability.

Upon receipt of the final report, the intergovernmental staff team continued to work with representatives of the AGS to revise the project plan and funding strategy to further enable project success. In the fall of 2009, the AGS adjusted the scope of their proposed project to include two phases. The first phase focuses on the reconstruction of the Seaview United Baptist Church replica and the second phase would undertake the

building of the Africville Interpretive Centre. AGS and the Steering Committee then faced the challenge of revising the Business Plan (2006) to incorporate project phasing and updating the financials. In addition to this new work, the Africville Heritage Trust Board had to be created (community capacity) as well as the development of a fund raising strategy which were critical project success factors coming out of the Business Plan (2006). A funding application was submitted to ACOA through the Innovative Communities Fund for this piece of work and a contribution of \$250,000. was approved in October 2009.

The AGS entered into a partnership with the Black Business Initiative (BBI) to manage the project and a request for proposals was issued and awarded to A.L. Arbic Consulting. BBI representatives have now become part of the Steering Committee. The work began in November, 2009 and will continue until later in 2010. The Africville Project Steering Committee continues to meet weekly with the AGS and project consultants in order to guide the project to a successful conclusion.

HRM staff and representatives of the AGS have also continued to have detailed discussions with the goal of achieving an agreement in principle that would address the past, establish a legacy for the future and resolve the outstanding litigation.

DISCUSSION

As directed by Halifax Regional Council on 26 January 2010 staff met with representatives of the AGS and legal counsel to present the following terms to resolve the outstanding litigation and reach a settlement that brings some closure to the dispute with dignity to all parties:

- \$3m contribution
- Land
- Acknowledgement of loss
- Park Maintenance
- Renaming of Seaview Park
- Community Development
- No personal compensation
- Settlement of Litigation

The following outlines the key terms and conditions of settlement that have been agreed to, representing the direction from Halifax Regional Council and the concurrence of the Africville Genealogy Society et al.

KEY TERMS AND CONDITIONS OF SETTLEMENT	APPROACH
1. Acknowledgement of Loss (Apology)	Mayor Kelly will deliver an apology to the African Nova Scotian community on February 24, 2009.
2. \$3 million municipal contribution to the project inclusive of both capital construction and operational costs	Funds from the Africville Trust account and the Self Insurance Reserve will be transferred to Africville Heritage Trust.
3. Conveyance of 2.5 acres of land adjacent to and west of Seaview Park	2 parcels of land owned by HRM and Transport Canada/HPA will be transferred.
4. Park Maintenance Agreement between the Africville Heritage Trust Board and HRM for the lands known as Seaview Park	Staff will work with the Africville Heritage Trust and stakeholders to establish a maintenance agreement for the lands known as Seaview Park.
5. Renaming of Seaview Park to Africville - the park will remain as an HRM asset	Staff will work with the AGS, the Africville Heritage Trust Board and community stakeholders to officially rename Seaview Park.
6. Community Development - The establishment of an African Nova Scotia Affairs Office or function within HRM that would enable our organization to better engage with the African HRM community.	Staff will work within the Business Plan and Budget framework (10/11) to outline an approach to establish a function within HRM to better serve the African Nova Scotian community brought to Council for approval.
7. Settlement of Litigation	The terms of the agreement as noted above have been approved by the Africville Genealogy Society. The other plaintiffs to the litigation have been invited to a community meeting on Saturday, 20 February 2010 to approve the terms of settlement.
8. No personal Compensation	There will be no personal compensation

Further detail with respect to the financial and land contributions outlined above are as follows:

\$3m contribution:

The current balance of the Africville Trust account #2407 is \$2,018,685.75. The remainder - \$981,314.25 will come from Q306 Self Insurance Reserve, which currently has a projected balance of \$4,157,188 for March 31, 2010. This unbudgeted withdrawal will reduce the projected reserve balance to \$3,175,873.75 at year end. This reserve is used for settlement of legal claims.

Conveyance of 2.5 acres of land:

As noted to Council on 26 January 2010, the 2.5 acres, consisting of Parcel HH-1, lands of the Her Majesty the Queen in the Right of Canada - Halifax Port Authority and PARCEL D-2, lands of Halifax Regional Municipality, said parcels to be consolidated. The market value of the land owned by HRM is \$276,270 and those of the Halifax Port Authority at \$165,000.

The Halifax Port Authority, has agreed in principle subject to final board approval and approval of Transport Canada, to transfer HH-1 to HRM in exchange for a piece of land of equivalent value at Fairview cove, adjacent or in close proximity, to its current terminal operations at CERES. HRM would then convey HH-1 to Africville Heritage Trust for \$1.00.

