

Strategic Plan

2026-2029

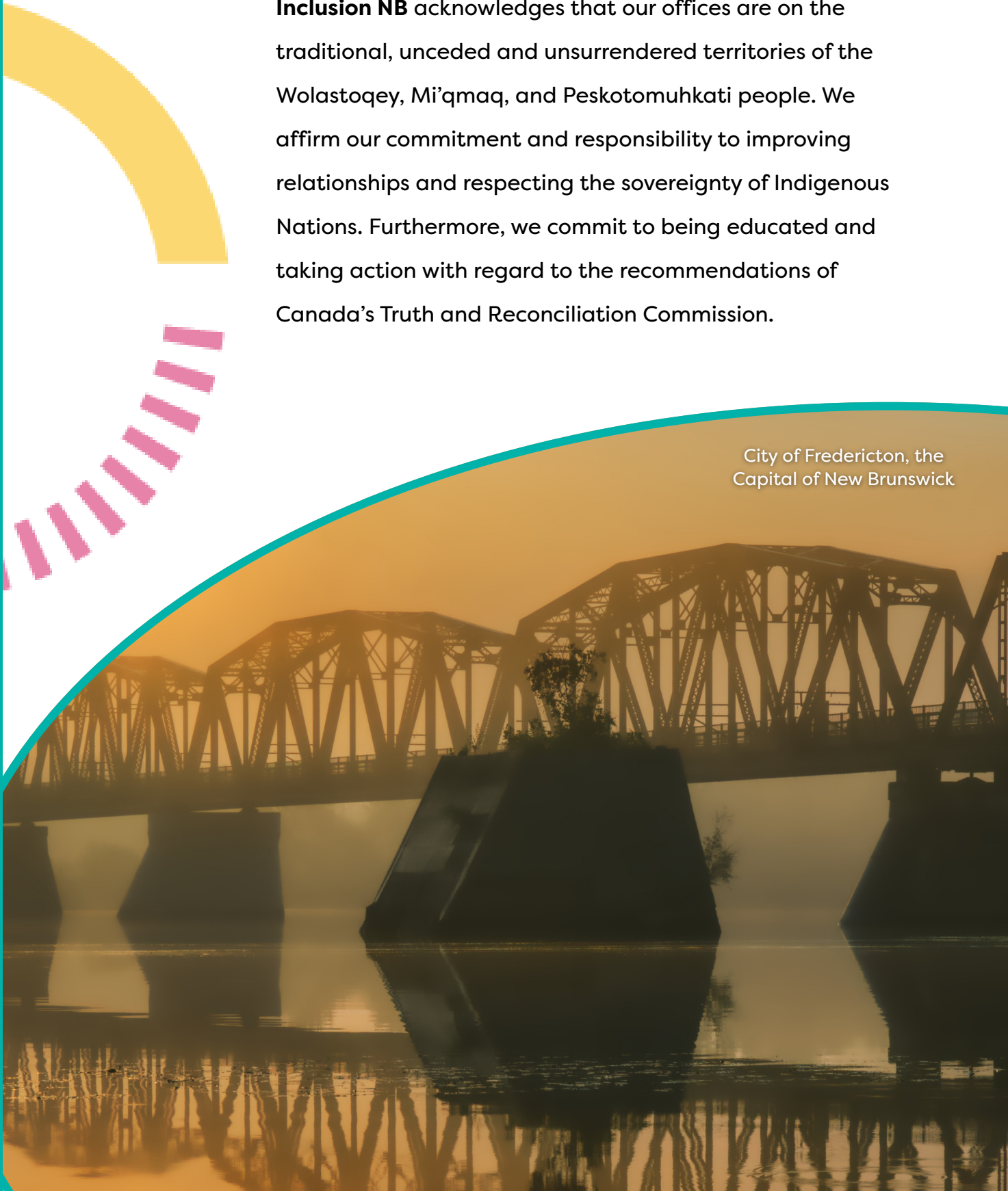


InclusionNB

Land Acknowledgement

Inclusion NB acknowledges that our offices are on the traditional, unceded and unsundered territories of the Wolastoqey, Mi'qmaq, and Peskotomuhkati people. We affirm our commitment and responsibility to improving relationships and respecting the sovereignty of Indigenous Nations. Furthermore, we commit to being educated and taking action with regard to the recommendations of Canada's Truth and Reconciliation Commission.

