

# 2019-2022

BBI STRATEGIC PLAN



Black Business Initiative



**RIGHT  
NOW!  
2.0**

# MESSAGE FROM CEO

## RIGHT NOW!! 2.0 - SHIFTING TIDES

### **RIGHT NOW!! 2.0 – SHIFTING TIDES IS AN INVIGORATED AND REVISED 3-YEAR STRATEGIC PLAN DESIGNATED TO ACCELERATE BLACK ENTREPRENEURS AND COMMUNITY AT LARGE TO BECOMING A FORCE IN GROWING THE NEW ECONOMY AND ACTIVE PARTICIPANTS IN WEALTH CREATION IN NOVA SCOTIA.**

The fast-changing economic ecosystem requires that we be quick and adept in all our actions if we are to continue to serve the community well. Consequently, to address “the shifting tides” in the new economy, we are preparing Black business owners and entrepreneurs to ride the waves by promoting inclusive social development, innovative thinking and the development of more technology-based businesses within the Black community, enabling us to participate effectively in the 4th Industrial Revolution – the new digital age. In our over two-decade history we have felt no greater

urgency to adapt to such changes than Right Now!

As the premier business development organization for Black businesses, we are fully cognizant of our duty to be in the frontline, charting the way in the new economy and are readying ourselves to be up to task as the tides shift. Motivated by some recent successes and positive outcomes from our stakeholder engagement efforts and renewed partnerships, our team is shifting, preparing to act on new opportunities that are of significant potential for us and our clients.

We are shifting and re-imagining how we engage our clients, how we elevate BBI to a world class operation, and how we effectively utilize our efforts and resources. Our focus will be on developing our brand identify, developing and nurturing new innovative business ideas and growing them to venture-ready stage.

With a robust attitude towards change, our organization will accomplish these changes without overwhelming its current structures. We are aligning our priorities with the progressive agenda for Nova Scotia and continue to evolve to meet changing demographics and business needs. We are shifting our priorities to expand the reach, impacts and experiences of all BBI’s stakeholders.

While we may pause to celebrate and acknowledge the herculean efforts by many, the passion and commitment to the purpose, vision and values that have brought us this far, we are fully aware that the urgency is unresolved and still present, and our duty is now, **Right Now!**



Rustum Southwell,  
Chief Executive Officer (Interim)

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“Always remember that you can only change things when you’re successful.”

– Earvin “Magic” Johnson

# PREAMBLE

The annual BBI Strategic Planning Retreat was held in November 2018 with the aim of setting BBI's key priorities and objectives for the next three years.

Compelled by recent positive outcomes and significant opportunities for strategic growth, and an urgent need to be ahead of shifting tides in the new economy, the retreat sought to review and update the 2017-2020 strategic plan. The outcomes of the deliberations formed the basis for this, the renewed BBI Strategic Plan 2019 – 2022.

The focus of the retreat was on practical, concrete local approaches to lay the foundation for our new direction. We realize that many small and medium businesses in Nova Scotia, particularly those in the Black community, fall short when it comes business innovation and participation in technology-

based sectors. Without recognizing and acknowledging this deficiency and challenging ourselves and our business owners to create an innovation agenda, we will risk being cut adrift from the growing, lucrative technology sector.

We are in the midst of the latest industrial shift from automation, electronic and information systems (termed the Third Industrial Revolution) to cyber physical systems (the Fourth Industrial Revolution). Riding this new wave will require a change in how and who we serve, and the refreshed thinking outlined in this updated strategic plan aims to empower us to do that.

Getting our business owners to realize this essential important fact is the goal. Our unique culture of collaboration enables businesses, institutions, industries and service providers to share the resources

and technologies that spark local business development, cultural and social activism and innovation. While the movement in the economy may seem “new” and unprecedented, embracing this new paradigm still requires BBI to maintain its role as an advocate for entrepreneurs, and an active catalyst and connector to the innovative economy for our new and existing clients, the majority of whom operate in traditional sectors.