The mandate of achieving an agreement in principle that would address the past, create a legacy for the future and resolve the outstanding litigation, as set by Halifax Regional Council on January 26, 2010 has been achieved. It is therefore recommended that Halifax Regional Council approve the Motion as indicated, inclusive of the following:

- Approve the terms of settlement re: the Africville Genealogy Society et al vs the City of Halifax as outlined above.
- This report be released to the public after ratification by Halifax Regional Council.
- Approve the conveyance of parcel D-2 to the Africville Heritage Trust as part of the terms of the settlement.
- Approve the acquisition of parcel H H-1 from the Halifax Port Authority/Transport Canada and its conveyance to the Africville Heritage Trust as part of the terms of the settlement.
- Halifax Regional Council approve a withdrawal of \$981,314.25 from Q306 Self Insurance Reserve.
-

Given the significance of the resolution of this issue within our community, HRM staff and the AGS have begun to prepare for a public announcement on February 24, 2010 pending the outcome of the February 20th Community Meeting and ratification by Council.

BUDGET IMPLICATIONS

- Current balance of Africville account is \$2,018,685.75 The remainder - \$981,314.25 is intended to come out of the Q306 Self Insurance Reserve.
- The HRM land asset has a book value of \$15,964. This will show as a loss on HRM's statements but will have no impact on the operating budget or general tax rate.
- The land exchange HH-1 and subsequent conveyance to the Africville Heritage Trust for \$0. could result in a loss of \$165,000 being recorded in HRM's 09/10 financial statements, however there is no budgetary impact or impact on the tax rate.
- The establishment of an African Nova Scotian Affairs function will be integrated into the Business Plan/Budget process for 2010/11.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

ALTERNATIVES

1. Halifax Regional Council could choose not to proceed with the recommended approach to settlement as noted in this report.
2. Halifax Regional Council could direct staff to negotiate new terms of settlement with the AGS et al.

ATTACHMENTS

None

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/agenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Original Signed

Report Prepared & Approved by:

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Catherine Mullally, Director, Human Resources, 490-7239

Item No. 1
Halifax Regional Council
November 26, 2013

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed by Director

SUBMITTED BY: Jennifer Church, Managing Director Government Relations & External Affairs

DATE: November 13, 2013

SUBJECT: African Nova Scotian Affairs Integration Office Update

INFORMATION REPORT

ORIGIN

February 23, 2010 Regional Council:

1. Approved the terms of settlement re: the Africville Genealogy Society et al vs City of Halifax as outlined in the Discussion and Budget Implications section of the Private and Confidential report dated February 19, 2010.
2. Released the Private and Confidential report to the public upon ratification by Halifax Regional Council and subsequent to a public announcement.

LEGISLATIVE AUTHORITY

Article 34 (1) Chief Administrative Officer is the head of the administrative branch of the government of the Municipality and is responsible to the Council for the proper administration of the affairs of the Municipality, in accordance with the by-laws of the Municipality and the policies adopted by the Council. Article 35 (d) (iv) establish departments of the municipal administration.

BACKGROUND

In February 2010, the Africville Genealogy Society and HRM reached an agreement to settle outstanding litigation and move forward with provisions to compensate for the loss of the Africville community, and the implications of this loss for future generations.

The negotiated settlement includes the transfer of land to allow for construction of a replica of the original community church; allocation of \$3 million in financial support for capital construction and endowment; renaming of Seaview Park to Africville; development of an employment contract for maintenance of the park; establishment of an African Nova Scotian Affairs function within municipal government; and a formal acknowledgement by HRM of loss.

Since the agreement was signed:

February 24, 2010 - Mayor Peter Kelly apologized to former Africville residents and their families on behalf of Halifax Regional Municipality.

November 26, 2010 - HRM transferred \$2.5 million to the new African Heritage Trust towards the rebuilding of the Seaview Church.

January 14, 2011 - The formal deed for 2.5 acres of land at Seaview Park was transferred to the Africville Heritage Trust Board.

July 29, 2011 - Seaview Park was renamed Africville and the replica of the Seaview African United Baptist Church was opened as an interpretive centre.

September 2012 - An African Nova Scotian Affairs Office Manager was hired to provide advice to HRM on the establishment of the new African Nova Scotian Affairs function.

DISCUSSION

As noted above, one component of the agreement approved by Council was the "establishment of an African Nova Scotian Affairs Office or function within municipal government". A key goal in establishing this function is to enable the municipality to better engage with the African HRM community.

