



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

**Item No. 01**

**Halifax Regional Council  
January 9, 2024**

**TO:** Mayor Savage and Members of Halifax Regional Council

Original Signed

**SUBMITTED BY:**

\_\_\_\_\_  
Cathie O'Toole, Chief Administrative Officer

**DATE:** October 5, 2023

**SUBJECT:** **ANS Road to Economic Prosperity Information Report**

---

**INFORMATION REPORT**

**ORIGIN**

Regional Council, January 25, 2022

**LEGISLATIVE AUTHORITY**

*Halifax Regional Municipality Charter, SNS 2008, c 39:*

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...;

## **BACKGROUND**

Regional Council endorsed the Road to Economic Prosperity for African Nova Scotian Communities: Summary Report and Action Plan (REPAC) on September 22, 2020, as part of the priority and commitment to healthy, livable communities as well as economic development. This marked the completion of a key action item within the Halifax Economic Growth Plan 2016-2021 which lays out a plan of action that will see people, businesses, and governments working together to achieve measurable results.

For two years prior to this endorsement, the Halifax Partnership, and the African Nova Scotian Affairs Integration Office collaborated with the African Nova Scotian (ANS) community on the creation of an ANS Economic Action Plan. Through a series of engagements across several ANS communities, this plan became a reality. As indicated in the Halifax Economic Growth Plan 2016-2021, the implementation of REPAC will “continue to support the advancement of ANS economic development and community priorities”. The implementation of the plan will be governed through the leadership of the Road to Economic Prosperity Advisory Committee and soon to be created African Nova Scotian Elders Council. REPAC consists of three strategic priorities, seven 5-year objectives and 30 actions for the first two years of the plan. Regional Council has requested a triannual update on the progress and implementation of the plan as part of its endorsement. The first update was presented on January 26, 2021, to Regional Council. Visit [www.anseconomicprosperity.com](http://www.anseconomicprosperity.com) for more information.

## **DISCUSSION**

This report outlines key activities of the Road to Economic Prosperity (REP) for African Nova Scotian Communities from September 2022- September 2023.

### **Activities around the Strategic Priorities**

1. ***Build Unity and Capacity among African Nova Scotians***- Through the guidance of the Advisory Committee, the outcome of this priority requires effective and culturally specific information sharing, collaboration with partners and establishment of a framework for supporting community capacity building efforts
  - The Road to Economic Prosperity Advisory Council (AC) was established in January 2021 from there the AC worked to establish the Elder Council (EC) in February 2022, and the Youth Council (YC) in July 2022. Since the establishment of all three councils, the AC has been working to increase leadership in the ANS communities throughout the province by offering capacity building session to identify each communities needs. The Elder Council has partnered with ANS Decade for People of African Descent (ANSDPAD) to plan and host the Black Family Meetings. The Youth Council has been engaging with the Elder Council and Advisory Council to gain knowledge and wisdom from the groups.
  - REP hosted 2 speakers’ series in partnership with Royal Bank of Canada in December 2022 and May 2023. December 2023 focused on education and the challenges ANS students face. May 2023 focused on ANS Women in the Trades.
  - HRM Revenue team drafted information about the Land Titles Clarification Act (LTCA) tax relief process, and a moving forward document, to explain how taxes function once title is clarified. The document outlines programs and resources available to help ANS customers with property taxes. It will be distributed in October 2023 to the provincial LTCA team and the lawyers who are engaged to help customers clear title.
  - The Social Benefits Advisory Committee (SBAC) in coordination with the Cogswell team, the Office of Diversity & Inclusion/ANSAIO and Dexter Community liaisons continue with their established monthly meetings. Baseline data for both Supply and Workforce Diversity plans has been collected. Reports have been developed to record actions and progress made towards achieving the contract social benefit objectives and targets. The data is

presented monthly to the SBAC. In August 2023, statistics showed 32% of Dexter workforce have self-identified as belonging to one or more equity deserving groups since the project commencement in September 2021. When sub-contractor data is included the percentage changes to 30.5% Project work hours completed by self-identified African Nova Scotians is 10.1% which exceeds the targets of 5% set out in the tender.

2. ***Establish Land Ownership, develop infrastructure, and attract investment:*** This priority addresses historic and current issues related to land ownership and environmental racism, strengthens the revitalization of ANS communities through investment and development, and supports the exploration of international economic and cultural opportunities. Recent highlights under the priority include:
- Planning & Development Community Benefit Agreements (CBA's) Community Action Plans have been identified as a potential tool to support communities in organizing around municipal infrastructure, Land Use By-law, and legislative changes.
  - Planning & Development staff members continue to work with the Beechville and Upper Hammonds Plains communities as they are working through zoning changes and community action plan processes. A public information meeting was held in September 2023 in Upper Hammonds Plains will happen again in November 2023 in Beechville.
  - Finance has been working with local ANS community to ease the acquisition of surplus properties through the community interest stream and raise awareness of legislated processes to help community understand steps required to prevent community properties from proceeding to tax sale. Increased opportunities for greater community capacity and infrastructure development. Finance along with ANSAIO, regularly connect with Provincial Land Title Clarification Area navigators. In this period provided advice on two LTCA properties in the tax sale process.
  - Solid Waste Resources Management met with the North Preston Rate Payers Association, with support from ANSAIO, to update community members on illegal dumping mitigation measures on Upper Governor Street March 30, 2023. This update included information on municipal Illegal Dumping by-laws. Feedback was also sought, and provided, by the Rate Payers Association on education and promotion of Solid Waste Resources programs. Solid waste will be providing an update to the North Preston community during an ANSAIO community circle in November 2023.
  - Halifax Municipal Archives With assistance from ANSAIO we partnered with the Africville Genealogy Society and Africville Museum to coordinate a "scanathon" to preserve Africville's history and enhance the Museum collection. Assisted the Africville Museum in sourcing images for its Africville Walking Tour. Reviewed government historical records related to Africville to identify restricted personal information to make redacted digitized copies available to the public online. Waived usual copy and use fees for projects by the Africville Museum and the Delmore Buddy Daye Learning Institute. Hosted a tour and discussion with residents of The Avenue (ANS Community in Dartmouth), to promote preservation of historical records of the community.
  - Facility Design & Construction the Net-Zero Roadmap is prioritizing deep energy retrofits in underserved communities. Design work for deep energy retrofit for East Preston Community Centre, North Preston Community Centre, and Wallace Lucas Community Centre are under way. Retrofit work has started at the Upper Hammonds Plains Community Centre and is expected to be completed in Spring 2024. Tendering of deep energy retrofits are subject to HRMs social procurement policy.
  - Public Works North Preston community: construction of Cain Street sidewalk underway. Design of North Preston Greenway extension underway for construction in next few years. East Preston: Initial construction of East Preston Greenway complete. Lucasville: Completing 30% design of central Lucasville Greenway segment. Target 2026 construction. Upper Hammonds Plains: working with D&I/ANSAIO and Planning on Community Action Planning to determine interest in community AT facilities.

Africville: We have 30% design of Active Transportation facility connections. Public Works are commissioning some additional design work, with a target to implement in 2027 and 2028.

North End Bikeways (AT): will initiate additional functional planning for complete streets. D&I/ANSAIO assisting with engagements from ANS community members for end of 2023: early 2024. Cherry Brook - Lake Loon: working with community groups to better understand Active Transportation facility needs and preferences. Beechville: PW will be adding new sidewalk in Monro subdivision and adding new sidewalk on Sant Margaret's Bay Road connecting to Monro subdivision for a crosswalk installation. Construction targeted for 2024.

- Corporate Real Estate continues to discuss the proposed concept of land exchange and exploration of future uses of municipal and federal lands in the Africville area with the Africville Heritage Trust (AHT) and Halifax Port Authority (HPA). An internal review of HRM's operational needs for land in the area is ongoing, and further discussions with the community and stakeholders are planned.

