

Reimagining The Government of New Brunswick

a strategic diagnostic of the
2025-2026 foundation year and
a framework for transformation

March 2025 - February 2026



**“People aren’t
failing the system.
The system is
failing the people.”**

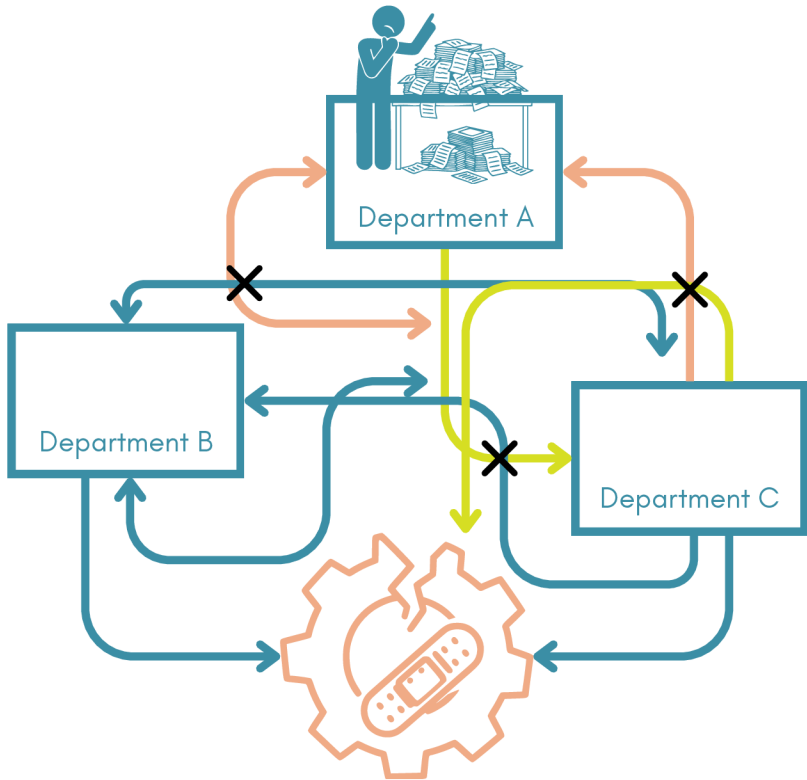
– Child, Youth and Seniors Advocate,
How It All Broke

Transformation is not about better plans. It is about a new operating model.

The Challenge

The System is Failing People

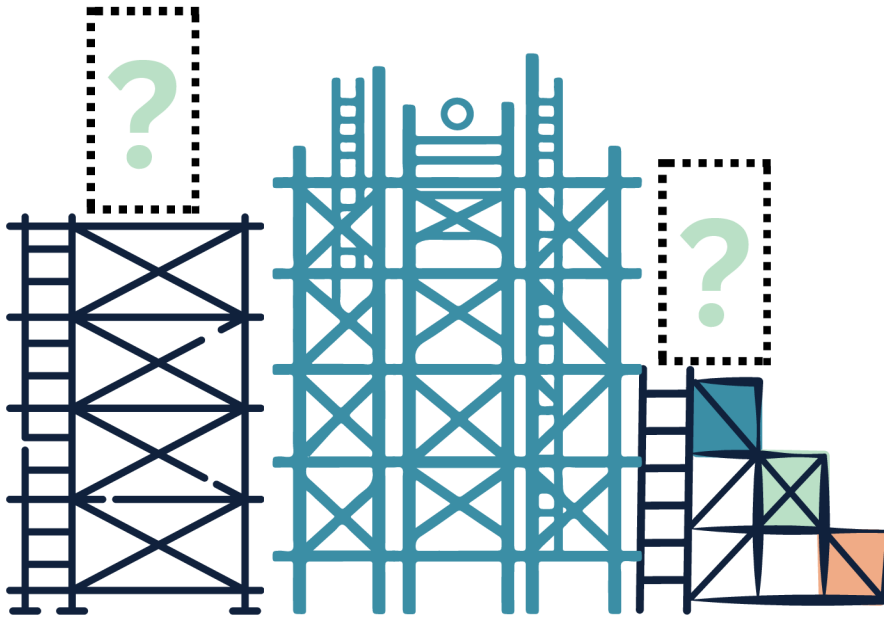
The current operating model creates silos and compliance burdens that frustrate citizens and burn out staff, despite the best intentions of public servants.



