

# Road to Economic Prosperity for African Nova Scotian Communities

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Summary Report and Action Plan

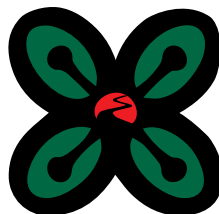
SEPTEMBER 2020



# 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 build 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  
Chanae Parsons - Lucasville  
Veronica Marsman - Akoma  
Sherry Bernard - Lake Loon Cherry Brook  
Rosella Fraser - North Preston Rec Centre Advisory Committee  
Miranda Cain - North Preston  
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Nova Scotia  
Matthew Martell - Black Business Initiative  
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Office (ANSAIO), the Halifax Regional Municipality  
Ayo Aladejebi - African Nova Scotian Affairs Integration Office  
(ANSAIO), the Halifax Regional Municipality  
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.

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# MESSAGE FROM MIKE SAVAGE

## MAYOR OF THE 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 the 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 the Halifax region 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, the 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 the Halifax Region.

Since its creation in 2012, ANSAIO has focused on working with municipal business units and ANS communities to improve municipal service delivery, foster better engagement, and promote employment equity within the Halifax Regional Municipality. 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

The Halifax Regional Municipality's and Halifax 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.

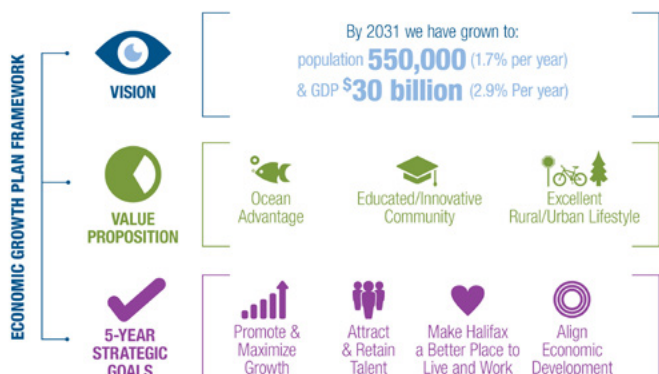
**Action 43.** Ensure HRM's culture investments reflect Halifax's diversity.

**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 the Halifax Regional Municipality 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 the Halifax Regional Municipality's Diversity and Inclusion framework and its strategies which support municipal 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 the Halifax Regional Municipality'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.



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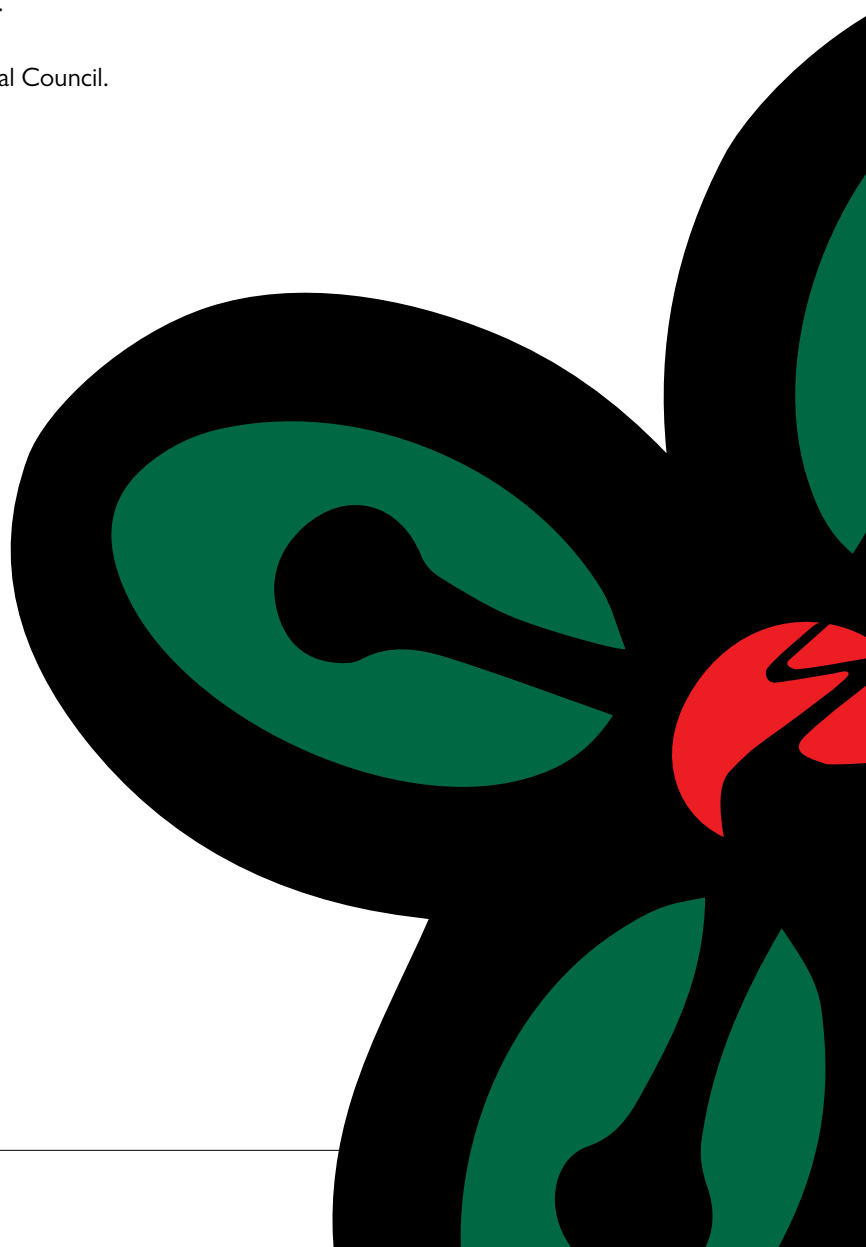
**The implementation of the Road to Economic Prosperity Action Plan will be guided by the Road to Economic Prosperity Advisory Committee (REPAC) which will ensure alignment, collaboration, and regular engagement with ANS communities.**