With this year being the fifth anniversary of the Ivany Report, Nova Scotia's economic blueprint, BBI's relevance and impact on the provincial economy is now more important than ever. We have infrastructure in place that will enable us to deliver on our four strategic pillars – Grow, Connect, Support and Advocate.

The urgency is still there.

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“When we take a step back and take a genuinely hard look at what’s going on, we also see that old and new are merging. It’s not a one-way street to the future, and we’re learning from (and sometimes revisiting) the past by blending the best of different business models, reviving awesome-yet-underappreciated concepts, and reckoning with mistakes—especially on the regulatory front.”

– April Rinne, Motivational Speaker, Thought Leader

# VISION, MISSION, PURPOSE

## OUR PURPOSE

Changing lives by enabling economic independence

## OUR VISION

A dynamic and vibrant Black presence within the Nova Scotia business community.

## OUR MISSION

To positively influence the Nova Scotia business culture by promoting and assisting in the development of Nova Scotia Black owned businesses.



BBI serves as an effective catalyst and accelerator for the inclusion and growth of Black-owned companies in the Nova Scotian economy, serving the community in ways no one else can.

We build prosperous communities by creating a shift in the economic culture and reality for minority businesses, thereby changing lives by enabling economic independence and investing in growth for the future.

We want to support our enterprises to be strong, innovative and are able to compete effectively and thrive in the shifting economic realities.

By engaging an enhanced portfolio of training, education, networking, counseling, coaching and advice, we are raising the quality of the Black entrepreneurs in Nova Scotia.

Our aim is to leave people feeling inspired, empowered and supported.

We want to be known for creating dynamic communities through connections.

Our qualified staff team is connected to the community, business sector and stakeholders, providing strategic input and direction and fostering economic growth.

# RE-IMAGINING SERVICE EXCELLENCE

BBI's traditional client service approach has always been a "when they are ready, they will come to us" approach – a wait and see approach that relies on clients initiating the first contact. Service is usually triggered by an ask from the client, to which we gave some thought and consideration and then acted to solution-find.

To maximize the breadth and depth of the impact of our business supports we are changing our client service approach to be more innovative, agile and collaborative outcome-based. In this new approach we will ensure proactive supports that help clients build skills and capabilities and access resources required to succeed in a timelier manner.

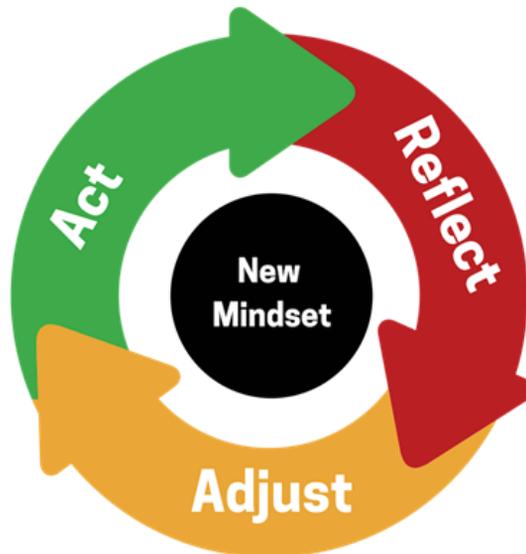
## CURRENT SERVICE APPROACH



Model Activated: **WHEN REQUESTED**

- It is important to transform the current scenario for better Client Service.

## NEW SERVICE APPROACH



Model Activated: **BY DESIGN**

- BBI must be ready to provide proactive supports for clients to help them build the skills and capabilities required to be a successful business owner.

# INNOVATIVE OPPORTUNITIES

With greater urgency, BBI is working to unlock innovation, talent and skill to drive growth and achieve economic prosperity for individuals, businesses, communities and the greater society. In combination with our existing programs and services, we are helping businesses and individuals harness technological change as we pursue inclusive growth and social development through a portfolio of new and innovative initiatives.