**3. Increase Participation in Education, Employment and Entrepreneurship**-The Advisory Committee continues to collaborate with its partners and stakeholders around opportunities to advance this action. Most recently, the following key actions have occurred:

- Parks & Recreation Youth Worx Employment program offers 24 weeks of paid job and life skill building for youth facing barriers to employment. While in the supportive environment, participants gain hands-on work experience. Youth between the ages of 16 and 24 years old who are not employed or attending school, are eligible for the program.. This year, In the project there are ten ASN youth/ staff on the team.
- Planning & Development through work with the Road to Economic Prosperity team, staff identified the Community Action Planning process as a way to advance changes directly with African Nova Scotian communities. This has been embedded in the Regional Plan. Beechville has HRM's first Community Action Plan, and work with Upper Hammonds Plains is being initiated.

As part of the 2023/2024 budget process, staff requested and received three additional planner resources to staff this program. Regional Council approved these additional positions and Planning & Development are working towards filling these positions by early 2024.

## **FINANCIAL IMPLICATIONS**

The implementation of the ANS Road to Economic Prosperity Plan for year 3 is being undertaken within the approved 2023/24 budget in the amount of \$350,000 plus net HST of \$15,001 for a total of \$365,001 in account E401 – Office of Diversity and Inclusion/ANSAIO.

## **COMMUNITY ENGAGEMENT**

Community engagement is imbedded in the work of the African Nova Scotian Economic Action Plan. Individual business units engage community on a project-by-project basis

## **ATTACHMENTS**

Attachment 1: Road to Economic Prosperity Economic Action Plan- Summary Report and Action Plan September 2020

Attachment 2: Road to Economic Prosperity Economic Action Plan- 3–5-year Plan

Attachment 3: African Nova Scotian Economic Road to Prosperity-Updates-Excel

---

A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Tamar Pryor Brown, Senior Advisor, Diversity & Inclusion/African Nova Scotian Affairs  
Integration Office, CAO's Office, 902.490-3326

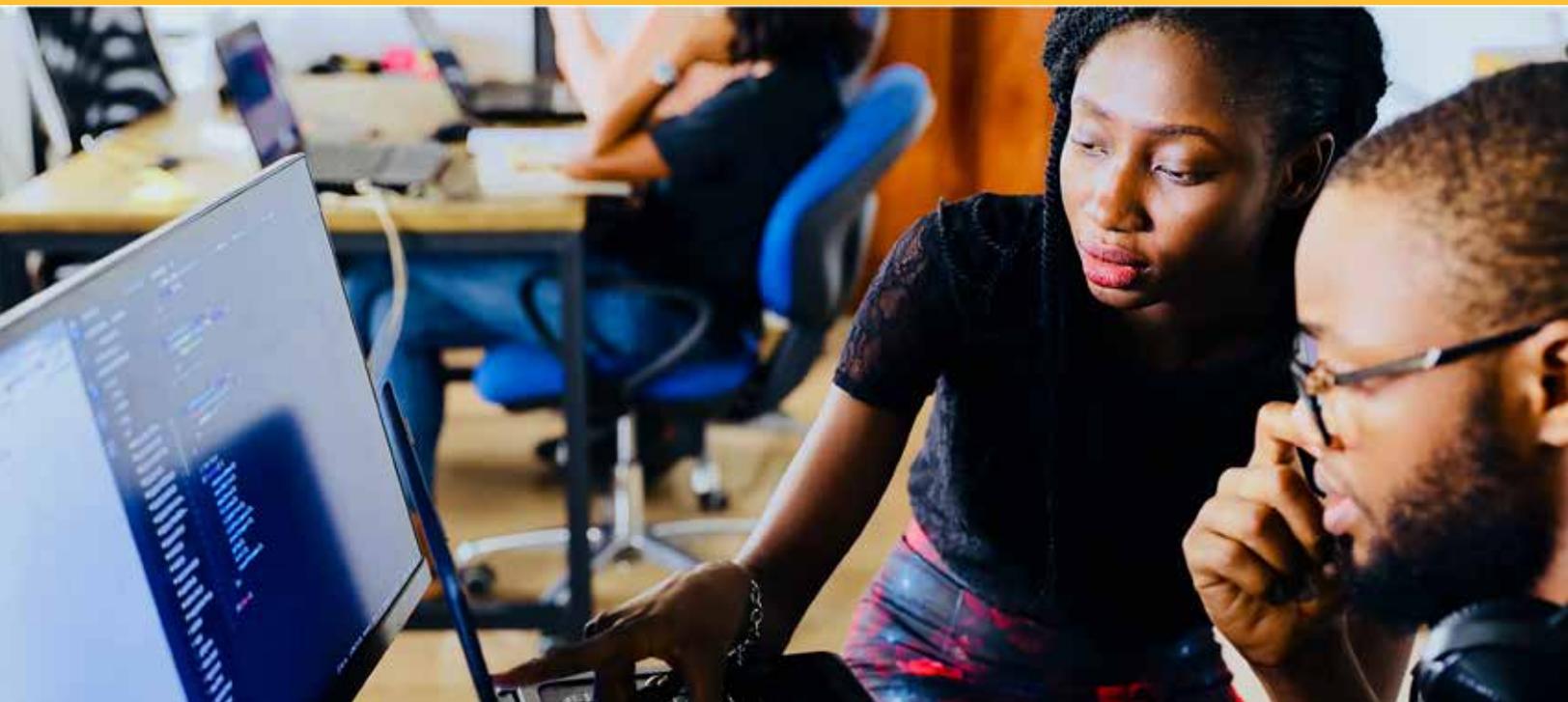
---

# Road to Economic Prosperity for African Nova Scotian Communities

---

Summary Report and Action Plan

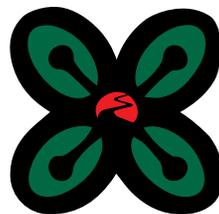
SEPTEMBER 2020



# FOREWARD

African Nova Scotians have always been dedicated to building a strong, vibrant and prosperous community. The history of Peoples of African Descent in Nova Scotia is filled with instances of community mobilization to building capacity for socio-economic self-sufficiency. For generations, African Nova Scotians have advocated for unity and prosperity, and have remained committed to building and maintaining their community by carrying each other's challenges and solving them together.

The Road to Economic Prosperity Action Plan is a continuation of the legacy of community-led efforts. The plan continues the work that African Nova Scotian communities have been doing for generations. It remains committed to ongoing community efforts, and most importantly, it provides a space for realizing future opportunities for all people of African descent.



**The Bese Saka "Sack of Cola Nuts" symbol represents affluence, power, abundance, plenty, togetherness and unity.**

# ACKNOWLEDGEMENTS

---

## Road to Economic Prosperity Advisory Committee

Irvine Carvery (Co-chair) - Africville Genealogy Society  
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 - 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)

## Sponsor



## Partners

HALIFAX

HALIFAX  
PARTNERSHIP  
CONNECT. COLLABORATE. PROSPER.

---

# Table of Contents

<b>Acknowledgements.....</b>	<b>3</b>
<b>Message from Mike Savage, Mayor of Halifax Regional Municipality .....</b>	<b>5</b>
<b>Message from Irvine Carvery and Dolly Williams, Co-Chairs of the Advisory Committee.....</b>	<b>6</b>
<b>Executive Summary .....</b>	<b>7</b>
<b>Community Consultation and Engagement.....</b>	<b>10</b>
<b>Setting the Context: The Road to Unity .....</b>	<b>11</b>
<b>Road to Economic Prosperity Framework .....</b>	<b>13</b>
<b>Road to Economic Prosperity Action Plan Years 1-2.....</b>	<b>14</b>
<b>Implementation and Engagement.....</b>	<b>23</b>
<b>Measurement and Evaluation.....</b>	<b>23</b>

---

# MESSAGE FROM MIKE SAVAGE

## MAYOR OF HALIFAX REGIONAL MUNICIPALITY

Systemic racism has been part of this city, from its founding, to its treatment of early Black pioneers, to the destruction of Africville in the name of “urban renewal”, and the more recent evidence of biased treatment in policing.