**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 municipal business plans.
- Regular reporting to ANS communities and Halifax Regional Council.

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**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 the Halifax region 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 orders 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.

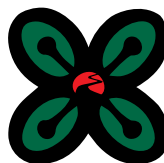
A number of social challenges and priorities related to poverty, health, and justice issues were also identified and will be shared with relevant partners and stakeholders.

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.**

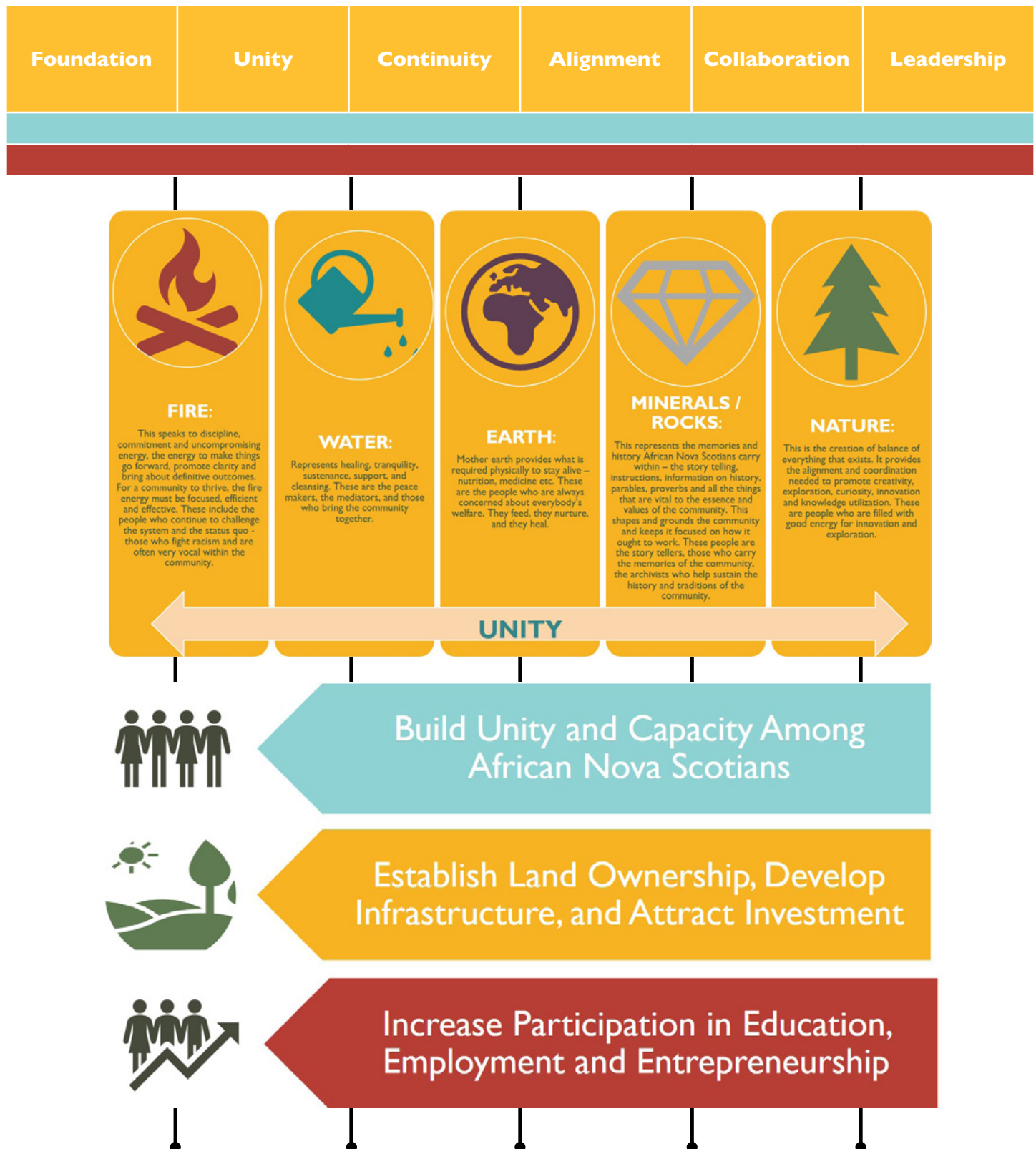
**This requires five things:**

- 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, for 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.

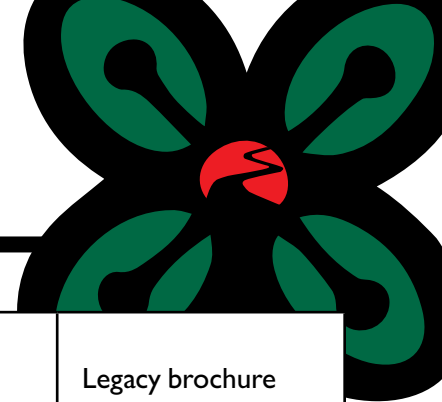


# ROAD TO ECONOMIC PROSPERITY FRAMEWORK



## ROAD TO ECONOMIC PROSPERITY ACTION PLAN YEARS 1-2

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



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

	<b>9.</b> Develop a mentorship program to engage and support the development of ANS youth	BBI	ANS communities/ organizations	Increase in youth connected to BBI and other youth mentorship programs
	<b>10.</b> Develop a speaker series hosting thought leaders on economic development in African communities globally	Halifax Partnership	ANS communities/ organizations  Government agencies/entities	Speakers series developed  Thought leadership events with ANS communities executed  Increased awareness in ANS communities of the local and global implications of economic development on Africans in the diaspora
	<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.	Halifax Partnership  HRM	ANS communities/ organizations  Government agencies/entities	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

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

5 Year Objectives	Years 1-2 Actions	Lead	Stakeholders	Outcomes
<h1>2.1</h1> <p><b>Address historic and current issues related to land ownership and environmental racism</b></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	HRM	HRM Planning and Development  ANS communities/organizations  Province of Nova Scotia	Legislation, policy, by-laws, and best practice review complete  CBA process for HRM/NS created
	<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	ANS communities  HRM	ANS communities/organizations  Province of Nova Scotia	Legislation, policy, and by-laws review complete  Mechanisms for community input developed and communicated  ANS communities actively engaged in providing input  Framework developed
	<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	Halifax Partnership  HRM	ANS communities  Province of Nova Scotia	Increased opportunities for land and home ownership  Increased opportunities for greater community capacity and infrastructure development

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

## 2.2

### Revitalize ANS communities through investment and development

**18.** Prioritize and undertake infrastructure projects (capital and renewal) and support development projects across ANS communities

Halifax Partnership  
HRM

HRM Transportation and Public Works; HRM Planning and Development  
Halifax Water  
Province of Nova Scotia  
ANS communities

Infrastructure development opportunities identified and prioritized  
Projects under development

