



NATURE TRUST  
of NEW BRUNSWICK

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Fondation pour la  
PROTECTION DES  
SITES NATURELS  
du NOUVEAU-BRUNSWICK

# STRATEGIC PLAN

THE NATURE TRUST OF NEW BRUNSWICK INC.  
2023-2027





**THE  
NATURE  
TRUST  
OF NEW  
BRUNSWICK**





The Nature Trust of New Brunswick founded in 1987 as a charitable land trust and has grown into a leader in conserving and stewarding our natural heritage for the benefit of current and future generations. The Nature Trust engages with New Brunswickers about the importance of protecting our province's unique ecosystems and biodiversity.

The Nature Trust protects many important natural areas in New Brunswick—spectacular places of scenic beauty and pristine, untouched habitats that shelter at-risk, rare and endangered species that we all love.

By conserving private lands in partnership with landholders, funders and volunteer stewards, the Nature Trust is a leader in creating a privately-protected natural areas network in New Brunswick.

*The Nature Trust of New Brunswick acknowledges that the nature preserves we protect are located on the traditional land and unceded territories of the Wabanaki people.*





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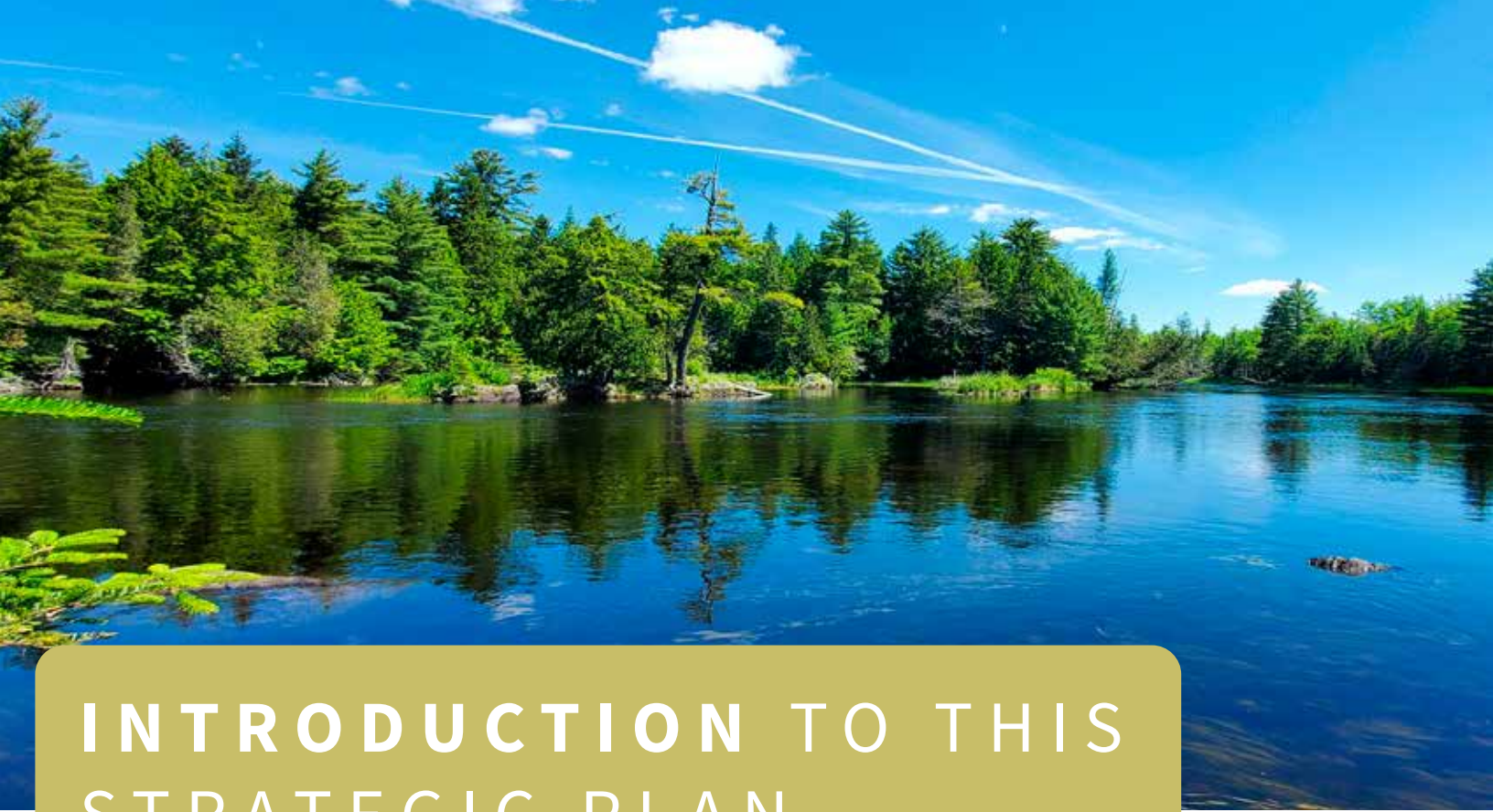
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# INTRODUCTION TO THIS STRATEGIC PLAN

The Nature Trust has achieved tremendous success over the last 35 years. We have grown into New Brunswick’s largest environmental organization and provincially-focused land trust. Together, with members, funders, and volunteers, we have protected more than 12,000 acres and now take care of more than 80 beautiful nature preserves across the province.