# THE BBI HUB

The Hub is a new service delivery model that integrates current and new initiatives into a broader, more robust service platform for entrepreneurs, youth and communities.

## BUSINESS IS JAMMIN' YOUTH LEADERSHIP ACADEMY

enrichment programs to help youth explore their strengths, talents and interests while developing their natural leadership skills.

## DIVERSITY EMPLOYMENT NETWORK

diversity and inclusion employment solutions for Black and visible minority individuals seeking jobs and corporations looking for a diverse talent.

## YOUTH MENTORSHIP

networking, mentorship and leadership training platforms for Black and visible minority youth.



Diversity  
Employment  
Network

BIJ Youth  
Leadership  
Academy

Youth  
Mentorship

**BBI**  
**HUB**

Business  
Succession

Diversity  
Advisory  
Services

Business Growth  
and Scaling

## BUSINESS SUCCESSION

connecting soon-retiring business owners with talented youth to ensure business survival and elimination of youth out migration.

## BUSINESS GROWTH AND SCALING

adequate resourcing of Black and minority businesses for growth through a minority business development and impact investment fund and supply chain access.

## DIVERSITY ADVISORY SERVICES

partnering with corporations and organizations to increase Black and minority representation in workplaces and leadership including boards.

# OUR STRATEGIC PILLARS AND VALUES

Black Business Initiative  
**BBI** 



**GROW**



**SUPPORT**



**CONNECT**



**ADVOCATE**

**INNOVATION • INSPIRATION • RELEVANCE • ETHICS**

# STRATEGIC PILLARS



## GROW

Nurturing growth and scaling prosperous businesses through:

- New and equitable sources of capital
  - Business innovation
  - Supply chain development
- Building of next generation entrepreneurs



## SUPPORT

Enabling business efforts to access opportunities, resources and technical services that are available through:

- Excellence service quality
- Coaching, counselling and learning excellence
- Training and skill development



## CONNECT

Bridging the gap between communities by:

- Understanding barriers and challenges
- Connecting entrepreneurs to resources, partners and ideas
- Creating access to opportunities



## ADVOCATE

Foremost voice for the Black businesses and inspiring community pride:

- Celebrating businesses and sharing success stories
  - Championing thriving communities
- Promoting a culture of diversity and inclusion

# CORE VALUES

At the foundation of all we do will be our core values:

## INNOVATION

We are committed to growing innovative and sustainable businesses and communities.

## INSPIRATION

We are committed to motivating and empowering entrepreneurs and individuals to follow their dreams.

## RELEVANCE

We are committed to responding to needs and opportunities timely, continuously adapting to dynamic business environment.

## ETHICS

We are committed to acting with integrity and honesty always.

# STRATEGIC PRIORITIES

## WHAT WILL BBI FOCUS ON OVER THE NEXT THREE YEARS?

For the next three years, we will concentrate our efforts on helping businesses to innovate and thrive, creating experiential learning and growth opportunities for youth, undertaking collaborative impact initiatives, and re-imagining our service delivery and the capitalization of enterprises. Our strategic priorities are to:



### **BUILD THE CAPACITY OF THE BLACK BUSINESS COMMUNITY**

Continue to strengthen the skill set and systems within the Black businesses and youth in Nova Scotia to enable them to access the necessary resources, to thrive and compete effectively in a global market.

### **EXPAND OUR REACH TO OTHER TARGET MARKETS**

Better support Black businesses by increasing the client base to include other visible minorities, indigenous people and new immigrants; and helping them expand to new target markets beyond their traditional boundaries

### **INCREASE AND DIVERSIFY OUR REVENUES**

Acquire multi-year core funding arrangements with government consistent with historical support in the short term, and over the longer term work to reduce reliance on government project funding through partnerships with the private sector, universities, communities and other stakeholders.

### **STRENGTHEN OUR OPERATIONS**

Complete the roll-out of a variety of internal policies and governance procedures that will ensure our organization is operating at a high level of integrity and is ready for growth and expansion.