HRM's commitment has led to the creation of the African Nova Scotian Affairs Integration Office (ANSAIO) within its corporate structure. The primary mandate of this office is to develop a recommended approach to ensuring that African Nova Scotian issues are addressed within the municipal corporate structure and operations. In September 2012, an Office Manager was hired on a term appointment to provide advice to HRM on the establishment of the new function. Subsequently, a part-time Community Developer and a full-time Intern have been added to support the project. Since September 2012, the Integration Office has:

- Completed internal consultation with HRM staff;
- Completed external consultations with African Nova Scotian communities;

- Developed an external and internal web presence;
- Participated in various activities to support the municipality in achieving its goal of more effectively engaging with the African HRM community.

A more detailed summary of ANSAIO's activities to date follows.

Summary of HRM African Nova Scotian Affairs Integration Office key activities

HRM Employee and African Nova Scotian Communities' Consultations

Internal to HRM, the Integration Office has consulted with HRM Business Units and identified a number of common themes and issues to pursue. Externally, the office established an African Nova Scotia Reference Group/Advisory Committee, to support consultations within African Nova Scotian communities throughout HRM. As a result, five consultation sessions have been held with African Nova Scotian communities, using an engagement process designed to facilitate optimum information gathering. Attendance at these sessions ranged from 10 to 28 participants, and results will be shared with the communities at an open house in December 2013.

In addition to the consultation sessions, a survey has been developed and distributed to 35 cities and organizations across the country. The results of this survey will help to identify best practices and areas for follow-up from other jurisdictions.

The intent of the consultation process is to determine what is going well, identify challenges, and get advice as to the structure and role of the Integration Office. Results will be used to develop recommendations on policy, processes and structure that are required to support moving forward with an effective African Nova Scotian affairs function in HRM.

African Heritage Month Coordination/Participation

During African Heritage Month (February 2013), ANSAIO worked with the municipality's Racially Visible Employee Caucus (RVEC) to host an event which marked the 10 year anniversary of the RVEC. Recognition plaques were presented by the CAO to the founding members of the RVEC during a celebration that welcomed employees of African descent, HRM managers, and union leadership. In addition, the Office partnered with the provincial Office of African Nova Scotian Affairs to support the promotion of activities taking place during African Heritage Month.

Internal Collaboration / Policy Advice

The presence of the new African Nova Scotian Affairs function in HRM has allowed staff to bring a new perspective to several ongoing HRM initiatives. A few examples of ANSIO's work in this regard include:

- Work with Planning and Infrastructure on a Watershed Project in the Preston Area;
- Collaboration with Community and Recreation Services on a Cherry Brook facility;
- Consultation on an agreement with the Halifax Black Fire Fighters;
- Work with Human Resources to finalize the HRM Self-identification survey;
- Input to the RP+5 initial stage review regarding the need to balance the unique needs of rural African Nova Scotian communities in HRM;

- Work with Corporate Communications to develop a web presence for the African Nova Scotian Affairs function;
- Work with HRM Affinity Groups such as the Racially Visible Employee Caucus and the Halifax Black Fire Fighters Association to advance formal and informal learning opportunities relating to cultural awareness;
- Hosted a session for HRM staff with Professor Ted Rutland, Assistant Professor of Geography, Planning, and Environment at Concordia University on the topic of Urban Development and African Nova Scotian communities. The presentation provided staff with a historical context and current potential impact of development on local African Nova Scotian communities;
- Consultation with Metro Transit to enhance community engagement and the inclusion of African Nova Scotian perspectives in planning and delivery.

Intergovernmental Relations and Strategic Partnerships

In addition to active engagement internally, some examples of which are noted above, the Integration Office has played a role in working with community partners and other levels of government to advance the position of HRM in relation to African Nova Scotian Affairs. Examples of engagement in this area include:

- Collaboration with the Africville Heritage Trust to support tours of the Africville Museum for HRM senior managers and facilitate connections with appropriate Business Units (i.e. the recent legacy tree planting event);
- Partnership with the Greater Halifax Partnership to deliver training for African Nova Scotian communities to enhance access to facilitators of African descent who can contribute to community consultations;
- Meeting with the presidents of St. Mary's and Mount St Vincent to discuss collaboration opportunities and potential joint activities among universities, HRM and African Nova Scotian communities;
- Work with the provincial Office of African Nova Scotian Affairs to share information on files related to land development and collaborate data collection as it relates to methodologies of community engagement;
- Hosted a meeting among the Black Business Initiative, Transportation and Public Works, Planning and Infrastructure, Human Resources and Government Relations and External Affairs to provide a forum exploring potential collaborations and mutual information sharing
- Collaboration with the Health Association of African Canadians and Mount St Vincent on research into health promotion for youth in identified African Nova Scotian communities.

Next Steps

As a result of the consultation, internal collaborative work, and partnerships with external partners referenced above, the Integration Office has amassed the information required to move forward with designing an effective African Nova Scotian Affairs function with HRM. The next step is to finalize a report that will provide options for consideration by the administration of the best means to deliver HRM's commitment to strengthen the delivery of municipal services to

residents and communities of African descent within the municipality. Any recommended outcomes will be shared with Council through the 2014/2015 budget and business plan process.

