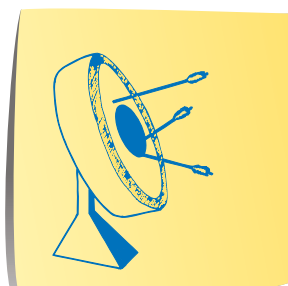
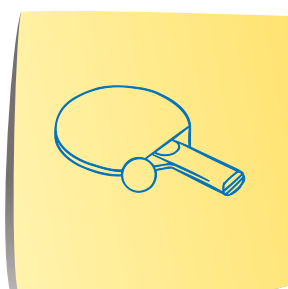




Sport and Recreation Branch

Strategic Plan 2016 – 2020



**Sport and Recreation Branch Strategic Plan
2016-2020**

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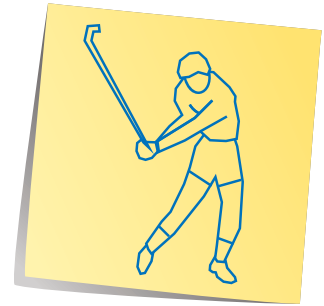
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Mission

Provide strategic leadership and support to strengthen the sport and recreation system resulting in increased opportunities for active living to improve the wellbeing of all New Brunswickers.

Vision

A strong and robust sport and recreation delivery system providing meaningful, accessible and highly valued opportunities that contribute to the wellbeing of all New Brunswickers.



VALUES		
Leadership	Collaboration	Accountability
Lifelong participation	Inclusion and equity	Sustainability
Public good	Excellence	Safety and ethics

Strategic goals



Introduction

Sport and recreation provide critical foundations for our quality of life and wellbeing. This direct link between sport and recreation underlines the high priority physical activity has in New Brunswick's sport and recreation system.

The Sport and Recreation Branch's objective is to increase sport, recreation and active living opportunities for all New Brunswickers to improve the wellbeing and the quality of life for all. The Branch provides strategic leadership and support to strengthen sport and

recreation in New Brunswick and promote participation, foster development and celebrate excellence. A network of regional offices supports the delivery of community-based sport, recreation and physical activity programs and services.



Definitions

Wellbeing is the presence of the highest possible quality of life in its full breadth of expression focused on but not necessarily exclusive to: good living standards, robust health, a sustainable environment, vital communities, an educated populace, balanced time use, high levels of democratic participation, and access to and participation in leisure and culture. (*Canadian Index of Wellbeing*)

Recreation is the experience that results from freely chosen participation in physical, social, intellectual,

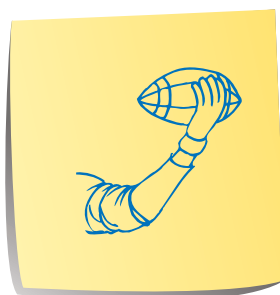
creative and spiritual pursuits that enhance individual and community wellbeing. (*Framework for Recreation in Canada 2015*)

Sport is a particular form of recreation requiring a combination of physical, technical, tactical and mental skills. Persons of all ages, stages and skill levels are welcomed to participate and are inspired to improve.

Mission and vision

The mandate or mission of the Sport and Recreation Branch is to: provide strategic leadership and support to strengthen the sport and recreation system resulting in increased opportunities for active living to improve the wellbeing of all New Brunswickers.

The branch's vision is: a strong and robust sport and recreation delivery system providing meaningful, accessible and highly valued opportunities that contribute to the wellbeing of all New Brunswickers.



Values

In pursuit of the public interest, Government of New Brunswick employees believe in fundamental values that influence their attitudes and actions. These values include: **Integrity; respect; impartiality; service; and competence.**

Sport and recreation are based on principles and values of the highest standards, including those set out in the *Framework for Recreation in Canada* and the *Canadian Sport Policy*. The Sport and Recreation Branch endorses these values and principles, as well as those defined by the aspirations of New Brunswick's systems partners and stakeholders, and which form the foundation for New Brunswick's Recreation and Sport Policy Framework.

From the key documents, the branch has synthesized and adopted the following as its core values:

Leadership: That is creative, visionary, innovative and strategic.