We have a responsibility to acknowledge that generational systemic anti-Black racism has played a role in maintaining societal status quo. This is evident in the kinds of development we see across our communities, where people live, and what opportunities they are provided.

As we work to recover from the financial impacts of COVID-19 and continue to grow the local economy, we must commit to building new pathways to economic inclusion and prosperity for African Nova Scotians.

That’s why I was so pleased to see African Nova Scotian communities throughout the municipality contribute to the development of the African Nova Scotian Road to Economic Prosperity Action Plan with support from Halifax Partnership and Halifax Regional Municipality. I am similarly gratified to see this work wholeheartedly endorsed by Regional Council.

The need for this action plan was identified in Halifax’s 2016-21 Economic Growth Plan. Community members who participated in consultations spoke powerfully to common goals of establishing land ownership and creating development opportunities, essentially putting economic development into the hands of the community it seeks to help.

Similarly, they addressed the need to reduce government policy barriers in areas such as land-use regulation, and improve education, employment, and entrepreneurship opportunities.

The responsibility to improve the economic prosperity of African Nova Scotians rests with us individually and collectively, but it will only be real and lasting if the tools are given to people who have been denied them for far too long.

**Let’s work together to ensure African Nova Scotian residents play a significant role in building a prosperous future for the Halifax region, where everyone can match their ambitions to opportunity.**

# MESSAGE FROM

# IRVINE CARVERY & DOLLY WILLIAMS

## CO-CHAIRS OF THE ADVISORY COMMITTEE

Economic development for the ANS community matters for all of Halifax and Nova Scotia. While Halifax has demonstrated strong and continuous economic growth over the past 10 years, African Nova Scotians have not equally benefited, and our communities continue to be impacted by growing socioeconomic disparity.

Over the years, there has been government and private sector support for African Nova Scotians' economic development initiatives, but there has never been a concerted effort or strategy dedicated to improving our economic well-being and prosperity. That is, until now.

This Road to Economic Prosperity Action Plan is a five-year collaborative strategy developed and owned by all of us, the African Nova Scotian community, to advance economic development and community priorities, and to coordinate, align, and bring greater awareness to work already being done.

This plan is the first of its kind. Most of us have lived through versions of this work, but this is the first time it has been put together as a formal economic plan and endorsed by both the community and government.

While the plan is specifically built for our community, it helps build success for all who live in Nova Scotia. It aims to close employment and housing gaps, increase collaboration and investment, and improve economic and quality of life outcomes for the ANS community.

When we are successful, we will have addressed decades and centuries of systemic and institutional barriers that have prevented growth in our communities. We want a healthy and prosperous future, and we are hopeful that we will inspire and lay the groundwork for a Nova Scotia-wide agenda.

**Thank you to the ANS community for your support and contribution to this plan, particularly to those who participated in our consultation sessions to identify key issues, opportunities, and themes to be addressed. We look forward to working together with you over the next five years and beyond to lead the way for economic prosperity for all African Nova Scotians.**



# Executive Summary

The Road to Economic Prosperity Action Plan (REPAP) is a collaborative plan developed and owned by the African Nova Scotian (ANS) community to advance economic development and community priorities. A number of consultations have been held with African Nova Scotians 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 Ownership , 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, Halifax Regional Municipality's African Nova Scotian Affairs Integration Office (ANSAIO) and Halifax Partnership have been instrumental in ensuring that, as a municipality, we are doing a better job 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, Halifax Partnership (the Partnership) continues to prioritize and focus on improving African Nova Scotians' attachment to the labour force while supporting business development and capacity building in ANS communities.

# EXECUTIVE SUMMARY

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

**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 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 REPAP 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 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 2019-20), 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.



---

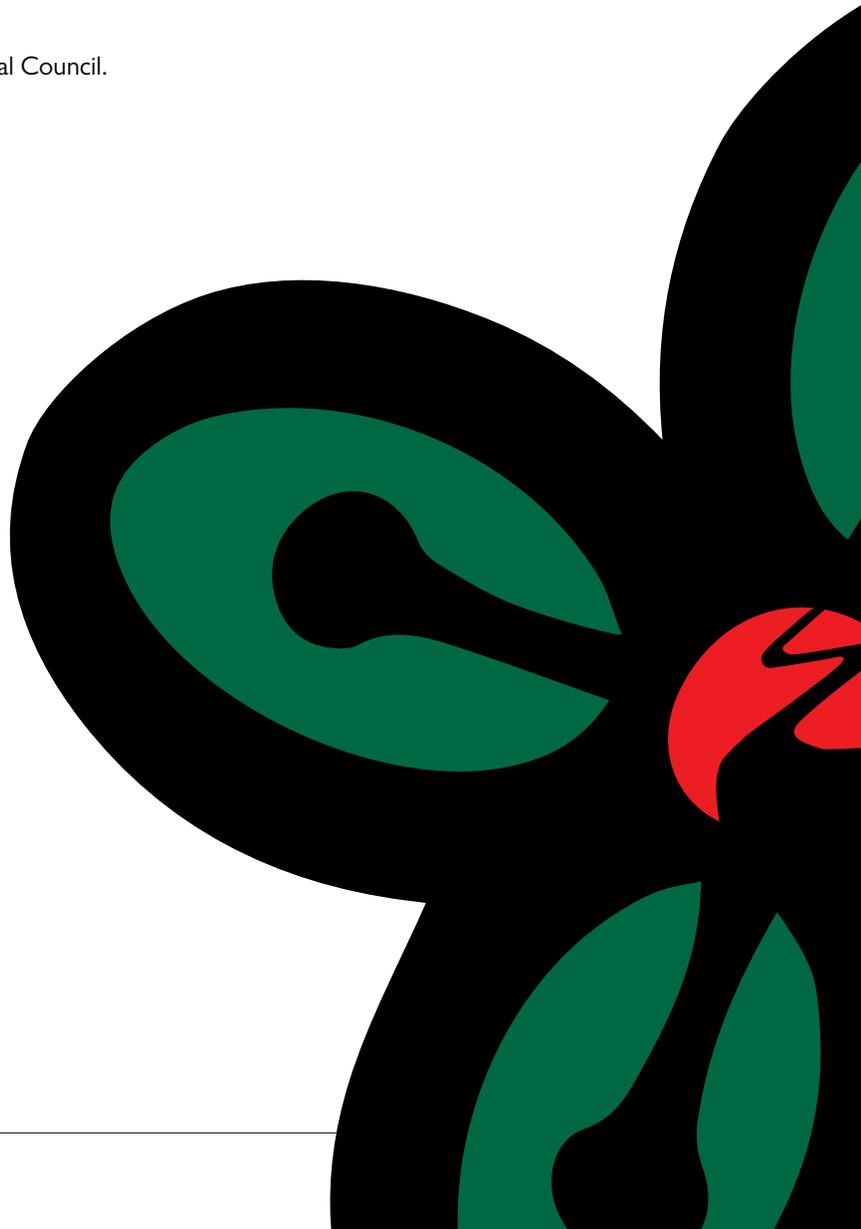
**The implementation of the Road to Economic Prosperity Action Plan will be guided by the Road to Economic Prosperity Advisory Committee (REPAC) which will ensure alignment, collaboration, and regular engagement with ANS communities.**

**IMPLEMENTATION WILL INCLUDE:**

- A public launch of the REPAP.
- 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 Action Plan 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.

ANSAIO and the 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. 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 REPAP.

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 and attracting investment 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, the facilitator Nene Kwasi 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: fire, water, earth, minerals/rocks, and nature. 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.



**In thinking about different ways to improve economic prosperity, ANS 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.

