

STRATEGIC PLAN

2027 - 2032

October 2026

WHO WE ARE

Recreation NB | Loisirs N.-B. is a member-driven not-for-profit and the provincial voice for recreation and parks, which includes physical and cultural activity opportunities, active travel, trails, green spaces, community facilities and physical literacy. We train recreation professionals, build practical resources, and partner with organizations that share our goals.

OUR PURPOSE

We help recreation professionals and partners create meaningful experiences that improve the well-being of people, communities, and our natural and built environments. We do this by serving our members well, building skills across the sector, running a sound organization, and speaking up for recreation where decisions are made.

OUR VISION

Recreation NB | Loisirs N.-B. is a strong leader and trusted voice for recreation in New Brunswick, the first choice for professional development, and a strong advocate for ensuring governments consistently value and prioritize recreation as a core service.

OUR FUTURE

Every community and every person in New Brunswick benefits from recreation, and communities recognize it as a core service that contributes to a happy, healthy New Brunswick.

OUR VALUES

- Engaged and Responsive: We listen and make it easy for members to engage with us.
- Collaborative: We work with members, our government and sector partners, at all levels.
- Respectful and Transparent: We treat all with respect and show members how we use their contributions and what results we achieve.
- Innovative and Flexible: We are curious and adapt to member needs.

STRATEGIC FOUNDATIONS

Three foundations support our strategic pillars, they shape how we do our work, and they make each action stronger.

FOUNDATIONAL ELEMENTS



BELONGING

Belonging means people feel understood, welcome, and cared for when they take part in recreation, and when they work in the sector. It asks us to understand how people experience recreation, and to find space for everyone.

How we will act

- Learn who our members serve, and who we miss.
- Offer training and tools on cultural awareness and welcoming practice.
- Ask about belonging in our annual member survey.
- Keep using the READI lens (Reconciliation, Equity, Access, Diversity, and Inclusion) from the 2023 to 2026 plan when we plan and decide.



RECREATION AS A CORE SERVICE

Recreation is a core community service, valued as consistently as other core public community services. This foundation connects our advocacy, our funding request, and the training we offer.

How we will act

- Use member stories and survey results in every conversation with government.
- Tie our funding requests, including staffing support, to the case for recreation as a core service.
- Give members tools to make the case to their own councils.

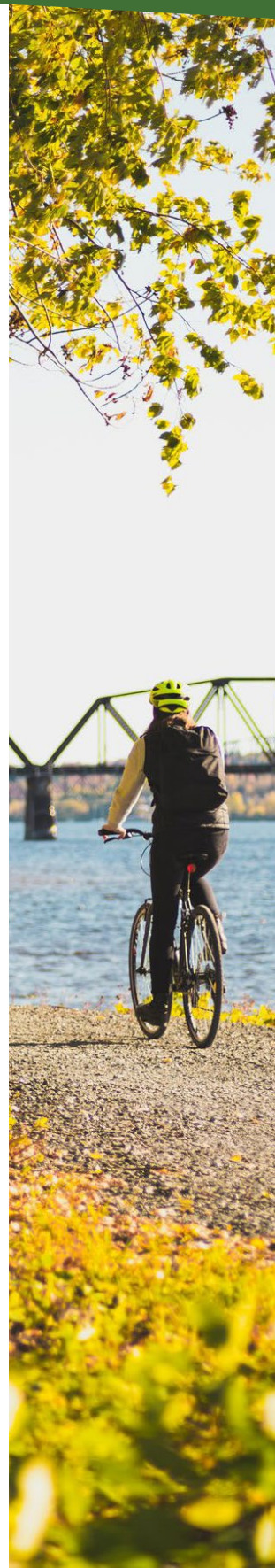


OPERATIONAL EFFECTIVENESS

Operational effectiveness stays in our purpose, and every pillar depends on it. We treat it as a foundation, not a fourth pillar.

How we will act

- Build a one-page scorecard in 2027 and report it to the Board every year.
- Report progress to members at every AGM.
- Secure stable funding for core staff.
- Keep staff workload manageable, including travel.



STRATEGIC PILLARS

PILLAR 1: PROFESSIONAL DEVELOPMENT

Goal	What success looks like by 2032
1.1 Build regional training capacity	Members in every region can reach training that fits their needs without long travel.
1.2 Expand training and support learning and networking	Members choose from in-person and on-demand options for learning and collaborating, and sector knowledge stays in the sector when staff leave.