Collaboration: Through partnerships and teamwork.

Accountability: Through clear agreements, ongoing planning and follow through.

Lifelong participation: Individuals and communities benefit from lifelong participation from early childhood to old age.

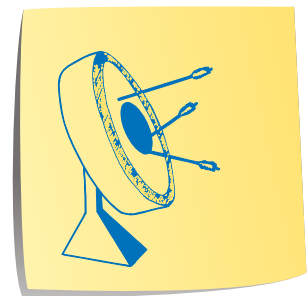
Inclusion and equity: Inclusion is an organizational practice and goal in which all groups and individuals are welcomed and valued. Equity speaks to fairness in access to resources, opportunities and experiences.

Sustainability: To deliver quality experiences in sport and recreation, a system that is sustainable, in terms of human resources, economics and the environment is required.

Public good: Quality sport and recreation needs to be available to all, paid for by a combination of taxes and flexible user fees, which take into account economic circumstances. This does not mean denying services to people who have resources, but that they should not be served to the exclusion of those who face constraints to participation.

Excellence: In delivery and in the performance in a variety of roles.

Safety and ethics: In all activities and actions.



Strategic goals

The five strategic goals are directly linked to the Canadian Sport Policy; Framework for Recreation in Canada; the Department of Tourism, Heritage and Culture Strategy Map. These strategic goals directly contribute to accomplishing shared priorities of: Aligning with National Agreements endorsed by Federal, Provincial and Territorial Ministers responsible for sport, physical activity and recreation; Streamlining - Finding efficiencies and sharing resources; and, communication and networking.

1 Physical activity - Sport and recreation for life

To enhance active living through participation in sport and recreation throughout the life cycle

2 Inclusion and access

To improve inclusion and access to sport and recreation for populations that face participation constraints

3 Supportive environments

To assist with the development of supportive physical and social environments that encourage participation and help build strong and caring communities

4 Strengthening partnerships

To ensure the continuous growth and sustainability of the sector through supporting the development of organizations, resources, and leaders

5 Operational effectiveness

To ensure the highest level of operational efficiency and effectiveness

1 Physical activity – Sport and recreation for life

To enhance active living through participation in sport and recreation throughout the life cycle.

Priorities

1. **Canadian Sport for life alignment:** To align all sport and recreation programming with the Sport for Life model; the model promotes developmentally appropriate activities.
2. **Physical literacy:** To incorporate physical literacy in sport and recreation programs for people of all ages and abilities. Physical literacy is recognized as a pre-condition for lifelong participation in and enjoyment of sport and recreation. It supports active living in a variety of contexts.
3. **Quality programs:** To provide support for the delivery of quality programs that maximize benefits and encourage participation. Programs should be based on clear objectives in order to achieve their desired results. Participation in sport and recreation programs can provide a wide variety of benefits and should be deliberately planned for.
4. **Invest in leadership:** To make strategic investments in leadership including coaching, instructing, organizing and officiating that support the delivery of quality programs.



Key performance indicators

- ◆ Provincial Sport Organizations that have improved their alignment with Sport for Life
- ◆ Regional Long Term Athlete Development projects that focus on new or enhanced physical literacy programs
- ◆ Coaches taking NCCP training each year
- ◆ Coaches achieving certification
- ◆ Officials taking formal training each year
- ◆ Volunteers and staff taking training supported by the Branch each year

2 Inclusion and access

To improve inclusion and access to sport and recreation for populations that face participation constraints.

Priorities

1. **Strategies and policies:** To develop and implement strategies and policies, which ensure that no families or individuals in New Brunswick are denied access to public sport and recreation opportunities.
2. **Supporting opportunities:** To provide leadership and support towards the provision of opportunities for traditionally under-represented groups and/or marginalized populations to achieve their potential and participate fully in all types of sport and recreation including leadership roles.
 - a. Women and girls of all backgrounds and circumstances
 - b. Persons with a disability
 - c. Aboriginal persons
 - d. Economically disadvantaged persons

Key performance indicators

- ◆ Women and girls participating in programs supported by the Branch
- ◆ Persons with a disability participating in programs supported by the Branch
- ◆ Parallel sport opportunities (Parasport programs) offered/created by provincial sport organizations and clubs
- ◆ Aboriginal persons from First Nations communities participating in programs supported by the branch
- ◆ Economically disadvantaged youth participating in programs supported by the branch
- ◆ Individuals from under-represented populations taking on leadership positions (For example; coaches/officials/board members, etc.