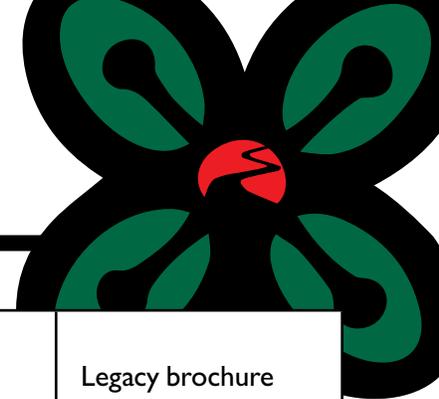


# ROAD TO ECONOMIC PROSPERITY FRAMEWORK



# 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	Outcomes
 <p><b>Increase alignment and collaboration among African Nova Scotian communities and partners to create transparency and collective success</b></p>	<p><b>1.</b> Establish the Road to Economic Prosperity Advisory Committee (REPAC) and Elders Council to provide leadership and oversight</p>	Halifax Partnership	<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><b>2.</b> Develop an ethical framework guided by shared principles and practices to promote accountability with bi-annual check-in</p>	Road to Economic Prosperity Advisory Committee	ANS communities/ organizations	Shared vision and ethical framework and enhanced process for transparency and collaboration developed
	<p><b>3.</b> Bring ANS communities together to celebrate and share best practices and lessons learned</p>	Halifax Partnership HRM	Government entities/departments ANS communities	Annual Unity event held
	<p><b>4.</b> Report annually on the Road to Economic Prosperity Action Plan, highlighting progress and successes against outcomes</p>	Halifax Partnership HRM	ANS communities/ organizations, Government departments/entities	Increased knowledge on the state of African Nova Scotian communities with up-to-date data and analysis



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

	<p><b>9.</b> 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><b>10.</b> 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><b>11.</b> 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	Outcomes
<p><b>2.1</b></p> <p><b>Address historic and current issues related to land ownership and environmental racism</b></p>	<p><b>12.</b> 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, policy, by-laws, and best practice review complete</p> <p>CBA process for HRM/NS created</p>
	<p><b>13.</b> Create a framework to identify and address legislation, policy, 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, policy, and by-laws review complete</p> <p>Mechanisms for community input developed and communicated</p> <p>ANS communities actively engaged in providing input</p> <p>Framework developed</p>
	<p><b>14.</b> In partnership with the Province, develop an approach to resolve ownership, taxation, and planning issues on residential and community owned properties without clear title</p>	<p>Halifax Partnership</p> <p>HRM</p>	<p>ANS communities</p> <p>Province of Nova Scotia</p>	<p>Increased opportunities for land and home ownership</p> <p>Increased opportunities for greater community capacity and infrastructure development</p>

	<p><b>15.</b> Support the Akoma-led master plan for the restoration of the historic Nova Scotia Home for Coloured Children</p>	<p>Halifax Partnership HRM</p>	<p>ANS communities Akoma HRM Planning and Development</p>	<p>Increased development opportunities in the areas of affordable housing, entrepreneurship, and sports</p>
	<p><b>16.</b> Review the naming, boundaries, and zoning of historic ANS communities, and zoning affecting ANS communities</p>	<p>Halifax Partnership HRM</p>	<p>Province of Nova Scotia</p>	<p>Recognition and reestablishment of historic ANS community boundaries  Increase in land base/mass for ANS communities</p>
	<p><b>17.</b> Identify and prioritize the remediation of government-owned contaminated sites in ANS communities</p>	<p>Halifax Partnership HRM</p>	<p>Province of Nova Scotia</p>	<p>Contaminated sites identified and prioritized for remediation  Increase in clean and green spaces in ANS communities</p>

## 2.2

### Revitalize ANS communities through investment and development

	<p><b>18.</b> 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 Halifax Water Province of Nova Scotia ANS communities</p>	<p>Infrastructure development opportunities identified and prioritized Projects under development</p>
	<p><b>19.</b> Support ANS communities to identify and secure funding for the preservation and interpretation of ANS community heritage sites</p>	<p>ANS communities HRM</p>	<p>Halifax Partnership Province of Nova Scotia</p>	<p>Increase in heritage and historical awareness Support secured for legacy projects</p>
	<p><b>20.</b> Prioritize and develop vacant lands within ANS communities</p>	<p>ANS communities</p>	<p>Halifax Partnership HRM Province of Nova Scotia</p>	<p>Increased capacity in ANS communities to develop places and spaces Inventory of vacant lands developed</p>
	<p><b>21.</b> Redevelop and market spaces within ANS communities for commercial and/or community use</p>	<p>ANS communities</p>	<p>BBI</p>	<p>Increased capacity in ANS communities to develop commercial places and spaces Inventory of spaces for commercial and community use developed</p>



## 2.3

### Explore international economic and cultural opportunities

**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

Province of Nova Scotia

Formal sister city relationship established within the first year

Develop cultural and historical links between ANS communities and West African Countries

**23.** Attract international investors into the African Nova Scotian communities

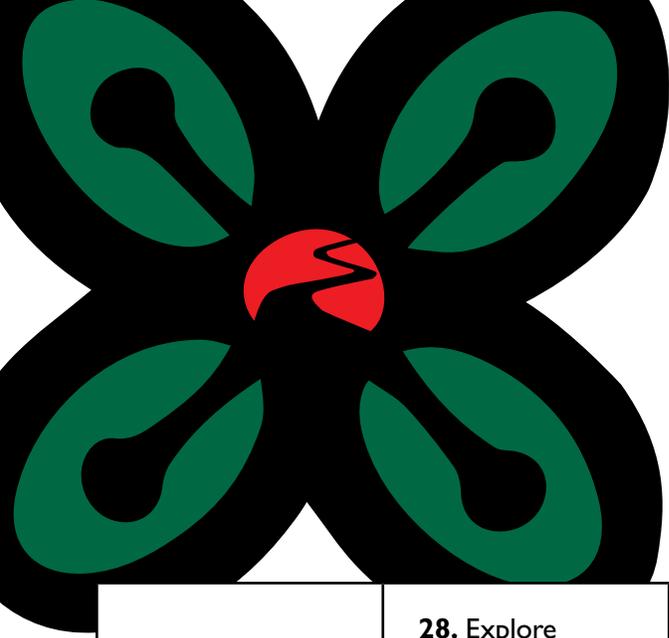
Halifax Partnership  
HRM  
ANS Communities

BBI  
Province of Nova Scotia

Relationships with potential investors developed

## Strategic Priority 3 – Increase Participation in Education, Employment and Entrepreneurship

5 Year Objectives	Years 1-2 Actions	Lead	Stakeholders	Outcomes
<h1>3.1</h1> <p><b>Increase labour force attachment for African Nova Scotians</b></p>	<p><b>24.</b> Establish the ANS stream under the Halifax Connector Program</p>	Halifax Partnership	<p>ANS communities</p> <p>Nova Scotia African Canadian Services Branch</p> <p>Nova Scotia Department of Labour and Advanced Education</p>	<p>ANS Connector stream established</p> <p>Track and increase the number of ANS Connectees and Connectors each year</p>
	<p><b>25.</b> Identify and share existing programs and services supporting the workforce attachment of African Nova Scotians</p>	Halifax Partnership	<p>ANS communities</p> <p>BBI</p> <p>Nova Scotia Department of Labour and Advanced Education</p>	<p>Track and increase ANS employment rates</p>
	<p><b>26.</b> Connect African Nova Scotians to employment opportunities at HRM</p>	HRM	ANS communities	<p>Benchmark of ANS representation within the HRM workforce established</p> <p>Increase in ANS recruitment within various departments at HRM</p>
	<p><b>27.</b> Provide opportunities for ANS-owned businesses into corporate supply chains and government contracts</p>	<p>Province of Nova Scotia</p> <p>HRM</p>	<p>ANS communities</p> <p>BBI</p>	<p>Representation of ANS businesses within corporate and government supply chains increased and improved</p> <p>Participation of ANS businesses in government contracts encouraged</p>



## 3.2

### Increase entrepreneurship opportunities in ANS communities

	<p><b>28.</b> Explore cooperative models and examine their validity for ANS communities</p>	<p>Road to Economic Prosperity Advisory Committee</p>	<p>ANS communities BBI</p>	<p>Increase in opportunities for housing and business development</p>
	<p><b>29.</b> Connect ANS entrepreneurs to business development programs and services</p>	<p>Halifax Partnership BBI</p>	<p>ANS communities</p>	<p>Track and increase the number of ANS entrepreneurs referred to business development programs and services</p>
	<p><b>30.</b> Support the growth of ANS Arts and Culture businesses and industries</p>	<p>Halifax Partnership BBI</p>	<p>ANS communities</p>	<p>Increase in the number and growth of ANS Arts and Culture businesses</p>

# 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, supported by the Elders Council, will provide leadership, oversight, and strategic guidance.