Public and political awareness of the need for conservation has risen in the face of the twin crises of biodiversity loss and climate change. In 2022 Canada hosted the UN Biodiversity Conference and became a signatory to the historic global biodiversity framework agreement to conserve 30% of land, water and coastal areas by 2030, and New Brunswick increased its conserved lands to 10% with a new, more ambitious target on the horizon.

The global COVID-19 pandemic dramatically shifted workforce expectations for which we must evolve to accommodate.

With these successes, opportunities, and challenges naturally comes the need to evolve operations, human resources, and focus areas to ensure that we meet expectations, make meaningful contributions, and continue to grow in an organized and professional fashion.

A working group representing Nature Trust staff and board members, with both long-standing institutional history and knowledge and new perspectives and ideas, developed this Strategic Plan.

There is a lot of pressure to work faster and harder to protect the spaces, wildlife, and ecosystems we love and which are disappearing quickly. The Nature Trust's 2023-2027 Strategic Plan recognizes our leadership role and presents a pathway for our part in achieving global, national and local conservation objectives. This Strategic Plan will guide us in our work to ensure nature supports healthy generations of all living beings.





# VISION

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We envision a New Brunswick where our natural heritage of unique biological and geological diversity is valued and protected for the health and sustainability of future generations.







# MISSION

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Engage and involve New Brunswickers  
in conserving and stewarding the  
province's natural heritage.



# OUR PROMISE

## *CONSERVE*

areas in New Brunswick that are ecologically significant, establishing nature preserves that remain protected forever.

## *STEWARD*

nature preserves through a network of passionate and skilled volunteers and supporters.

## *ENGAGE*

the public on the importance of land conservation, particularly in protecting New Brunswick's biodiversity and threatened species.





# STRATEGIC PLAN STRUCTURE





# STRATEGIC PRIORITY: PEOPLE & CULTURE



## OBJECTIVE 1

ENSURE STAFF ARE GROWING THEIR SKILLSETS AND DEVELOPING PROFESSIONALLY AS INDIVIDUALS AND AS A TEAM.

### INITIATIVES

Improve mentorship opportunities between staff and board members, external professionals, and networks.

Formalize a Professional Development Training Strategy that prioritizes individual and team skills development and the process for allocating training opportunities.





## OBJECTIVE 2

BE RESILIENT TO CHANGE AND DIVERSE IN SKILL AND PERSPECTIVES.

### INITIATIVES

Creating an *Equity, Diversity, and Inclusion Strategy* that is reflective of staff, board, and volunteers we seek to represent.

Review and modernize the staff *Retention Strategy* to reflect a changing workforce.

Develop and maintain a staff skills matrix necessary to deliver strategic priorities and to guide new staff hires which fill skill gaps.

Create an organizational change management plan to support board and staff transition to the new Strategic Plan.

## OBJECTIVE 3

FOSTER A GROWING WORKPLACE WITH A CULTURE THAT IS PROFESSIONAL, SUPPORTIVE & POSITIVE.

### INITIATIVES

Formalize organized mechanisms for management, staff, and departmental meetings that link directly to strategic priorities.

Develop and update team and project charters to ensure shared vision, responsibility, and commitment to creating clarity and workplace culture.

Add a staff position dedicated to providing professional HR support, programming, and investigative processes.

Host regular staff team events to foster dynamics, learn about each other, and have fun together.



# STRATEGIC PRIORITY: OPERATIONAL EXCELLENCE



## OBJECTIVE 1

CONTINUALLY IMPROVE STRUCTURES &  
PROCESSES TO INCREASE EFFECTIVENESS &  
EFFICIENCY.

### INITIATIVES

Review organizational structure to ensure proper human resources are in place to deliver on strategic priorities.

Create, review, and update existing policy frameworks to ensure relevance and compliance.

Document standard operating protocols for existing programs to aid in onboarding and continuity during staff transitions.

Develop a Communications and Media Strategy that is cross-departmental and will formalize the Communications Department.





## **OBJECTIVE 2**

### **ADAPT TO NEW OPPORTUNITIES & CHALLENGES**

#### **INITIATIVES**

Build time for unknown opportunities and challenges directly into staff yearly work plans and quarterly goal sheets to ensure ability to adapt.

Prepare for potential new operational requirements such as the Canadian Land Trust Accreditation system.

## **OBJECTIVE 3**

### **OPTIMIZE USE OF TECHNOLOGY TO AUTOMATE, STREAMLINE, AND TRACK OPERATIONS AND ENGAGE THE PUBLIC.**

#### **INITIATIVES**

Expand the setup, training, maintenance, and execution of contact management software to elevate supporter engagement.