ACTIONS

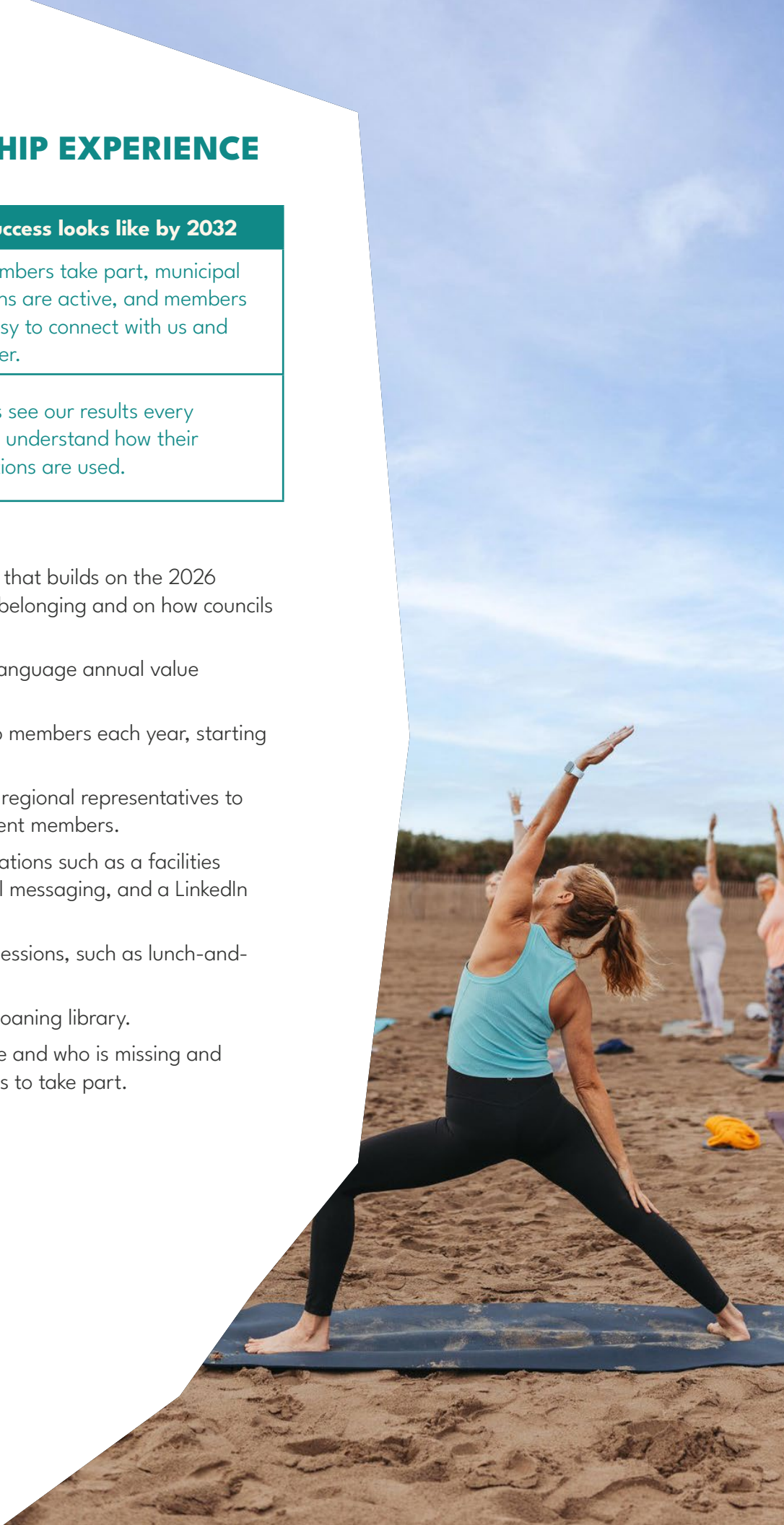
- Publish an annual training calendar with dates, prices, and full details, and let members sign up for training notices.
- Continue to invest in a variety of learning and networking opportunities such as Annual Conference and the Trail Summit.
- Poll members before each planning cycle to confirm training matches their needs.
- Build a regional training schedule that balances locations across the province.
- Launch a learning portal with on demand training and explore a partnership to support delivery.
- Partner with universities and post-secondary schools.
- Develop a sector knowledge translation strategy, using resources, socials, and mentorship or documentation.
- Launch a central resource hub for templates, policies, SOPs, and grant information.
- Offer training and tools on cultural awareness, changing demographics, and welcoming practice.