### Road to Economic Prosperity Advisory Committee

#### Membership

- A member from each Black community in HRM
- Community organizations involved in economic development and/or capacity building
- Resources/support person from the primary agencies
- Youth and elder representation

#### Role

- Review and approve terms of reference
- Use five elements for developing ANS communities
- Discuss & support the action plan
- Prepare for presentation to community at large
- Develop a work plan and timeline for completion
- ANSAIO & Halifax Partnership will provide support

#### How We Work

- Listen with care and sensitivity to the full range of all members' interests
- Remain open to new ideas and concepts
- Offer possible alternatives when an agreement cannot be reached
- Discuss everyone's positions on matters of group interest
- Agree on how to communicate these as a group to external parties

#### Values

- Ethical and competent leadership
- Strong, progressive and effective institutions with Afrocentric representation and values
- Economic infrastructure that gives back to the community
- A coherent strategy for healing, for trauma, and emotional well-being



### Implementation:

- 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 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 & 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 triannual progress reports to Regional Council.**



**2022-23 Road to Economic Prosperity for African Nova Scotian Communities Action Plan - Years 3, 4, and**

**STRATEGIC PRIORITY 1 – BUILD UNITY AND CAPACITY AMONG AFRICAN NOVA SCOTIANS**

5 Year Objectives	Years 3-5 Actions	Lead	Expected Outcomes
<p><b>I.1</b> Increase alignment and collaboration among African Nova Scotian communities and partners to create transparency and collective success</p>	<p>1. Create a community-focused, five-year governance plan, based on Africentric principles, for capacity development and reporting for the Advisory, Elder, and Youth Councils and Working Groups.</p>	<p>Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils</p>	<ul style="list-style-type: none"> <li>• Five-year Capacity Building Governance Plan approved, and progress tracked</li> <li>• Regular reporting to HRM, Province of Nova Scotia, sponsors, and ANS communities</li> </ul>
	<p>2. Explore and consider options for a longer-term, sustainable operating model/structure that best serves ANS communities and ensures effective and efficient implementation of this Plan post 2026.</p>	<p>Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils</p>	<ul style="list-style-type: none"> <li>• By 2025, recommendations for longer-term operating model shared with community and funders</li> <li>• Results incorporated in post 2026 plans</li> </ul>
	<p>3. Bring ANS communities together to celebrate and share best practices and lessons learned.</p>	<p>Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils</p>	<ul style="list-style-type: none"> <li>• Sharing at the Annual Community Summit and Conference</li> </ul>
	<p>4. Report annually on the Road to Economic Prosperity Action Plan, assessing progress and success against outcomes.</p>	<p>Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils</p>	<ul style="list-style-type: none"> <li>• Annual Progress Report presented at Annual Community Summit &amp; Conference</li> </ul>
	<p>5. Recognize and promote the historic legacy and value of ANS communities.</p>	<p>Road to Economic Prosperity Elder Council in consultation with the Advisory and Youth Councils</p>	<ul style="list-style-type: none"> <li>• Legacy brochure and interactive online resources updated</li> </ul>
	<p>6. Develop, and publish annually, <i>The African Nova Scotian Prosperity and Well-being Index</i> – an information source of annual data on the state of African Nova Scotian economic and community progress.</p>	<p>Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils</p>	<ul style="list-style-type: none"> <li>• Annual ANS Prosperity and Well-being Index developed and shared with community</li> </ul>
<p><b>I.2</b> Build community capacity to mobilize and lead the implementation of the Road to Economic Prosperity Action Plan implementation</p>	<p>7. Work with ANS communities to develop an informed understanding and action plan to address the gaps and/or needs that exist within each community and their impacts upon the community’s members.</p>	<p>Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils</p>	<ul style="list-style-type: none"> <li>• Action Plans developed for &gt;5 African Nova Scotian communities outside of HRM</li> </ul>
	<p>8. Connect ANS communities to training and resources to develop leadership, facilitation, and resiliency skills.</p>	<p>Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils</p>	<ul style="list-style-type: none"> <li>• Leadership, facilitation, and resiliency skills program for ANS communities developed</li> <li>• ANS communities connected to capacity-building programs and opportunities led by HRM and Halifax Partnership</li> </ul>
	<p>9. Round table conversations to connect all people of African descent.</p>	<p>Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils</p>	<ul style="list-style-type: none"> <li>• Increase the connection between African Nova Scotians (African and Caribbean countries)</li> </ul>
	<p>10. In partnership with RBC continue to implement The Spark – Igniting Conversations Speaker Series to discuss innovative ideas focused on increasing ANS participation in education, employment, and entrepreneurship.</p>	<p>Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils</p>	<ul style="list-style-type: none"> <li>• Thought leadership events held with ANS communities</li> <li>• Increased awareness of the common themes and connections relating to economic development amongst local communities of African descent and those across the globe</li> </ul>
	<p>11. Ensure ANS communities are aware of, and understand, the impacts of legislation and municipal by-laws affecting their communities and the avenues to provide feedback to government on necessary changes.</p>	<p>Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils</p>	<ul style="list-style-type: none"> <li>• Information sessions on legislation and municipal by-laws held</li> <li>• Information shared with ANS communities through relevant and effective communications channels</li> <li>• Increased awareness in ANS communities of legislation and by-laws impacting their communities and ways to engage and provide feedback</li> </ul>

## 2022-23 Road to Economic Prosperity for African Nova Scotian Communities Action Plan - Years 3, 4, and

### STRATEGIC PRIORITY 2: ESTABLISH LAND OWNERSHIP, DEVELOP INFRASTRUCTURE, AND ATTRACT INVESTMENT

	Proposed Years 3-5 Actions	Lead	Expected Outcomes
<p><b>2.1</b> Address historic and current issues related to land ownership and environmental racism</p>	12. Work with the Municipality to consider and, where possible, incorporate Community Benefits Agreements (CBA) as part of HRM's Planning and Development strategies for ANS communities.	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>ANS Community Benefits Agreement included in African Nova Scotian Community Plans</li> </ul>
	13. In collaboration with HRM's Planning & Development Team, create Community Action Plans for ANS communities to support them in organizing around municipal infrastructure, by-law, and legislative changes.	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>ANS communities actively engaged in providing input</li> <li>Community Actions Plans developed.</li> <li>Recognition and reestablishment of historic ANS community boundaries</li> <li>Increase in land base/mass for ANS communities</li> <li>Infrastructure development opportunities identified and prioritized; projects initiated</li> <li>Increased capacity in ANS communities to identify vacant spaces for development, and placemaking</li> <li>Inventory of vacant lands developed</li> <li>Increase in heritage and historical awareness</li> </ul>
	14. Collaborate with the Black Housing Council on the provincial ANS Housing Needs Assessment and Strategy	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>Development of a provincial Black Community</li> <li>Needs Assessment and housing strategy</li> <li>Increase in opportunities for housing development</li> </ul>
	15. Support the work of the National Black Community Housing Technical Resource Centre which will be housed in Nova Scotia	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>Awareness of National Black Housing issues and a national conference to share strategies.</li> </ul>
	16. In partnership with the Province, develop an approach to resolve ownership, taxation, and planning issues on residential and community owned properties without clear title	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>Increased opportunities for land and home ownership</li> <li>Increased opportunities for greater community capacity and infrastructure development</li> </ul>
	17. Identify and prioritize the remediation of government-owned contaminated sites in ANS communities	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>Contaminated sites identified and prioritized for remediation, to stop and prevent environmental damage in ANS communities</li> <li>Increase in clean and green spaces in ANS communities</li> </ul>
<p><b>2.2</b> Revitalize ANS communities through Investment and development</p>	18. Work with HRM and local ANS communities to increase awareness of ANS community surplus properties throughout the Municipality and the legislated processes and steps required to prevent them from proceeding to tax sale.	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>Reduction in the number of ANS community surplus properties proceeding to tax sale</li> </ul>
	19. Support the Akoma led master plan and the needed environmental, transportation, and infrastructure studies to inform future planning and development decisions.	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>Increased development opportunities in the areas of affordable housing, entrepreneurship, and sports</li> </ul>
<p><b>2.3</b> Explore international economic and cultural opportunities</p>	20. Pursue sister city and international trade and development relationships with African countries with ancestral ties to African Nova Scotians	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>Formal sister city relationship established within the first year</li> <li>Develop cultural and historical links between ANS communities and West African Countries</li> </ul>
	21. Attract international investors into the African Nova Scotian communities	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>Relationships with potential investors developed</li> </ul>