Set up and train staff in the use of land management software to improve tracking of growing nature preserve activities, data, and documentation.

Research and adopt remote sensing techniques for increasing and improving field conservation and stewardship activities.

Research and adopt new interactive platforms to deliver our Passport to Nature program to increase public engagement in conservation.



# STRATEGIC PRIORITY: CONSERVATION ENGAGEMENT



## OBJECTIVE 1

BE A LEADER IN PROMOTING AND ACHIEVING LAND  
CONSERVATION IN NEW BRUNSWICK AND CANADA  
INITIATIVES

Share our expert voice on key policy issues related to conservation such as coastal protection, species at risk, and climate change.

Grow our public facing stories and messages about our conservation contributions and successes with existing and new audiences.

Be active in conservation conversations and decisions in New Brunswick and Canada by contributing to local and national working groups, advisory committees, and professional networks.



## OBJECTIVE 2

### EXPAND OUR VOLUNTEER BASE TO STEWARD NATURE PRESERVES TOGETHER

#### INITIATIVES

Undertake an experiences and expectations survey with volunteers to inform growth strategies.

Develop a volunteer needs analysis linked to the preserve activities identified in the Stewardship Plan.

Develop a volunteer growth strategy based on connecting volunteer expectations and stewardship activity needs.

## OBJECTIVE 3

### STRENGTHEN OUR RELATIONSHIP WITH INDIGENOUS COMMUNITIES

#### INITIATIVES

Host in-person and on-the-land gatherings to share, learn, and co-define what conservation through reconciliation means for Nature Trust and Indigenous partners.

Contribute Nature Trust expertise in land securement and organizational governance to Indigenous-led Conservation Areas and other initiatives, as wanted.

Develop pilot projects that demonstrate how to meet shared conservation objectives together.

Grow existing and explore new opportunities for shared-stewardship of nature preserves in traditional territories.





## OBJECTIVE 4

ENGAGE AND SUPPORT OTHERS TO ACTIVELY CONSERVE AND STEWARD MORE LAND IN N.B.

### INITIATIVES

Broaden the conservation 'tent' by developing unconventional stakeholder personas for improved messaging and partnerships around shared conservation values.

Evaluate and connect the Conservation Partner Program to create new voluntary stewardship agreements in high conservation value areas.

Seek partnerships that enable us to support other organizations in conserving and stewarding land.

Develop projects to help create pathways between Conservation Partner Program and formal conservation options.

## OBJECTIVE 5

ENSURE FUNDERS AND DONORS SEE THE VALUE IN THEIR CONSERVATION INVESTMENT

### INITIATIVES

Develop and implement a 5-year Donor Stewardship plan around shared values, relationship building, opportunities to engage with conservation activities, and sharing return on investment stories.



# STRATEGIC PRIORITY: SUSTAINABLE GROWTH



## OBJECTIVE 1

INCREASE THE AMOUNT OF ECOLOGICALLY  
SIGNIFICANT LAND CONSERVED IN N.B.

### INITIATIVES

Implement the Conservation Plan by acquiring new private land in focal regions with high conservation value, corridor connectivity, and climate resiliency.

Support and facilitate conserving lands through other organizations including Indigenous-led Conserved and Protected Areas, watershed organizations, and governments.





## **OBJECTIVE 2**

### **EFFECTIVELY AND EFFICIENTLY STEWARD OUR GROWING NETWORK OF NATURE PRESERVES**

#### **INITIATIVES**

Develop and implement a Stewardship Strategy to prioritize essential nature preserve activities based on needs and threats.

Evaluate, improve, and link the focus of the Ambassador Program to the Stewardship Strategy in order to effectively train and retain volunteer nature preserve stewards.

## **OBJECTIVE 3**

### **DIVERSIFY OUR FUNDRAISING TO INCREASE FUNDS FOR CORE SERVICES AND PROGRAMS**

#### **INITIATIVES**

Create a donor attraction and retention action plan based on the Donor Stewardship Strategy.

Develop and implement a socially-responsible Corporate Partnership Program.

Strengthen materials and communication methods that promote legacy and planned giving opportunities.



# LOOKING AHEAD

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*BY 2027,*

we will conserve more land,  
protect more wildlife, and set  
aside more healthy spaces  
for families.



Our incredible network of members, volunteers, donors, and supporters **is crucial to achieving our ambitious goals** for the next five years. This Strategic Plan ensures that you can see and participate in our shared **vision, mission, and priorities.**

In addition to the Strategic Plan, Nature Trust staff will develop an operational implementation plan to detail how we will achieve the stated results each year. We will ensure we are on track, learning from experiences, and adapting to changes and opportunities through 90-day action plans. Weekly and monthly leadership and staff meetings will keep the team focused on **achieving our goals and bringing our vision to life.**





Cover photo: Connors Bros. Nature Preserve at Pea Point. Photo by J. Edward Hurley.



# **STRATEGIC PLAN**

**2023-2027**

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