**19.** Support ANS communities to identify and secure funding for the preservation and interpretation of ANS community heritage sites

ANS communities  
HRM

Halifax Partnership  
Province of Nova Scotia

Increase in heritage and historical awareness  
Support secured for legacy projects

**20.** Prioritize and develop vacant lands within ANS communities

ANS communities

Halifax Partnership  
HRM  
Province of Nova Scotia

Increased capacity in ANS communities to develop places and spaces  
Inventory of vacant lands developed

**21.** Redevelop and market spaces within ANS communities for commercial and/or community use

ANS communities

BBI

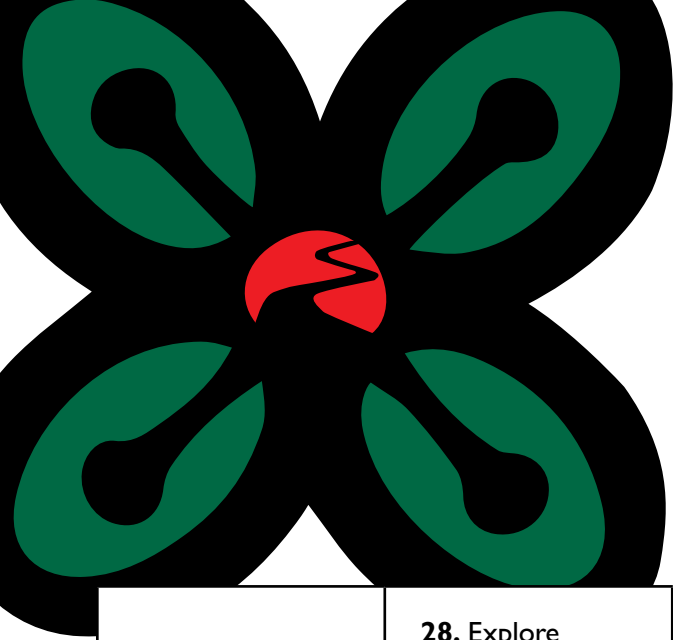
Increased capacity in ANS communities to develop commercial places and spaces  
Inventory of spaces for commercial and community use developed



<b>2.3</b> <b>Explore international economic and cultural opportunities</b>	<b>22.</b> 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
	<b>23.</b> Attract international investors into 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
<b>3.1</b> <b>Increase labour force attachment for African Nova Scotians</b>	<b>24.</b> Establish the ANS stream under the Halifax Connector Program	Halifax Partnership	ANS communities Nova Scotia African Canadian Services Branch Nova Scotia Department of Labour and Advanced Education	ANS Connector stream established Track and increase the number of ANS Connectees and Connectors each year
	<b>25.</b> Identify and share existing programs and services supporting the workforce attachment of African Nova Scotians	Halifax Partnership	ANS communities BBI Nova Scotia Department of Labour and Advanced Education	Track and increase ANS employment rates
	<b>26.</b> Connect African Nova Scotians to employment opportunities at HRM	HRM	ANS communities	Benchmark of ANS representation within the HRM workforce established Increase in ANS recruitment within various departments at HRM
	<b>27.</b> Provide opportunities for ANS-owned businesses into corporate supply chains and government contracts	Province of Nova Scotia HRM	ANS communities BBI	Representation of ANS businesses within corporate and government supply chains increased and improved Participation of ANS businesses in government contracts encouraged



## 3.2

### Increase entrepreneurship opportunities in ANS communities

**28.** Explore cooperative models and examine their validity for ANS communities

Road to Economic Prosperity Advisory Committee

ANS communities  
BBI

Increase in opportunities for housing and business development

**29.** Connect ANS entrepreneurs to business development programs and services

Halifax Partnership  
BBI

ANS communities

Track and increase the number of ANS entrepreneurs referred to business development programs and services

**30.** Support the growth of ANS Arts and Culture businesses and industries

Halifax Partnership  
BBI

ANS communities

Increase in the number and growth of ANS Arts and Culture businesses

# IMPLEMENTATION AND ENGAGEMENT

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

## ROLES:

### Governance:

- The Road to Economic Prosperity Advisory Committee, 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 the Halifax region
- 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 Africentric 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 the 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, the 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 Halifax Regional Municipality staff will provide triannual progress reports to Regional Council.**