## 2022-23 Road to Economic Prosperity for African Nova Scotian Communities Action Plan - Years 3, 4, and

### PRIORITY 3: INCREASE PARTICIPATION IN EDUCATION, EMPLOYMENT AND ENTREPRENEURSHIP

Year Objectives	Proposed Years 3-5 Actions	Lead	Expected Outcomes
<b>3.1</b> <b>Increase labour force attachment for African Nova Scotians</b>	22. Continue the ANS Connector Program that connects ANS graduates to the networks and resources needed to build a career in Halifax.	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils and Halifax Partnership	<ul style="list-style-type: none"> <li>Track and increase the number of ANS Connectees and Connectors each year</li> </ul>
	23. Identify and share existing programs and services supporting the workforce attachment of African Nova Scotians	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>Track and increase ANS employment rates</li> </ul>
	24. Connect ANS-owned businesses to corporate supply chains and government contracts	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>Representation of ANS businesses within corporate and government supply chains increased and improved</li> <li>Participation of ANS businesses in government contracts encouraged</li> </ul>
	25. Develop a mentorship program to engage and support the development of ANS youth	Road to Economic Prosperity Youth Council in consultation with the Elder and Advisory Councils	<ul style="list-style-type: none"> <li>Increase in youth connected to BBI and other mentorship programs</li> </ul>
<b>3.2</b> <b>Increase entrepreneurship opportunities in ANS communities</b>	26. Explore cooperative ('co-op') models and assess their potential use for ANS communities	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>Increase in opportunities for business development</li> </ul>
	27. Connect ANS entrepreneurs to business development programs and services	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>Track and increase the number of ANS entrepreneurs referred to business development programs and services</li> </ul>
	28. Support the growth of ANS business in the Arts and Culture sector.	Road to Economic Prosperity Advisory Council in consultation with the Elder and Youth Councils	<ul style="list-style-type: none"> <li>Assist in the development of a strategy for growth of ANS Arts and Culture businesses</li> </ul>

Attachment 3: African Nova Scotian Economic Road to Prosperity-Updates

**ROAD TO ECONOMIC PROSPERITY Action Plan**

Annual update as of September/2023

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

5 Year Objectives	Years 1-2 Actions	Lead/ Stakeholders	Outcomes	Status
<b>1.1</b> 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 to provide leadership and oversight	Halifax Partnership	REPAC and Elders Council established	The REP Advisory Council (AC) was established in January 2021 from there the AC worked to establish the Elder Council (EC) in February 2022, and the Youth Council (YC) in July 2022. Since the establishment of all three councils the AC has been working to increase leadership in the ANS communities throughout the province by offering capacity building session to identify each communities needs. The EC has partnered with ANS Decade for People of African Descent (ANSDPAD) to plan and host the Black Family Meetings. The Youth Council has been engaging with the EC and AC to learn from them.
	2. Develop an ethical framework guided by shared principles and practices to promote accountability with bi-annual check-in	Road to Economic Prosperity Advisory Committee	Increase in community leadership and capacity in ANS communities	The AC began drafting on a capacity building framework n May 2023 to share with communities to help guide their capacity building and community planning process.
	3. Bring ANS communities together to celebrate and share best practices and lessons learned	Halifax Partnership/HRM	Regular reporting to HRM and ANS communities	REP hosted their annual summit September 2023, and adding a working day with black organizations to obtain input on the REP 3-5 year plan. REP also hosted an international conference on black planning and development this year with their summit.
	4. Report annually on the Road to Economic Prosperity, highlighting progress and successes against outcomes	Halifax Partnership/HRM	Increased knowledge on the state of African Nova Scotian communities through up-to-date data and analysis	REP released their annual progress report for 2022 in August 2023.
	5. Recognize and promote the historical legacy and value of ANS communities	ANS communities	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	Shared vision and ethical framework, and enhanced process for transparency and collaboration developed	In January 2023 REP updated their Well-Being Index with new ANS stats from Statistics Canada and has shared the numbers with their community presentations.
	7. Bring changemakers to the table who are ready and able to constructively and positively create change.	Halifax Partnership /HRM	Increase in resources and strategic partnerships to support activities	<b>Parks &amp; Recreation:</b> supports REPAP advisory council through North Preston Facility Manager who is part of the committee. Recreation staff have constructively, positively created change through community events and are continuously promoting and encouraging those from ANS communities to work and share their skills in the recreation centres. Many times throughout the year people approach CRC's with a program idea (e.g African dance) and want to teach a program. Recreation staff then work with the applicant, hire them, promote a 10 week program and then offer the program to community.
	8. Connect ANS communities to training and resources to develop leadership, facilitation, and resiliency skills.	Halifax Partnership	Annual Unity event held	<b>Partnership:</b> Leadership, facilitation, and resiliency skills program for ANS communities developed • ANS communities connected to capacity-building programs and opportunities led by HRM and Halifax Partnership.
	9. Develop a mentorship program to engage and support the development of ANS youth	BBI	Increase in youth connected to BBI and other youth mentorship programs	
	10. Develop a speaker series hosting thought leaders on economic development in African communities globally	Halifax Partnership	• 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	REP hosted 2 speakers series in partnership with RBC in December 2022 and May 2023. December 2023 will focus on education and the challenges ANS students face. May 2023 focused on ANS Women in the Trades.

<p>1.2 Build community capacity to mobilize and lead the implementation of the Road to Economic Prosperity</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>	<ul style="list-style-type: none"> <li>Information sessions on legislation and municipal by-laws held</li> <li>Information shared with ANS communities through relevant and effective communications channels</li> <li>Increased awareness in ANS communities of legislation and by-laws impacting their communities and ways to engage and provide feedback</li> </ul>	<p><b>HRM Revenue:</b> Team drafted information about the LTCA tax relief process and a moving forward document to explain how taxes function once title is clarified. The document outlines programs and resources available to help customers with property taxes. Expect to distribute in October 2023 to the provincial LTCA team and the lawyers who are engaged to help customers clear title.</p> <p><b>Planning &amp; Development:</b> Staff members continue to work with the Beechville and Hammonds Plains communities as they are working through zoning changes and community action plan processes. A public information meeting was held in September in Hammonds Plains and in November in Beechville.</p> <p>Staff worked with the Beechville Community Development Association (BCDA) to establish zoning changes that better reflect ANS community priorities. Council approved these changes in July 2023.</p> <p>The draft Regional Plan contains policy on creating “homestead lots” – zoning and land use changes that will enable multiple dwellings on one lot. Staff are developing options to present to the REP Zoning Committee.</p> <p><b>Public Works/Cogswell Project</b> - The Social Benefits Advisory Committee (SBAC) in coordination with the Cogswell team, the ANSAIO and Dexter Community liaisons have established monthly meetings. Baseline data for both Supply and Workforce Diversity plans has been collected. Reports have been developed to record actions and progress made towards achieving the contract social benefit objectives and targets. The data is presented monthly to the SBAC. Job fairs have been held in concert with the Mi'kmaw Friendship Centre, ISANS and the Sipekne' katik First Nation. These job fairs have resulted in hires from several equity deserving groups. In August 2023, statistics showed 32% of Dexter workforce have self-identified as belonging to one or more equity deserving groups since the project commencement in September 2021. When sub-contractor data is included the percentage changes to 30.5%. Project work hours completed by self-identified African Nova Scotians is 10.1% which exceeds the targets of 5% set out in the tender. Currently the target efforts with the Mi'kmaw community are below targets of 5%. SBAC and Dexter are working to increase this number moving forward.</p>
--	---	---------------------------------	---	--