# STRATEGIC INITIATIVES

## PRIORITY SUPPORTED BY INITIATIVE

	Expand	Build	Increase & Diversify	Strengthen
<b>Strategic Positioning of Client Support Systems, Services and Skills Delivery</b>	☉☉	☉☉	☉☉	☉☉
<b>Increase Access to Export Opportunities</b>	☉☉	☉☉	☉☉	
<b>Robust Brand Development and Communication Strategy</b>	☉☉	☉☉	☉☉	☉☉
<b>Youth Engagement (Business is Jammin')</b>	☉☉	☉☉		
<b>Expand Services to Include Other Minority and Racially Visible Groups</b>	☉☉	☉☉	☉☉	
<b>Alternative Sources of Funding and Partnerships</b>	☉☉	☉☉	☉☉	
<b>Sustainability and Robust Infrastructure</b>	☉☉			☉☉
<b>Financial and Operational Excellence</b>	☉☉			☉☉
<b>Stakeholder Engagement</b>	☉☉	☉☉		☉☉
<b>Innovative Training Strategies</b>	☉☉	☉☉	☉☉	
<b>Champion a Dynamic and Thriving Community</b>	☉☉	☉☉		☉☉
<b>Community Economic Development</b>	☉☉	☉☉	☉☉	

# STRATEGIC OBJECTIVES

BBI will not waver in its commitment to the creation and growth of thriving Black and minority-owned businesses and the empowering of these enterprises to compete at the par with their mainstream peers in the local and global markets. We will strive to build strong businesses that can ride the shifting tides and participate effectively in the new technology-based economy.

Our long-term objective is to grow an innovation culture in our business community. This will include an increase in the number of innovation-driven

enterprises, increased access to and participation in exports, procurement and other opportunities, as well as increased visibility and higher profile of successful Black-owned enterprises.

Over the next year, as we prepare our clients to ride the shifting tides, we will focus on developing and introducing new innovative training programs, improving our client support and service delivery systems, providing better access to resources, developing effective communication vehicles to support clients, and engaging youth through a robust offering

of experiential learning-based programs. Enhanced programs such as the Hub, the Business is Jammin' Youth Leadership Academy, diversity and inclusion initiatives will help us achieve these objectives.

We will continue to be an effective catalyst and connector to ensure success for businesses and entrepreneurs who are already working hard to succeed by connecting them to the right opportunities and resources. We remain uniquely positioned to deliver programs that create wealth and prosperity in the communities we serve.



# ALIGNMENT WITH THE ONE NS GOALS

## ONE NS GOALS AND BBI'S IMPACT

BBI understands that to build a dynamic and competitive economy that creates decent, sustainable jobs and prosper communities is a collective responsibility of us all. For our part, we are aligning our strategic priorities and actions with the strategic goals of the Province of Nova Scotia and the federal government's Atlantic Growth Strategy. Our initiatives will impact at least 11 of the 19 goals of the One NS Report.



### GOAL 2 INTERNATIONAL MIGRATION

- Expanding our reach and services to the wider immigrant population including new immigrants
- Developing a minority business development and impact fund to capitalize new businesses

### GOAL 3 RETENTION OF INTERNATIONAL STUDENTS

- Mentorship, youth leadership training and personal development opportunities to prepare individuals for the workforce
- Training post secondary students to be business ready
- Promoting inclusivity and a diverse workforce and link individuals to opportunities within the broader business sector

### GOAL 4 NEW BUSINESS START-UPS

- Business start up and growth is at the heart of what we do.
- Entrepreneurship Engagement Managers seeking out, promoting and supporting new businesses

### GOAL 5/ GOAL 6 VALUE OF EXPORTS & FIRMS PARTICIPATING IN EXPORTS TRADE

- International contacts, networks and database leveraging clients to expand their markets and export sales
- Partnerships to grow export ready businesses through training and advisory
- Trade missions, match-making opportunities
- Access to procurement opportunities and supplier diversity