FINANCIAL IMPLICATIONS

There are no financial implications directly related to the content of this report.

COMMUNITY ENGAGEMENT

As noted in the Discussion section, HRM employees and African Nova Scotian communities throughout HRM have been widely consulted. The African Nova Scotian Affairs Integration Office consulted directly with individual business units, and staff who attended have been given survey forms prior to the close of each consultation session. Employees who did not attend the sessions but who expressed interest in providing input were encouraged to do so.

Five African Nova Scotian community consultation sessions were held in various locations throughout HRM. An engagement process which drew upon World Café and Open Space formats was used to facilitate engagement. A variety of communication approaches were used to announce the meetings: information in church bulletins, email, PSAs, poster distribution to key locations, phone trees and word of mouth.

ATTACHMENTS

None

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/agenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

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African Nova Scotian Affairs Integration Office - HRM

Summary Report

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HALIFAX

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African Nova Scotian Affairs Integration Office: Historical Context

In February 2010, the Africville Genealogy Society and HRM reached an agreement to settle outstanding litigation and move forward with provisions to compensate for the loss of the Africville community, and the implications of this loss for future generations. The negotiated settlement includes the transfer of land to allow for construction of a replica of the community church; allocation of \$3 million in financial support for capital construction and endowment; renaming of Seaview Park to Africville; development of an employment contract for maintenance of the park; establishment of an African Nova Scotian Affairs Office or function within the municipal government; and a formal acknowledgement by HRM of loss.

To respond to the establishment of an African Nova Scotian Affairs function within municipal government, HRM committed to create a structure to provide leadership, recommend strategic direction and provide policy support to strengthen the delivery of municipal services to residents and communities of African descent within HRM. This commitment led to the creation of the African Nova Scotian Affairs Integration Office (ANSAIO) within the municipality's Government Relations and External Affairs Division of the CAO Business Unit. In September 2012, a position was filled to provide advice to HRM on the establishment of the new function. Subsequently, a part-time Community Developer and a full-time Intern have been added to support the project.

The Integration Office utilizes the 7 Nguzo Saba principles as its values' foundations. These values are used as part of the ANSAIO planning and evaluation processes. The Nguzo Saba principles were developed by Dr. Maulana Karenga as a means to help Africans from the Diaspora connection with traditional African worldviews.

They are:

Umoja (Unity)

To strive for and maintain unity in the family, community, nation and race.

Kujichagulia (Self-Determination)

To define ourselves, name ourselves, create for ourselves and speak for ourselves

Ujima (Collective Work and Responsibility)

To build and maintain our community together and make our brother's and sister's problems our problems and to solve them together.

Ujamaa (Cooperative Economics)

To build and maintain our own stores, shops and other businesses and to profit from them together

Nia (Purpose)

To make our collective vocation the building and developing of our community in order to restore our people to their traditional greatness.

Kuumba (Creativity)

To do always as much as we can, in the way we can, in order to leave our community more beautiful and beneficial than we inherited it.

Imani (Faith)

To believe with all our heart in our people, our parents, our teachers, our leaders and the righteousness and victory of our struggle.

ANSAIO is currently staffed by one full time contract employee, Sylvia Parris and two temporary full time interns (K-Lee Fraser and Shakira Abubakar)

Principles into Practice

Since 2012 we have realized many successes. This section of report is an opportunity to share the activities and accomplishments of the ANSAIO. We have aligned them with the Nguzo Saba values to demonstrate one way in which we apply those values.

Nguzo Saba Value	Umoja (Unity) - To strive for and maintain unity in the family, community, nation and race.	
Date	Event	
Ongoing	<p>Intergovernmental Relations and Strategic Partnerships</p> <p>Synopsis</p> <p>ANSAIO has worked with community partners and other levels of government to improve African Nova Scotian Affairs. Examples include: collaboration with the Africville Heritage Trust to support tours of the Africville Museum for HRM senior managers and staff; work with the Greater Halifax Partnership to deliver training to facilitators of African descent; meeting with the presidents of St. Mary's and Mount St Vincent Universities, to discuss collaboration opportunities; partnership with the provincial Office of African Nova Scotian Affairs to share</p>	<p>Result</p> <p>This realizes partnership and enhancing resource sharing. It creates a forum for ongoing trust building which among other benefits supports information and resource sharing and supports innovation.</p>

	information on files related to land development and community engagement; and collaboration with the Health Association of African Canadians and Mount St Vincent University, on research dealing with health promotion for African Nova Scotian youth.	