Strategic Priority 2 – Establish Land Ownership, Develop Infrastructure and Attract Investment

5 Year Objectives	Years 1-2 Actions	Lead/ Stakeholders	Outcomes	Status as of Day/Month/Year
<p>2.1 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>Legislation, by-laws, and best practice review complete CBA process for HRM/NS created</p>	<p><b>Planning &amp; Development:</b> Community Benefit Agreements-Council approved a report recommending a request for legislative change in November 2022. The Mayor has sent a letter to the Minister. Staff continue to discuss the issue with REPAC.</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/ HRM</p>	<p>Legislation and by-laws review complete Framework Developed Mechanisms for community input developed and communicated ANS communities actively engaged in providing input</p>	<p><b>Planning &amp; Development:</b> Through work with the Road to Economic Prosperity team, staff identified the Community Action Planning process as a way to advance changes directly with African Nova Scotian communities. This has been embedded in the Regional Plan. Beechville has HRM's first Community Action Plan, and work with Upper Hammonds Plains is being initiated. Initial conversations are being held with Lucasville.</p> <p>As part of the 2023/2024 budget process, staff requested and received three additional planner resources to staff this program. Regional Council approved these additional positions and Planning &amp; Development are working towards filling these positions by the end of November 2023.</p>
	<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</p>	<p>Halifax Partnership/HRM</p>	<p>Increased opportunities for land and home ownership Increased opportunities for greater community capacity and infrastructure development</p>	<p><b>HRM Revenue:</b> team continues to meet regularly with provincial LTCA team to identify candidates for property tax relief.</p>
	<p>15. Work with local community to ease the acquisition of surplus properties through the community interest stream and raise awareness of legislated processes to help community understand steps required to prevent community properties from proceeding to tax sale.</p>	<p>HRM</p>	<p>Increased opportunities for land and home ownership Increased opportunities for greater community capacity and infrastructure development</p>	<p><b>HRM Corporate Real Estate:</b> is in active discussion with Africville Heritage Trust in relation to a land matter.</p> <p><b>HRM Revenue:</b> drafted information about the LTCA tax relief process and a moving forward document to explain how taxes function once title is clarified. The document outlines programs and resources available to help customers with property taxes. Expect to distribute in October 2023 to the provincial LTCA team and the lawyers who are engaged to help customers clear title.</p> <p><b>Planning &amp; Development:</b> Real Estate and Finance have met with the BCDA to discuss a path forward for transferring surplus properties. Three Beechville properties are in the surplus property package currently (Sept 2023) undergoing staff review for Council. Staff are also working with Parks &amp; Rec to investigate ways to give community access to HRM-owned land where transfer may not be feasible.</p>
	<p>16. Support the Akoma-led master plan for the restoration of the historic Nova Scotia Home for Coloured Children</p>	<p>Halifax Partnership/HRM</p>	<p>Increased development opportunities in the areas of affordable housing, entrepreneurship, sports</p>	<p><b>HRM Corporate Real Estate:</b> is in active discussion with Africville Heritage Trust in relation to a land matter.</p> <p><b>HRM Revenue:</b> drafted information about the LTCA tax relief process and a moving forward document to explain how taxes function once title is clarified. The document outlines programs and resources available to help customers with property taxes. Expect to distribute in October 2023 to the provincial LTCA team and the lawyers who are engaged to help customers clear title.</p> <p><b>Planning &amp; Development:</b> Real Estate and Finance have met with the BCDA to discuss a path forward for transferring surplus properties. Three Beechville properties are in the surplus property package currently (Sept 2023) undergoing staff review for Council. Staff are also working with Parks &amp; Rec to investigate ways to give community access to HRM-owned land where transfer may not be feasible.</p>

	17. Review the naming, boundaries, and zoning of historic ANS communities, and zoning affecting ANS communities	Halifax Partnership/HRM	Recognition and reestablishment of historic ANS community boundaries Increase in land base/mass for ANS communities	<p><b>Civic Addressing:</b> Community Review Project - Beechville Community - Public consultation was completed regarding a new boundary as well as a staff report that was presented to Regional Council in June 2023 on it's findings. Regional Council approved a new community boundary for Beechville as per the staff report and staff are now in the process of installing new signage. However, Council asked staff to conduct further consultation on the new southern boundary of Beechville - this review should be completed early in 2024.</p> <p><b>Planning &amp; Development:</b> Staff are aiming to have a report to Regional Council recommending new boundaries for the community of Beechville Winter of 2022/2023. Public consultation was completed regarding a new boundary as well as a staff report that was presented to Regional Council in June 2023 on it's findings. Regional Council approved a new community boundary for Beechville as per the staff report and staff are now in the process of installing new signage. However, Council asked staff to conduct further consultation on the new southern boundary of Beechville - this review should be completed early in 2024.</p>	
	18. Identify and prioritize the remediation of government-owned contaminated sites in ANS communities		Contaminated sites identified and prioritized for remediation Increase in clean, and green spaces in ANS communities	<p><b>Solid Waste Resources Management:</b> met with the North Preston Rate Payers Association (with support from ANSAIO) to update them on illegal dumping mitigation measures on Upper Governor Street 30/03/2023. This update included informatipon on municipal Illegal Dumping by-laws. Feedback was also sought, and provided, by the Rate Payers Association on education and promotion of Solid Waste Resources programs.</p> <p><b>Environment &amp; Climate Change:</b> There are curenly no government owned contaminated sites within the ANS communities. If there were, these sites would fall under the Contaminated Sites provincial regulations and would be remediated accordingly.</p>	
	19. Prioritize and undertake infrastructure projects (capital and renewal) and support development projects across ANS communities	Halifax Partnership/HRM	Infrastructure development opportunities identified and prioritized	<p><b>Planning &amp; Development</b> Through work with the Road to Economic Prosperity team, staff have identified the Community Action Planning process as a way to advance changes directly with African Nova Scotian communities. This has been embedded in the Regional Plan, which was approved by Regional Council. As part of the 2023/2024 budget process, staff anticipate asking for additional resrouces to staff this program, and are working with Diversity and Inclusion and REPAC in generating the request.</p> <p><b>Public Works-Cain Street</b> New Sidewalk and Street Rehabilitation, at Construction, completion fall 2023 - North Preston, Preliminary Design new Multi-Use Trail, preliminary clearing work expected fall 2023 - East Preston, , Windsor Street Exchange Functional design with Active transportation connections to Africville, work to resume following 30% design completion, Hamilton, Balsam, Oliver paving and other upgrades, bus stop connection on St. Margaret's Bay Road near Oliver St. - planning underway- Beechville.</p> <p><b>Corporate Real Estate</b> continues to discuss the proposed concept of land exchange and exploration of future uses of municipal and federal lands in the Africville area with the Africville Heritage Trust (AHT) and Halifax Port Authority (HPA). An internal review of HRM's operational needs for land in the area is ongoing, and further discussions with the parties are planned. <b>Facility Design &amp; Construction:</b> The Net-Zero Roadmap is prioritizing deep energy retrofits in underserved communities. Design work for deep energy retrofit for East Preston Community Centre, North Preston Community Centre, and Wallace Lucas Community Centre are under way. Retrofit work has started at the Upper Hammonds Plains Community Centre and is expected to be completed in Spring 2024. Tendering of deep energy retrofits are subject to HRMs social procurement policy.</p> <p><b>Public Works:</b> North Preston: Construction of Cain Street sidewalk undewrway. Design of North Preston Greenway extension underway for construction in next few years.</p> <p>East Preston: Initial construction of East Preston Greenway complete. March 23, 2023 Community meeting to discuss MUP, March 27, 2023 Community meeting to discuss MUP, Aug 29, 2023 email update EPAT committee regarding tree clearing and project status. Sept 12, 2023 Meeting with Province and EPAT committee was cancelled – No meeting room Sept 20, 2023 Preston Board of Trade – email update on tree clearing and project status</p> <p>Lucasville: completing 30% design of central Lucasville Greenway segment. Target 2026 construction.</p>	
				Projects under development	
				Projects under development	