### GOAL 7/ GOAL 8 LABOUR FORCE PARTICIPATION RATE & EMPLOYMENT RATE FOR FIRST NATIONS AND AFRICAN NOVA SCOTIANS

- Diversity Employment Network to increase the diverse participation in workplaces
- Creating opportunities for Black and minority individuals to obtain sustainable well-paying jobs through employment readiness program, e.g., Culinary Journey
- Mentorship and personal development
- Community capacity building

### GOAL 9 YOUTH EMPLOYMENT

- Entrepreneurship and enterprise building and career exploration opportunities
- Focus on education and personal development

### GOAL 10 POST-SECONDARY EDUCATION & TRAINING

- Collaboration with universities and colleges to develop youth programs
- Co-op and internship opportunities for youth
- Scholarship programs

### GOAL 13 VENTURE CAPITAL

- Minority business development and impact fund
- Venture "readying" of businesses

### GOAL 14 TOURISM

- Tourism strategy to promote Black cultural assets

# OPERATIONAL PLAN

STRATEGIC INITIATIVES	STRATEGIC OUTCOMES	ACTIONS	PROPOSED PROJECTS	DELIVERABLES
Increase access to export opportunities	Increased client participation in exporting activities	Leverage existing relationships, explore new partnerships with export agencies	Export readiness training	2 training sessions per year
	Increased global competitiveness	Identify export opportunities	Inbound trade missions	Multi-sector Inbound trade mission
	Raised awareness and exposure to new markets	Ensure more black-owned are accessing public sector procurement projects	<ul style="list-style-type: none"> <li>Familiarization trips &amp; trade shows</li> <li>Annual Supplier Diversity Fair</li> </ul>	Outbound trade mission
			Procurement Fair	Bi-Annual Procurement Fair
Strategic Positioning of Client Support Systems, Services and Skills Delivery	Become regarded as a leading business development organization	Position BBI as the first point of call for trade and entrepreneurial development	Research & compilation of Economic Data on Black Businesses	Report on Economic Data
	Become a knowledge base for and of Black business	Create an information Centre	Develop a Business Service Centre	Business Service Centre
	A streamlined process for accessing resources	Develop blueprint for the purposes of obtaining resources	Toolkit for EEM including flowchart, directory of service providers etc.	Toolkit with directory of service providers
			Become a one stop shop for client needs	Co-locate with partner organizations
	Creation of resources for companies to scale and grow		Creating a fund where existing clients can tap into additional funding	Minority Development Fund
			Increasing the capacity for the growth	E-Commerce Training
Robust Brand Development and Communication Strategy	Increased efficiency consistency in communicating with stakeholders	Develop and implement a communication strategy	BBI Communication Plan	Internal communication plan/External Communication Plan
	An established brand allowing for stakeholder buy-in and engagement	Bring brand into internal culture and take it out to clients and stakeholders	Implement a brand development strategy	Brand manual and staff training on the brand
	Increased profile & awareness of the organization	Build appropriate communication Tools	<ul style="list-style-type: none"> <li>Re-design of the BBI website, and other tools,</li> <li>Business toolkit in digital &amp; physical format</li> </ul>	Refreshed and revised promotional materials
			Develop online Calendar/Macro Agenda	Online and hardcopy tools
			Calendar of Regional Events	Macro Calendar
				3 Regional Events
Youth Engagement (Business is Jammin')	Increased youth engagement	Create a BIJ Strategic Plan/Operational Plan	BIJ Strategic Plan/Operational Plan	Strategic Plan
	Increased networking opportunities for youth	Create a mentor and networking program	<ul style="list-style-type: none"> <li>Launching a Black youth networking group</li> <li>Youth mentorship program</li> </ul>	<ul style="list-style-type: none"> <li>Fully functional networking group</li> <li>Expansion of TD Spark Mentorship Program</li> </ul>
			International Youth Summit	Youth summit every 2 years
	Increased participation in creative and innovation-based sectors	Partner with organizations to deliver STEAM-based programming	Non-traditional career program for youth	Youth camps/programs in architectural and computer science
			Implementation of Experiences in varied careers.	Suite of Experiences in different careers
			iCode Program	Several cohorts per year
	Building of next generation of entrepreneurs and leaders		Implementation the Leadership Academy	Youth Leadership Academy