Nguzo Saba Value	Kujichagulia (Self-Determination) To define ourselves, name ourselves, create for ourselves and speak for ourselves.	
Date	Event	
April – May 2013	Completed internal consultation with HRM staff Synopsis The Integration Office held consultation sessions with HRM Business Units to obtain feedback on the role of the office.	Result The feedback contributed to business plan goals the development of the proposed structures. Business Unit specific recommendations were also developed.
May - June 2013	Completed internal consultation with HRM employee Affinity Groups Synopsis The Integration Office held consultations with HRM (employee) Affinity Groups such as the Racially Visible Employee Caucus and the Halifax Black Fire Fighters Association to obtain feedback on the role of the office.	Result The feedback contributed to business plans goals the development of the proposed structures. The recommendation of the org chart location was part of the recommendations from the Affinity. The groups also provided specific in regard to diversity / competency training to managers, supervisors and senior leaders.

June 2013	<p>Completed external consultations with African Nova Scotian communities</p> <p>Synopsis</p> <p>The office established an African Nova Scotia Reference Group/Advisory Committee, to support consultations within African Nova Scotian communities throughout HRM. As a result, five consultation sessions have been held with African Nova Scotian communities. Attendance at these sessions ranged from 10 to 28 participants, and results were shared with the communities at an open house on December 7, 2013. In addition to the consultation sessions, a survey has been distributed to 35 cities and organizations across the country. The results of this survey will help to identify best practices and areas for follow-up from other jurisdictions.</p>	<p>Result</p> <p>The innovative approach of developing a reference (which morphed into an advisory body) supported the communication and information sharing.</p> <p>The consultation informed the structure recommendations. They also feed the development of the Business Unit specific recommendations. The process allowed for:</p> <ul style="list-style-type: none"> - priority setting through the identification of issues that emerged in both the internal and external consultation - the inclusion of community voice in the direction (work it should do) and org chart location of the Office
September 2013	<p>Focus group sessions: African Canadian Organizations, African Nova Scotian seniors and youth</p> <p>Synopsis</p> <p>This was a follow-up suggestion from community to focus on these groups to gather input on the office and structure within HRM.</p>	<p>Result</p> <p>We able to enhance the recommendations as we were able to include sector specific recommendations.</p>
June 2014	<p>Discovering Our Talents, Sharing Our Stories</p> <p>Synopsis</p> <p>The session provided African Nova Scotian and Visible Minority women, across all employment</p>	<p>Result</p> <p>The women, who are the current and upward moving influential leaders in HRM, HW, HRP/RCMP and Halifax</p>

	<p>levels, the opportunity to enhance their leadership skills. It also supported the commitment of HRM to develop the talents of its employees and provided multiple Business Units with a concrete initiative to support developing the content of their diversity plans. Marilyn Smith, Team Lead Volunteer Services delivered an engaging and inspiring keynote address.</p>	<p>Libraries, gained practical advice on career planning and life-work integration.</p> <p>They benefitted from co-learning with women who have their shared experiences.</p> <p>HRM now has access to collective of women who can give advice on hiring practices, recruitment and retention strategies. It also has supported and began grooming future leaders.</p>

Nguzo Saba Value	<p>Ujima (Collective Work and Responsibility) To build and maintain our community together and make our brother's and sister's problems our problems and to solve them together.</p>	
Date	Event	
February 2013	<p>Co-hosted African Heritage Month Event with Racially Visible Employee Caucus celebrating their 10th anniversary.</p> <p>Synopsis</p> <p>During African Heritage Month (February 2013), ANSAIO worked with the municipality's Racially Visible Employee Caucus (RVEC) to host an event which marked the 10 year anniversary of the RVEC. Recognition plaques were presented by the CAO to the founding members of the RVEC during a celebration that welcomed employees of African descent, HRM managers, and union leadership.</p>	<p>Results</p> <p>The showcasing of the RVEC demonstrated a model peer support and a location for corporate knowledge and strategic advice as relates to racial and gender diversity. The structure is a working model that has union, management and employees working collaboratively to problem solve.</p>