<p style="text-align: center;"><b>2.2</b> Revitalize ANS communities through investment and development</p>	<p>20. Support ANS communities to identify and secure funding for the preservation and interpretation of ANS community heritage sites</p>	<p>ANS communities/ <b>HRM</b></p>	<p>Increase in heritage and historical awareness Support secured for legacy projects</p>	<p><b>Halifax Municipal Archives:</b> Partnered with the Africville Genealogy Society and Africville Museum to coordinate a scanathon to preserve Africville's history and enhance the Museum collection Assisted the Africville Museum in sourcing images for its Africville Walking Tour Reviewed government historical records related to Africville to identify restricted personal information to make redacted digitized copies available to the public online Waived usual copy and use fees for projects by the Africville Museum and the Delmore Buddy Daye Learning Institute. Hosted a tour and discussion with residents of The Avenue (ANS Community in Dartmouth), to promote preservation of historical records of the community Sent job posting to contacts in ANS community to encourage applicants. <b>Parks &amp; Recreation:</b> Community Developers work with community organizations in predominantly African NS communities, e.g. Volunteer training, "Step up to Leadership" was offered in North Preston. Upgraded the Computer Lab in North Preston Recreation Centre – providing opportunity for youth and community to update resume', search for employment opportunities, do school work, as well as have time to socialize and play games. NPCC &amp; Public Safety Office hosted a youth Kick Off Event in December to gather information from youth on what an upcoming youth overnight conference should be about, 51 youth attended. Youth overnight Conference (Employment and Career Expo) at the Courtyard by the Marriott in the Dartmouth Crossings. Youth participated in Modules that focused on Afrocentric Principles. Youth participated in a Career and Employment expo as well as an education workshop. North Preston Community Centre (NPCC) held 4 sessions over four weeks for youth step-up-to-leadership where the focus was on youth taking initiative and becoming more comfortable with public speaking. NPCC held two Emergency First Aid sessions for youth to become informative if faced with a safety situation and to provide them with certification that is sometimes required when applying for work. First two-weeks in May NPCC will partner with YMCA and Public works to host training sessions around information gathering, skill development, interview skills, resume writing etc for job readiness. Bus tickets were purchased for ANS youth to get to interviews, training &amp; jobs.</p>
	<p>21. Prioritize and develop vacant lands within ANS communities.</p>	<p>ANS communities</p>	<p>Increased capacity in ANS communities to develop places and spaces Inventory of vacant lands developed</p>	<p><b>Environment &amp; Climate Change:</b> Vacant land should be assessed for environmental issues before development.</p>
	<p>22. Redevelop and market spaces within ANS communities for commercial and/or community use</p>	<p>ANS communities</p>	<p>Increased capacity in ANS communities to develop commercial places and spaces Inventory of spaces for commercial and community use developed</p>	<p><b>Planning &amp; Development:</b> Through work with the Road to Economic Prosperity team, staff have identified the Community Action Planning process as a way to advance changes directly with African Nova Scotian communities. This has been embedded in the Regional Plan, which was approved by Regional Council. The Culture and Heritage Priorities Plan, Sharing our Stories, will also have a strategic focus on developing spaces for community. As part of the 2023/2024 budget process, staff anticipate asking for additional resources to staff this program, and are working with Diversity and Inclusion and REPAC in generating the request.</p>
	<p>23. Pursue sister city and international trade and development relationships with African countries with ancestral ties to African Nova Scotians</p>	<p><b>Halifax Partnership/HRM</b></p>	<p>Formal sister city relationship established within the first year</p>	
		<p>ANS communities</p>	<p>Develop cultural and historical links between ANS communities and West African Countries</p>	
<p>24. Attract international investors into the African Nova Scotian communities.</p>	<p><b>Halifax Partnership/HRM</b></p>	<p>Relationships with potential investors developed</p>		

Strategic Priority 3 – Increase Participation in Education, Employment and Entrepreneurship

5 Year Objectives	Years 1-2 Actions	Lead/ Stakeholders	Outcomes	Status as of Day/Month/Year
<p><b>3.1</b> Increase labour force attachment for African Nova Scotians</p>	<p>25. Expand the ANS stream under the Halifax Connector Program</p>	<p><b>HP</b></p>	<p>ANS Connector stream established</p>	<p>During <b>REP</b> presentations in the regions throughout Nova Scotia the ANS Connector has been presented to obtain community interest and feedback around the program so that it can expand throughout Nova Scotia.</p>
			<p>Track and increase the number of ANS Connectees each year</p>	<p>The ANS Connector program reports its numbers quarterly to Labour, Skills and Immigration.</p>

	26. Identify and share existing programs and services supporting the workforce attachment of African Nova Scotians	HP	Track and increase ANS employment rates	<p><b>Parks &amp; Recreation:</b>Youth Worx Employment program offers 24 weeks of paid job and life skill building for youth facing barriers to employment. While in our supportive environment, participants gain hands-on work experience. If youth are between the ages of 16 and 24 years old and are not employed or attending school full-time staff, they are eligible for the program. Youth Worx staff make efforts to ensure ANS youth are aware of the program and of the benefits it could bring as well they encourage ANS youth to apply. Currently, the project have the following ASN youth/ staff on their team.</p> <ul style="list-style-type: none"> <li>• 1 program participants, hired as casual staff from November 2022 to current.</li> <li>• 1 participants will be starting the program November 2023.</li> <li>• 1 casual staff, was previous participant from 2021 to current.</li> <li>• 2 Youth Operations Workers</li> <li>• 1 Youth Worx Supervisor</li> </ul>
	27. Connect African Nova Scotians to employment opportunities at HRM	HRM	<p>Benchmark of ANS representation within the HRM workforce established</p> <p>Increase in ANS recruitment within various departments at HRM</p>	<p>In March 2022 <b>REP</b> required HRM to add planners of ANS descent to their budget that were dedicated to ANS communities. HRM began consulting with ANS communities in October 2022 around what the need and expect from a dedicated ANS planner. In August 2023 job descriptions were created for 3 new ANS community dedicated planners.</p> <p><b>Environment &amp; Climate Change:</b> ECC designated the recruitment process for 2 junior environmental professional positions (7637BR). This aligns with a just transition, which is a core guiding principle of HalifACT. Growing our team to include varied lived experiences allows us to build bridges with multiple diverse communities, including the African Nova Scotian community.</p>
3.2 Increase entrepreneurship opportunities in ANS communities	28. Provide opportunities for ANS-owned businesses into corporate supply chains and government contracts	Province of NS/HRM	<p>Representation of ANS businesses within corporate and government supply chains increased and improved</p> <p>Participation of ANS businesses in government contracts encouraged</p>	
	29. Explore cooperative models and examine their validity for ANS communities	Road to Economic Prosperity	Increase in opportunities for housing and business development	
	30. Connect ANS entrepreneurs to business development programs and service	Halifax Partnership/BBI	Track and increase in the number of ANS entrepreneurs referred to business development programs and services	
	31. Support the growth of ANS Arts and Culture businesses and industries	Halifax Partnership/BBI	Increase in the number and growth of ANS Arts and Culture businesses	