3 Supportive environments

To assist with the development of supportive physical and social environments that encourage participation and help build strong and caring communities.

Priorities

1. **Celebrate successes and achievements:** To celebrate the successes and achievements of New Brunswickers (including volunteers, leaders, coaches, officials and athletes) in an effort to promote participation and advocate the benefits of sport and recreation.
2. **Facilities and spaces:** To promote and facilitate the use of existing spaces (e.g., schools, churches, parks, etc.) for multi-purpose activities in a safe and effective manner that support best practices in sport and recreation; to provide support throughout the planning process for the provision or renewal of essential facilities and infrastructure; and, to advocate for the facility designs that align with current best practices that increase community involvement in sport and recreation.
3. **Safety and ethics:** To support the implementation of safe and ethical practices.
4. **Influence policy:** To influence policies supporting opportunities in quality sport and recreation across all environments (community, work, school, family, etc.)

Key performance indicators

- ◆ Occasions, events and opportunities to highlight accomplishments and achievements.
- ◆ Community/school access agreements facilitated
- ◆ Tracking of provincial and local organizations that have and are implementing policies (For example; Harassment policy, code of conduct, LBGQT inclusion policy, etc.)
- ◆ Provincial applications for recreation and sport infrastructure that the branch is asked to review

4 Strengthening partnerships

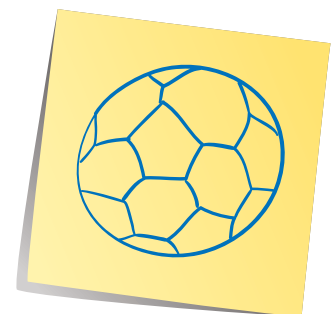
To ensure the continuous growth and sustainability of the sector through supporting the development of organizations, resources, and leaders.

Priorities

1. **Collaboration:** To collaborate with traditional and non-traditional partners to optimize the system and increase the impact of participation in quality sport and recreation activities.
2. **Empower and engage:** To empower and engage traditional and non-traditional partners to recognize and utilize the power of participation in quality sport and recreation.

Key performance indicators

- ◆ A renewed Sport and Recreation Policy for New Brunswick; and, number of departments endorsing it.
- ◆ Partnerships formed with key government departments and associations (For example; regional development corporation; environment and local government; health; education; social development; public safety).
- ◆ The Branch better understands the needs of key stakeholders in relation to governance and organizational capacity.
- ◆ Government and non-government gather for training and development opportunities facilitated by the Branch. (For example; forums, governance and volunteers; knowledge transfer; community leadership.)



5 Operational effectiveness

To ensure the highest level of operational efficiency.

Priorities

1. **Technology:** To effectively utilize technology to maximize effectiveness and efficiency
2. **Accountability and evidence based decision making:** To improve accountability, and implement systematic data gathering and sharing to inform decision making
3. **Professional development:** To support the professional development of staff to ensure we are leading experts in the field
4. **Communication:** To improve internal and external communication processes
5. **Streamlining:** To streamline and standardize all processes for the application of all grants and programs; minimizing overlap; and consistently reviewing the effectiveness
6. **Planning:** To maintain Branch strategic and operational planning processes

Key performance indicators

- ◆ Effective use of webinar tools and social media presence (views, shares, re-tweets, etc.)
- ◆ Grant programs and services that have gone through process improvement, and that have baseline data and evaluation components in place
- ◆ Professional development and training opportunities completed by staff... in general, as it relates to work of the Branch, but also specifically related to traditionally under-represented groups and/or marginalized populations
- ◆ A well-defined communications plan
- ◆ Client satisfaction of branch programs and services
- ◆ Strategic plan and operational plan completed and reviewed quarterly