STRATEGIC INITIATIVES	STRATEGIC OUTCOMES	ACTIONS	PROPOSED PROJECTS	DELIVERABLES
Expand services to include other minority and racially visible groups	Become the first point of call for entrepreneurial services for minority groups	Develop immigrant entrepreneurship strategy	Develop Action Plan	Completed plan
	• Increased collaboration on delivery of initiatives as well as expanded network	Create strategic alliances with complementary organizations and minority groups/service providers incl. Innovacorp & ISANS	• Enter into MOUs with relevant organizations	3 MOUs
		Expand the reach of current programs and services to cater to minorities	Development of strategic relationship with organizations	Referral of services with organizations
Financial and Operational Excellence	Increased Accountability and Operational Efficiency	Monitoring, Compliance, and Enforcement measures	Implement CRM system	Working CRM system
	Enhanced technical and professional capacity of staff	Management Audit	Workforce Planning & Performance Measurement	Performance Appraisal Document, Regular PAs
	Employee Well-being & Growth	Effective Control and Risk Management System	Professional development training	Individual Development Plan for each staff member
Stakeholder Engagement	Increased presence in the business community,	Engage private and public sector leaders and policy makers	Plan to communicate	Strategic Plan, Annual Report
	Increased connectivity between black owned business across Canada	Develop network of organizations that our clients can connect with nationally	Working with partners across Canada in the creation of the Black Business Chamber of Commerce	Black Business Chamber of Commerce
Sustainability and Robust Infrastructure	Increased Scale and Quality of Services offered	HR & Governance Monitoring	HR & Governance Review Process	Updated HR & Governance Documentation
Develop innovative training strategy	Expanded reach of training programs	Explore training concepts and modules	Develop Entrepreneurship Training Strategy	Comprehensive training toolkit, • Calendar, modules and content descriptions, surveys
Alternative Sources of Funding and Partnerships	Increased self-reliance and access to resources including funding	Export our model to other jurisdictions or countries	Develop Franchise Model	Franchise Model Nationally
	Access to top industry expertise	Identify and develop alternative revenue sources	Establish a community incubation centre	Incubation Centre
			Thinktank to explore revenue opportunities	Business opportunities
			Identify and partner with VCs	Working relationship with VCs
	Implementation of BBI's sustainable business development model	Explore other sources of business or social enterprises	Establishment of Diversity Employment Network Suite	Launch DEN
Championing a dynamic and thriving community	Participate in public policy and project planning	Participate in the UN Int'l Decade for People of African Descent Working Group	Collaboration with National Black Organizations	Creation of Black Canadians Action plans
		Advocate for an Inclusive Business Environment	Creation of Diversity Index	Launch Diversity Index in Nova Scotia
	Report on successes and influence behavior and perceptions where necessary		In partnership with other organizations to create the Halifax Index for the African Nova Scotian community	African Nova Scotian Halifax Index
	Celebrating businesses and sharing success stories	Working with Media partner to share black business success stories	Monthly story featuring black owned business	Monthly feature of Black Owned Business
Community Economic Development	Increased participation and growth in cultural and tourism sectors	Reformulation of African Nova Scotia Cultural Tourism Association	Creation of Cultural Tourism Strategy and implementation plan	Cultural sector secretariat
	• Participate in building a creative economy	• Stakeholder roundtables and consultations	Consultations in music, film and arts	Implement at least 3 sector roundtables
	Community engagement on economic issues	Mobilization of stakeholders on challenges and issues	Economic roundtables within the community	Roundtables in HRM and regionally



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