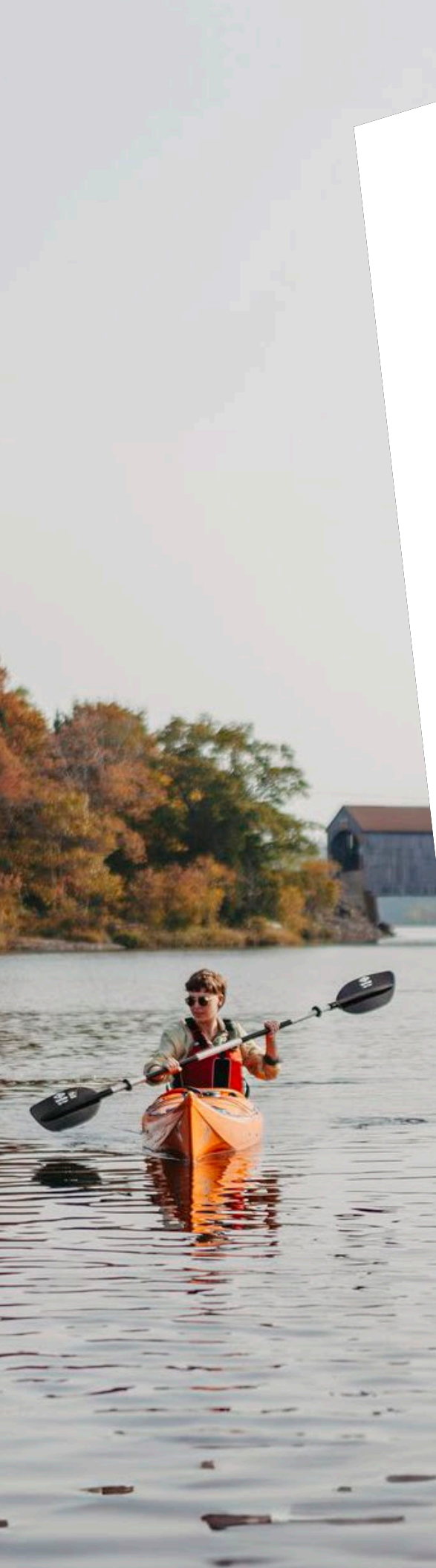
PILLAR 2: MEMBERSHIP EXPERIENCE

Goal	What success looks like by 2032
2.1 Enhance membership engagement	More members take part, municipal champions are active, and members find it easy to connect with us and each other.
2.2 Highlight membership value	Members see our results every year and understand how their contributions are used.

ACTIONS

- Run an annual member survey that builds on the 2026 results, with new questions on belonging and on how councils value recreation.
- Send members a short, plain-language annual value summary.
- Report progress on this plan to members each year, starting at the AGM 2027.
- Name municipal champions or regional representatives to raise engagement among current members.
- Strengthen member communications such as a facilities committee newsletter, seasonal messaging, and a LinkedIn group for questions.
- Create regional peer-sharing sessions, such as lunch-and-learns.
- Study and pilot an equipment loaning library.
- Review who our members serve and who is missing and intentionally invite those groups to take part.





PILLAR 3: CHAMPION AND INFLUENCE

Goal	What success looks like by 2032
3.1 Build on the hosting of the Canada Games	The 2029 Games leave lasting benefits for recreation, training, and member connections across the province.
3.2 Secure long-term funding for staffing and operations	We have stable, multi-year funding that protects core staff and job security.
3.3 Diversify partnerships	We work with a wider set of regional, provincial, and national partners, and rely less on staff travel to build those relationships.

ACTIONS

- Build the case for core staffing funding.
- Plan with partners how the 2029 Canada Games can support training, engagement, and lasting benefits.
- Build partnerships at three levels: regional (Regional Service Commissions), provincial (UMNB, Sport NB, a multicultural association, ASRNB), and national (CPRA).
- Promote Recreation NB | Loisirs N.B through Board members and Regional Service Commissions, using a simple promotion package to ease staff travel.
- Align provincial voices on physical activity and active transportation and make the case on infrastructure deficits.
- Describe a set of recreation services every community can expect and use it in our advocacy.