Nguzo Saba Value	Ujamaa (Cooperative Economics) To build and maintain our own stores, shops and other businesses and to profit from them together	
Date	Event	
February 2014	<p>African Heritage Month Seasonal Employment Opportunities within HRM: Training and Tips for Youth of African Descent</p> <p>Synopsis</p> <p>This educational and information session was offered to African Nova Scotian youth returning to high school or post-secondary education in the Fall of 2014.</p> <p>Staff from the African Nova Scotian Affairs Integration Office, Community and Recreation Services and Transportation and Public Works provided information on leadership, creating winning resume and an explanation about the variety of opportunities that are being offered during the Spring and Summer seasons.</p>	<p>Results</p> <p>Employment within HRM is one of the areas of focus. Looking for opportunities such as seasonal hires is one way to grapple with the issue. The information sessions hosted in various communities allowed for effective outreach (we had a number of students who felt that they could apply for positions) directed at youth. This will also feed the long term goal that HRM been viewed by African Nova Scotians as an employer of choice.</p>
March 2014	<p>Collaboration with NSCC to place work term students in various BUs</p> <p>Synopsis</p> <p>The ANSAIO worked with the Coordinator of African Nova Scotian Success for NSCC to alert students of African Descent that HRM and its partner organizations as an option for work placement.</p>	<p>Result</p> <p>One student was able to access a placement with one of the Business Units</p> <p>The students, as well as member of the African Nova Scotian community, are more aware of what current and future career opportunities exist at HRM.</p>

Nguzo Saba Value	Nia (Purpose) To make our collective vocation the building and developing of our community in order to restore our people to their traditional greatness.	
Date	Event	Results
September, October and December 2012	Media Coverage and Outreach Synopsis Interviews were held with HRM Communications, Chronicle Herald and CBC Radio. Outreach efforts were directed to universities, provincial bodies (Office African Nova Scotian Affairs – ANSA), African Canadian Women in the Public Service, Diversity Roundtable and Communities Culture and Heritage- CCH) to build relationship and discuss information sharing.	The profile of the Africville Agreement and HRM's response was able to be promoted locally and provincially. Contacts were made and opportunities such as input on planning for civic engagement initiatives, clarification about access to grants (CCH and ANSA) and information sharing as to best practices for incorporating an institutional response to diversity were achieved.
February 2013	African Nova Scotian Office (Provincial) collaborations Synopsis The Integration Office partnered with the provincial Office of African Nova Scotian Affairs to support the promotion of activities taking place during African Heritage Month. This was done through the distribution of African Heritage Month posters and flyers throughout HRM Business Units.	Results The engagement of HRM as an entity and individual employees in the recognition and celebration of Persons of African Descent during African Heritage Month was enhanced. It was an opportunity to collaborate and build relationship with provincial government office: Communities Culture and Heritage, Office of African Nova Scotian Affairs and Communications Nova Scotia

<p>April 2014</p>	<p>African Nova Scotian Healthy Communities- Opportunities: Dialogue, Information Sharing & Collaboration</p> <p>Synopsis</p> <p>In response to the HRM Mayor and Council's identification of Healthy Communities as one of its four Council Focus Areas, ANSAIO built on that work and internal activities with HRM and refining the question to consider what makes healthy African Nova Scotian communities. Significant to this was the acknowledgement that further examination needed to be done to find out what mediums exists to assist youth (explicitly) and by connecting families and communities.</p>	<p>Result</p> <p>In response to the HRM Mayor and Council's identification of Healthy Communities as one of its four Council Focus Areas, ANSAIO built on that work and internal activities with HRM and refining the question to consider what makes healthy African Nova Scotian communities. Significant to this was the acknowledgement that further examination needed to be done to find out what mediums exists to assist youth (explicitly) and by connecting families and communities.</p>
<p>Ongoing</p>	<p>Internal Collaboration/Policy Advice</p> <p>Synopsis</p> <p>The African Nova Scotian Affairs office in HRM has brought a new perspective to several ongoing HRM initiatives. A few examples of ANSAIO's work in this regard include: work with Planning and Infrastructure on a Watershed Project in the Preston Area; collaboration with Community and Recreation Services on a facility in Cherry Brook; consultation on an agreement with the Halifax Black Fire Fighters; work with Human Resources to finalize the HRM Self-identification survey; input on the RP+5 initial stage review to consider of the needs of rural African Nova Scotian communities in HRM; and consultation with Metro Transit to enhance community engagement and the inclusion of African Nova Scotian perspectives in the planning and delivery of services.</p>	<p>Result</p> <p>The support role provided by ANSAIO has contributed to the positive insertion of the needs to the African Nova Scotian communities in the working of the BUs.</p> <p>Additionally, as the ANSAIO continues to understand what is offered by the various BUs it can be shared with communities as appropriate.</p> <p>Enhanced communications is mutually beneficial to both HRM and communities.</p>

