



STRATEGIC PLAN | 2025 - 2029

LAND ACKNOWLEDGEMENT

Sport New Brunswick is situated on the unceded and unsurrendered territories of the Wolastoqey, Mi'gmaw, and Peskotomuhkati peoples. Their nationality and their identity are connected physically, linguistically, culturally, biologically and spiritually to their traditional homelands.

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ABOUT US

Established in 1977, Sport New Brunswick is the leading support agency for sport systems throughout the province. We drive sport participation, facilitate system development, strengthen coaching and leadership, and serve our membership of approximately 70 provincial and multi-sport organizations. We currently employ five permanent full-time staff members, eight long-term contract employees, as well as summer students, interns, and other casual employees.

We are currently undergoing an organizational transformation in response to the Envisioning Sport Report (2022), which describes the tremendous potential for the province of New Brunswick to establish itself as a leader in the modernization and enhancement of the sport sector. Recent changes have included a merger with Coach New Brunswick, the establishment of new bylaws, and an increase in staffing capacity to better serve New Brunswickers' sport-related needs.



THE NEW CEO

CHERYL MACDONALD

Cheryl MacDonald was appointed Chief Executive Officer of Sport New Brunswick in 2024, bringing with her a distinguished record of leadership and community engagement across various realms of the sport sector, most notably in her academic and administrative roles within post-secondary sport and education. Recognized as a bilingual public advocate with a background in building inclusive sporting communities, MacDonald is well-positioned to lead Sport New Brunswick into the strategic plans that the organization has made for 2025 - 2029.

“Cheryl brings a wealth of experience and a variety of perspectives that is incredibly beneficial to the work that Sport New Brunswick is doing to enhance and improve the system within our province. She is a perfect fit for the organization as we continue to deliver on the opportunities and recommendations detailed in the Envisioning Sport Report, and Cheryl’s hiring has been a big milestone in that process.” - Meaghan Donahue Wies, President of Sport New Brunswick



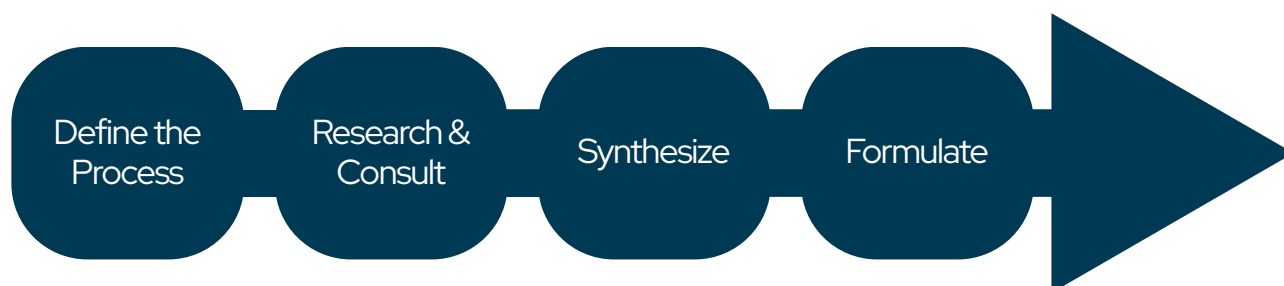
Photo by Philip Boudreau Photography

CEO Message

As I look forward to what lies ahead for Sport New Brunswick, I wish to extend my gratitude to our Board of Directors, the Strategic Planning Working Group, and our Staff and Members for their participation in the strategic planning process. Your insights, dedication, and collaboration have been invaluable. Thank you to Sheffe Consulting Inc. for their guidance and leadership. This plan reflects the strength and vision of the community that helped shape it.

THE STRATEGIC PLANNING PROCESS

Following a request for proposals, we hired Sheffe Consulting Inc. in September, 2024, to guide our strategic planning process. Their work was complete in March, 2025, and the strategic plan received Board approval within three months.



Sources of Input	Working Group
<ul style="list-style-type: none">• Envisioning Sport Report• Public Engagement Survey• Member Engagement Session (Summit)• Member Engagement Sessions (Virtual)• Sport NB - GNB MOU• New Brunswick's Sport & Recreation Policy Framework	<ul style="list-style-type: none">• C. MacDonald, CEO• M. Donahue-Wies, President• J. Bent-Richard, Government of NB• J. Edwards, Vice-President• M. O'Brien, Treasurer• M. Ouellette, Director• M. Allaby, Director• Tyler Slipp, Director



VISION

The driving force behind Canada's most vibrant sport community.

MISSION

Collaboratively fostering inclusive and accessible sport systems that empower New Brunswickers to participate in and enjoy the benefits of sport.

CORE VALUES

Core values serve as guiding principles that shape decision-making, behaviour, and culture across the organization. They define what the organization stands for and help align the actions of employees and leadership with its goals.



Collaboration

We work together with integrity and respect to build strong relationships and achieve shared goals.



Inclusion

We advocate for equitable access to sport, where New Brunswickers feel valued and supported.



Accountability

We act with transparency, take responsibility for our actions, and uphold the highest standards of ethical leadership.



Empowerment

We inspire and equip athletes, coaches, officials, and administrators to grow, lead, and excel.





Priority: Member Services and Support

Enhance member support and impact

Expand business and administrative support services

Strengthen member organizational development

Improve member operational efficiency and orientation

Foster communication and resource-sharing to build a stronger, more unified sport community

Improve communication and transparency with members

Strengthen our role as a connector

Priority: Leadership Development

Provide leadership training and professional development to strengthen capacity across all sport leadership roles

Expand leadership training, certification, and professional development

Support officials' development

Strengthen recruitment, retention, and governance to support a sustainable leadership pipeline

Improve board governance and organizational models

Enhance leadership recruitment and retention strategies

Foster a positive leadership and sport culture that includes leader wellbeing

Ensure sustainable funding for leadership development

Priority: Driving Participation

Grow participation by improving accessibility, affordability, inclusivity, and belonging in sport

Enhance financial accessibility and affordability

Facilitate access and inclusion resources and policy development

Expand barrier-free programming to increase accessibility for equity-owned populations

Initiate collaboration and alignment between sport, government, schools, and communities to create more equitable opportunities for all

Strengthen school and community sport partnerships

Promote a values-based approach to community and school sport



Priority: System Development

Create and enhance connections, relationships and partnerships between system interest holders

Foster collaboration between sport organizations

Enhance government and interest holders' engagement

Advance advocacy, funding, and informed decisions to build a sustainable and well-supported sport system

Define and implement a proactive advocacy plan

Secure sustainable funding and investment

Enhance meaningful data collection and utilization

Strengthen complaint and dispute resolution mechanisms

Priority: Internal Operations

Strengthen internal structures, policies, and processes to maximize operational efficiency and sustainability

Optimize office space; Optimize administrative processes; Enhance governance and board sustainability; Strengthen financial planning and maintain fiscal responsibility; Align policies and operational plans; Evaluate and refresh branding in preparation for the 50th anniversary

Ensure a well-supported, well-resourced, and high-performing team to foster organizational success

Improve HR processes and employee retention; Define roles and responsibilities for staff; Foster a strong and positive organizational culture; Strengthen event planning and execution



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