City of Fredericton, the
Capital of New Brunswick



President's Introduction

On behalf of the Board of Directors, I am pleased to introduce Inclusion NB's 2026–2029 Strategic Plan.

This plan provides clear direction for our organization and reflects our continued commitment to our vision that **all individuals with an intellectual or developmental disability live full and valued lives in all aspects of society.**

Its development was informed by the valuable perspectives of individuals, families, staff, partners and other allies. Our thanks to all those who participated in the consultation process. Your insight, experience and thoughtful contributions have helped shape our priorities and will continue to guide our work.

Our Strategic Plan is grounded in our fundamental values and beliefs: that all people have an equal right to opportunity, choice, and participation; that every person has strengths, abilities, and contributions of value; that communities are stronger when they are open and inclusive; and that individuals have the right to their own voice and to the support necessary to exercise their rights. These principles reflect our commitment to equity, dignity and human rights.

The plan is organized around three strategic priorities: **Build a Strong and Sustainable Inclusion Movement; Defend Rights and Transform Systems; and Change Lives Through Community Inclusion and Belonging.** These provide the framework for strengthening our organization and movement, advancing human rights and systems change, reducing barriers, and creating meaningful opportunities for people to participate, contribute and belong.

I extend my sincere appreciation to the Inclusion NB team for their dedication and professionalism and for the important role they will play in implementing this plan. I also thank the Board of Directors for its leadership, commitment, and stewardship throughout the development of this strategic direction.

This Strategic Plan represents both a roadmap and a commitment to action. With the continued support of our partners, staff, volunteers, and the broader movement, we will advance our shared vision and building a more inclusive New Brunswick where everyone has the opportunity to **live, contribute, connect and belong.**



Alexandra Page



Hoby Haughn at
the Herring Pub
in St. Andrews

Who we Are

Inclusion NB is part of a national federation of 13 provincial and territorial associations and more than 300 local associations. Together, we advance the inclusion and human rights of people with an intellectual or developmental disability and their families. As a family-led movement, we drive change and strengthen communities at the local, provincial, and national levels.



Vision

All individuals with an intellectual or developmental disability live full and valued lives in all aspects of society.



Mission

Leading the creation of opportunities for individuals with an intellectual or developmental disability and their families to live full and valued lives in all aspects of society.

WHAT IS A **MOVEMENT**?



A movement is a growing group of people who share a vision and take action together to create lasting change

Values and Beliefs

Equal Rights to Opportunity

We believe that all people have equal rights to opportunity, choice, and participation in society. Access to opportunities should not be limited by disability, and individuals must be supported to pursue the life they choose, on their own terms.

Everyone Can Contribute and Bring Value

We believe that every person has strengths, gifts, and abilities that contribute value to their community. People with an intellectual or developmental disability enrich our society and must be recognized, respected, and supported as valued contributors.

Communities Must Be Open and Inclusive

We believe that communities are stronger when they are open, welcoming, and inclusive of everyone. True inclusion means removing barriers, fostering belonging, and ensuring that all people can fully participate in community life.

People Deserve Their Own Voice and Support to Exercise Their Rights

We believe that people have the right to communicate for themselves and to be heard. Individuals must be supported to understand, exercise, and defend their rights, and to influence decisions that affect their lives.

These values reflect the organization's commitment to inclusion, equity, dignity, participation, and our work is rooted in the UN Convention on the Rights of Persons with Disabilities and the Canadian Charter of Rights and Freedoms.