Nguzo Saba Value	Kuumba (Creativity) To do always as much as we can, in the way we can, in order to leave our community more beautiful and beneficial than we inherited it.	
Date	Event	
May 2013	Big Ideas Breakfast Synopsis The purpose of the event was to provide the leadership of HRM the opportunity to hear from individuals who have been identified as providing influential leadership throughout the African Nova Scotian communities of HRM. These influential leaders were invited to share their innovative Big Ideas.	Result This provided advice and insights on jurisdictional issues such as youth, housing and employment from an African Nova Scotian perspective. The CAO and the Mayor were able to hear from "first voice" informed individuals. It provided overall recommendations for use by both the Chief Administrator and the Mayor's Office.
December 2013	Mingling Our Voices: Successes and Opportunities in HRM Synopsis This event had a tri-fold purpose: <ol style="list-style-type: none"> 1) A celebration to recognize and acknowledge the Milestones of Note accomplished by African Nova Scotian employees within HRM. The keynote address was by Division Commander Corey Beals, Fire and Emergency Services. 2) Share about the services provided by HRM staff and workings of Council Update on the HRM African Nova Scotian Affairs Integration Office, including the learning's from the communities consultations (June 2013).	Result Returning to share the findings and go forward plans showed the community we follow up on our commitments. We had indicated that we host an information sharing event in a location to which all communities (as requested during the consultations) would be able to attend. We responded to 2 areas that showed up in the consultations: i) the need for (more) information about what HRM does and ii) an understanding what is

		<p>happening employment wise for African Nova Scotians. The showcase demonstrated what various BUs do. The milestone celebrations demonstrated we do have some long-time employees and many of them were able to be acknowledged by HRM and the community at the event.</p>
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Nguzo Saba Value	Imani (Faith) To believe with all our heart in our people, our parents, our teachers, our leaders and the righteousness and victory of our struggle.	
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Measuring ANSAIO Influence and Impact

Our impact is magnified when people with the same vision collaborate towards achieving the mandate. Since hiring the staff person in September 2012, the Integration Office has:

- Completed internal consultation with HRM staff and focus Groups;
- Completed external consultations with African Nova Scotian communities;
- Completed focus groups sessions with youth, seniors and organizations with an African Nova Scotian mandate;
- Developed an external and internal web presence;
- Participated in various activities to support the municipality in achieving its goal of more effectively engaging with the African HRM community; and
- Worked in collaboration with various Business Units that work with African Nova Scotian communities.
- Hosted an African Nova Scotian Community Engagement Event (December 7, 2014)
- Provided a platform for African Nova Scotian communities to actively engage with HRM where they may not have previously

HRM policy and practices have been positively impacted, and African Nova Scotian communities, organizations, and allies have realized benefits from the work of the Office. There is consideration of how African Nova Scotian communities are affected by current emerging policies. For example, we are working with Procurement to ensure that process and practices required based on policy and legislation are well known to the communities. These accomplishments have been realized using a temporary structure that has relied partially upon the resources of business units other than the unit in which the office is housed. These accomplishments have benefited HRM and African Nova Scotian communities, and have demonstrated the municipality's commitment to provide leadership, strategic direction, and policy support; and to strengthen the delivery of municipal services to residents and communities of African descent within HRM. Findings from the jurisdictional scan coupled with the work out of the Office over the past months have indicated that how the Office fits in the organizational structure matters in making change that is both sustainable and efficient. The Office will need to both lead and support therefore, it needs to have capacity to independently lead initiatives, and work in collaboration with various Business Units.

Transition

ANSAIO will build on the past two years of work to continue to enhance service delivery to African Nova Scotian communities and will continue to function within the HRM structure in the CAO's office. There is an acknowledgement within in HRM and by community that the work of implementing the function as assumed by Council in the 2010 Africville Agreement will happen most effectively through collaboration, growth and capacity building with the various Business Units.

Moving Forward: Where do we go now?

As we move forward towards strategic, collaborative efforts to realize the goals of ANSAIO, we want to do so together, as a community. We want to hear from you regarding the following:

- 1) How do we share information efficiently?
- 2) How do we collaborate to contribute to the stability and growth of ANSAIO and ensure mutual benefit for HRM, Halifax Water, Halifax Regional Police/RCMP and Halifax Libraries?
- 3) How do we collectively work to sustain and advance the commitment of HRM to engage with African Nova Scotian communities?
- 4) How do you see your organization working with the Office on areas related to your mandate e.g. engaging the voice of our youth?

Moving Forward: What We Heard

In the spirit of Ujima (Collective Work and Responsibility) the ANSAIO felt it was important to focus collaboration and collectivity as key working approaches. Research and lived experiences tells us that sustainability and quality of impact are strongly correlated with capacity building within the community (superficially African Nova Scotian communities) and within the serving institution.

The ANSAIO will use the responses to the 4 questions to inform its business planning. This section captures a summary of those comments provided by the African Nova Scotian organizations and leaders who attended the session.

There was great interest in working in collaboration with HRM, including Halifax Water, Halifax Public Libraries, Halifax Regional Police/RCMP, to enhance African Nova Scotian community engagement, to improve information sharing and to contribute to the stability of the ANSAIO. The following themes emerged and excerpt comments:

Establish the ANSAIO within the Corporate and Council structure of HRM

- Gather stakeholders together regularly for input and updates
- Needs to be a stronger autonomous role with HRM and linked to external community Advising Committee with self-representation (ie. not dictated by the City)
- Each identified unit should have an identified individual that is the liaison to be part of advisory committee – to identify business unit needs/supports
- We need a voice, a leader, a visible person or persons (ie. a permanent person in the position)
- Internal: We should have contact people in every business unit, that we can send information to and sit on planning committees; continued interaction
- Hire a FTE person who can transition through guidance by Sylvia and have access to proper administration support
- The Office must be permanent, with a permanent, dedicated staff member
- Have a full time senior staff person in HRM with some level of authority
- Hire a dedicated person – FTE management level to work on the recommendations
- Encourage Black participation in City Council and in the political process
- To give that person the power and budget to do the job they need to do
- Internal African Nova Scotian groups of employees to support one another
- The Office should have regular meetings with stakeholders
- Have a strategic plan in place with milestones the ANS community and HRM have to be accountable to

Formalize Partnerships to enhance service delivery across jurisdictions

- Groups/Schools/Churches/Newsletters (quarterly)
- ANSAIO needs an Advising Board to provide support to the FTE and staff
- Develop specific memorandum of understanding with African Nova Scotian organizations that link to various HRM units (ie. co-planning/shared delivery)
- The Office should be involved in core functioning of Nova Scotian Black organizations (ie. not first of or special projects)
- The Province African Nova Scotian Affairs and HRM's African Nova Scotian Affairs needs to collectively work together
- Working through an MOU/MOA that has 'specific' issues, targets, agreed outcomes and assessment metrics
- A relationship needs to be established (eg. Between Office and HRSB)
- Our organization though it has a provincial mandate, can be involved in HRM – specific initiatives by funding projects in HRM that may be then widened in scope. The distinction between federal, provincial, and municipal should be broken down
- Programming via partnerships

- Seek out 'specific' actions to develop partnerships with HRM and African Nova Scotian organizations
- Support community based organizations

Utilize multi-purpose and multi-pronged communication vehicles

- Externally: newsletters/community meetings/website/workshops
- Social media (especially if we want to reach the youth)
- Through listservs
- Promote ANSA events
- Internally: memos/emails/staff meetings
- Keep all communication in 'plain language'

Take an "Opportunity" / "Innovation" approach in working with African Nova Scotian communities

- Radio station
- Information has to get out to people in all the different communities in regards to what is available to people such as employment/training
- The office should partner with Black organizations in real things (ie. share money). The office should be involved in core functions of ANS organizations (ie. not just one of or special projects)
- Strategy sessions on specific issues- engage African Nova Scotian stakeholders in dialogue with HRM and specific issues/outcomes)
- Hire more at all levels and provide base line statistics on employment on all levels
- HRM to lobby the province for funds to deliver programs in support of its citizens second chance constructing the future
- Working on economic capacity building in our communities that focus on growth
- I would like to see HRM expand their current investment in the Greater Halifax Partnership to also invest in Black owned business start-ups, growth and attraction: Supplier Diversity Initiative, BBI Development Initiative, Procurement initiative for diversity groups
- Youth exchange programs between Indigenous youths and that of recent African immigrants
- Working together to organize annual youth conference for all persons of African descent
- There needs to be a conference of all Black organizations so that we know what each one does and where we are doing repetitive work
- Ongoing participation on committees/advisory groups

Draw upon and seek out Academic and Participatory research to inform policy development and application

- Provide a speaking forum for those of African Nova Scotians descent
- External: create opportunities where the black community can learn about the various Business Units and vice-versa. Especially RCMP and Halifax
- Gather stats on African Nova Scotians employment in various sectors/fields
- Require an evaluation of the programming and/or interaction of HRM with ANS communities
- The IBM initiative could try to connect students to partner on projects that are being undertaken and provide technical advice, produce manuals on how to access services (with age dimensions). I.e. The Preston's land project. Would like also to have our students article with HRM
- The UNASRD has called on Canada repeatedly to undertake disaggregated statistics
- Need to undertake a self-identifiable process

Moving Forward: Recommendation from the Collective

The assembled members of the African Nova Scotian community and organizations unanimously, and strongly, recommend that the African Nova Scotian Affairs Integration Office be a fully committed structure within the Halifax Regional Municipality, with a permanent, full-time equivalent (FTE) senior staff member who reports directly to the Chief Administrative Officer and Mayor, who has autonomy and authority, and who is resourced with supporting staff and a budget.

“Sticks in a bundle are unbreakable.” - African proverb