Students at Upper Miramichi Valley Elementary

Strategic Framework

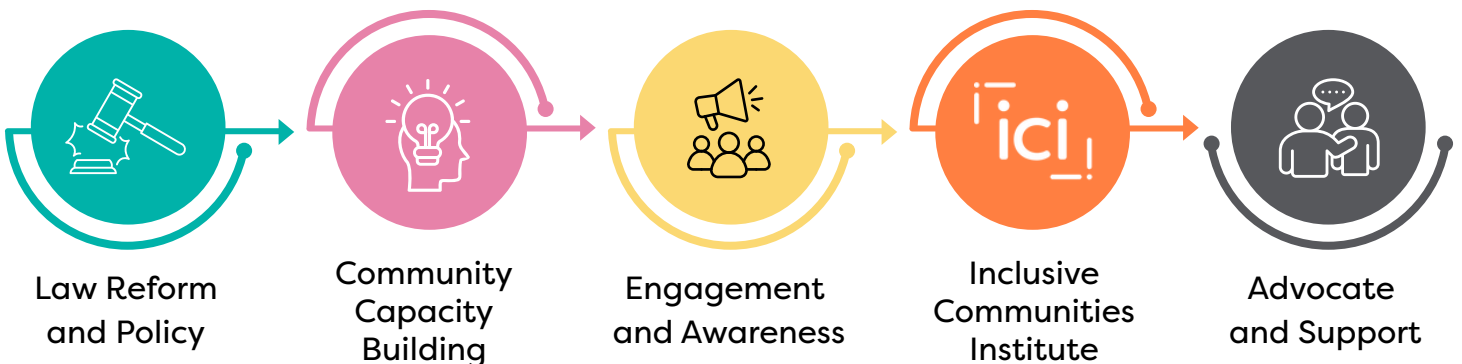


- ✓ Build strong community relationships
- ✓ Strengthen our organization's sustainability
- ✓ Grow inclusive leadership
- ✓ Engage new partners and supporters

- ✓ Advocate for human rights
- ✓ Influence systems change
- ✓ Promote inclusive policies and practices
- ✓ Challenge barriers and discrimination

- ✓ Support individuals and families
- ✓ Build inclusive communities
- ✓ Increase access to education, employment, and recreation
- ✓ Share tools that promote belonging

OUR TOOLS FOR CHANGE



FOCUS

Inclusive and Affordable Housing | Inclusive Education | Income Security
Employment | Access to Supports | Transportation | Advance Human Rights



Priorities



BUILD A STRONG AND SUSTAINABLE INCLUSION MOVEMENT

Building an inclusive New Brunswick requires a strong, sustainable organization rooted in the voices of individuals, families, allies, and communities. Through this priority, Inclusion NB will strengthen its effectiveness, sustainability, and grassroots engagement to advance collective advocacy and lasting change. Together, we will build the capacity and connections needed to drive lasting change and ensure everyone belongs.



DEFEND RIGHTS AND TRANSFORM SYSTEMS

An inclusive society begins with respecting and protecting the rights of all people. Through this priority, Inclusion NB will work with partners to improve the systems, policies, and supports that shape the lives of people with an intellectual or developmental disability and their families. Through advocacy, collaboration, and community engagement, we will help build a more inclusive New Brunswick where everyone can live with dignity, participate fully, and belong.



CHANGE LIVES THROUGH COMMUNITY INCLUSION AND BELONGING

Meaningful lives are built through relationships, opportunities, and a genuine sense of belonging. Through this priority, Inclusion NB will work to expand opportunities for people with an intellectual or developmental disability to participate fully in all aspects of community life. By fostering inclusive communities, strengthening natural supports, and increasing access to meaningful opportunities, we will help ensure people can contribute, connect, and thrive.

Goals and Objectives



BUILD A STRONG AND SUSTAINABLE INCLUSION MOVEMENT

Goal: Strengthen collective leadership and movement building

OBJECTIVES:

- Strengthen leadership skills and confidence among self-advocates, families, and allies to advance inclusion.
- Increase participation by engaging self-advocates, families, and allies in advocacy and collective action efforts.
- Strengthen the role of staff in connecting people, identifying opportunities, and informing advocacy and systems change efforts.

Goal: Strengthen organizational sustainability, influence and engagement

OBJECTIVES:

- Position the Board as a strategic leader in advancing the organization's mission, vision, and long-term sustainability.
- Build a resilient and skilled workforce through leadership development and succession planning.
- Demonstrate the impact of our work through evidence, stories, and shared outcomes.
- Strengthen organizational sustainability by growing donor engagement, strengthening stewardship practices, and expanding unrestricted revenue.

Goal: Build Strong Partnerships for Collective Impact

OBJECTIVES:

- Build and leverage strategic partnerships to strengthen collective influence, expand opportunities, and advance inclusive communities.
- Strengthen collaboration across the federation to share knowledge and resources, align efforts, and advance shared provincial and national priorities.



DEFEND RIGHTS AND TRANSFORM SYSTEMS

Goal: Advance the full inclusion and human rights and influence laws, policies and systems

OBJECTIVES:

- Advance reforms to provincial income support programs that improve benefit adequacy, eligibility, and accessibility to strengthen financial security for individuals and families.
- Increase the availability of inclusive housing options that enable people with a disability to live, belong, and thrive in their communities.
- Protect and strengthen inclusive education policies and practices to uphold the rights of all students and advance meaningful inclusion in schools.
- Develop a strategy to enhance inclusive and accessible transportation.

Goal: Reduce systemic barriers and improve access to inclusive supports and services

OBJECTIVES:

- Identify gaps in access to supports and services across New Brunswick and implement targeted advocacy strategies to address at least three priority areas.
- Advocate for clear standards and accountability in disability services to improve the quality, consistency, and accessibility of supports.
- Strengthen system navigation and coordination to help individuals and families access the information, supports, and services they need.



Calvin Gallant and
Job Coach at Sobeys
in Moncton



CHANGE LIVES THROUGH COMMUNITY INCLUSION AND BELONGING

Goal: *Expand inclusive opportunities for people to meaningfully participate, contribute, and belong*

OBJECTIVES:

- Build the capacity of community organizations, employers, and partners to create and sustain inclusive opportunities through training, education, and knowledge-sharing initiatives.
- Increase opportunities for individuals to pursue employment, volunteerism, and meaningful community roles that reflect their skills, interests, and aspirations.
- Increase participation in inclusive community activities, relationships, and social networks that foster connection, contribution, and a sense of belonging.
- Increase opportunities for individuals to have a home of their own with supports that promote choice, independence, belonging, and community participation.



Kyra Thomas and Job Coach Jayleen Taylor at Value Village in Fredericton



Tools for Change

Our tools for change are the ways we create lasting impact. Together, they help us remove barriers, build inclusive communities, and improve the lives of people with an intellectual or developmental disability and their families.

Law Reform and Public Policy

We work to improve laws, policies, and systems so people with an intellectual or developmental disability have equal rights and opportunities. By working with governments, community partners, and self-advocates, we help remove barriers and create lasting change that benefits everyone.



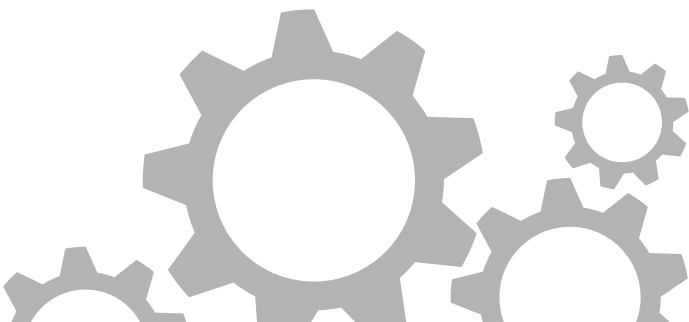
Advocate and Support

We stand alongside individuals and families by listening, providing guidance, and helping them navigate systems and services. We amplify lived experience, promote self-advocacy, and work together to ensure people have the information, supports, and opportunities they need to make informed choices and live full lives.



Community Capacity Building

We help communities become more welcoming, inclusive, and accessible for everyone. Through partnerships, training, and shared knowledge, we support organizations and communities to build the confidence and skills needed to create meaningful opportunities for participation and belonging.



Inclusive Communities Institute



Building stronger communities

Helping people learn how to create welcoming and inclusive spaces where everyone belongs.



Supporting voices and rights

Ensuring people with an intellectual or developmental disability to share their voices, exercise their rights, and make their own choices.



Creating change

Helping professionals, organizations, and communities remove barriers and make systems more inclusive.

Sharing knowledge and tools

Providing accessible courses, webinars, and resources that help people put inclusion into practice.



Reaching more people

Using online learning to make inclusion education available to more people across New Brunswick and beyond.

Through ICI, Inclusion NB helps more people understand inclusion, build confidence, and take action to create communities where everyone can participate and belong.



To learn more about ici, visit: www.ici-nb.ca



Jessica Laplante
and Matthew Brown
in Bathurst



InclusionNB
Creating Opportunities • Créer des possibilités



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