The Diagnostic

Reimagine GNB Phase 1

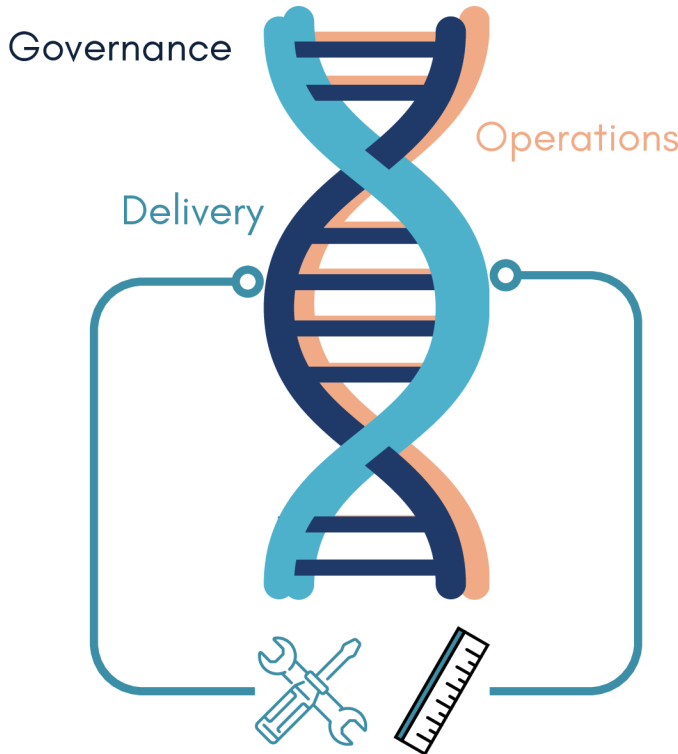
A year of experimentation with governance, accelerators, and service design revealed that, while enthusiasm is high, innovation capacity, transformation literacy, and structural support are missing.



The Framework

The Triple Helix

The path forward synchronizes Governance, Operations, and Delivery through a strategic framework and portfolio of mutually reinforcing activities.



Reducing resources to the status quo without shifting resources to a desired future state will produce worse versions of today's results.

The Mandate

Partnership over centralization

Evidence-based decisions

Person-centred

“Nothing about us without us”

Strategic Intent

The Friction Point

The Machine

Compliance-driven culture

Fragmented silos / services

Input-based budgeting

Risk avoidance

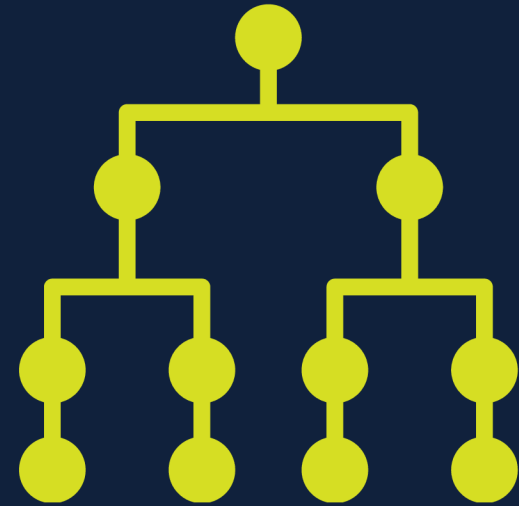
System Capability

Bridging the Transformation Gap

Gap

Current Operating Model

Siloed ways of working
Built for compliance
Rewards short term activity



Hard work in a broken system leads to burnout.

Cutting costs without redirecting resources gets weaker versions of past results

Risks

Implementing new mandates with old machinery repeats past mistakes



Required Operating Model

To be outcome-focused
People-centred
"Nothing about us without us"

Government priorities demand outcomes no single department can deliver alone.

A Diagnostic Year



Engagement



Call for Ideas



Accelerators



Governance Design



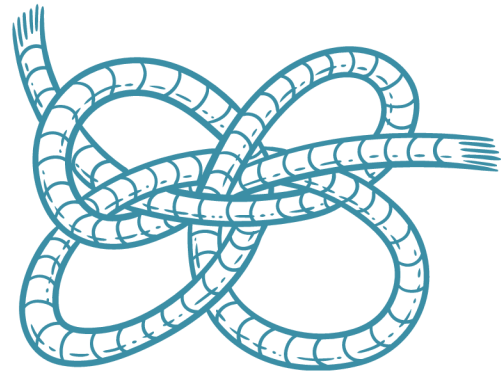
Good Services Assessment



Cross-functional collaboration



Where Ambition Met Operational Reality



The “Good Work” Paradox

“Too much good work is already happening” became a shield against integration. When systems are overloaded, collaboration feels like subtraction.

An Abdication Dynamic

The belief that “Reimagine will do it” vs line accountability prevented action on “just do it” ideas. Transformation became additive rather than integrated.



A Capacity Gap

Readiness does not automatically follow proof of need. Departments struggled to free up staff for priority missions.



Change Fatigue / Burn Out

Clear signs of change fatigue and burnout, with people feeling tired from constant change and unsure it will lead to real results



The Framework: The Triple Helix

Prioritization

Where priorities become resourced work

Governance

Priorities, direction and missions

Evidence

Where user outcomes inform strategy

Institutional Maturity

Operations

Internal capability and practices

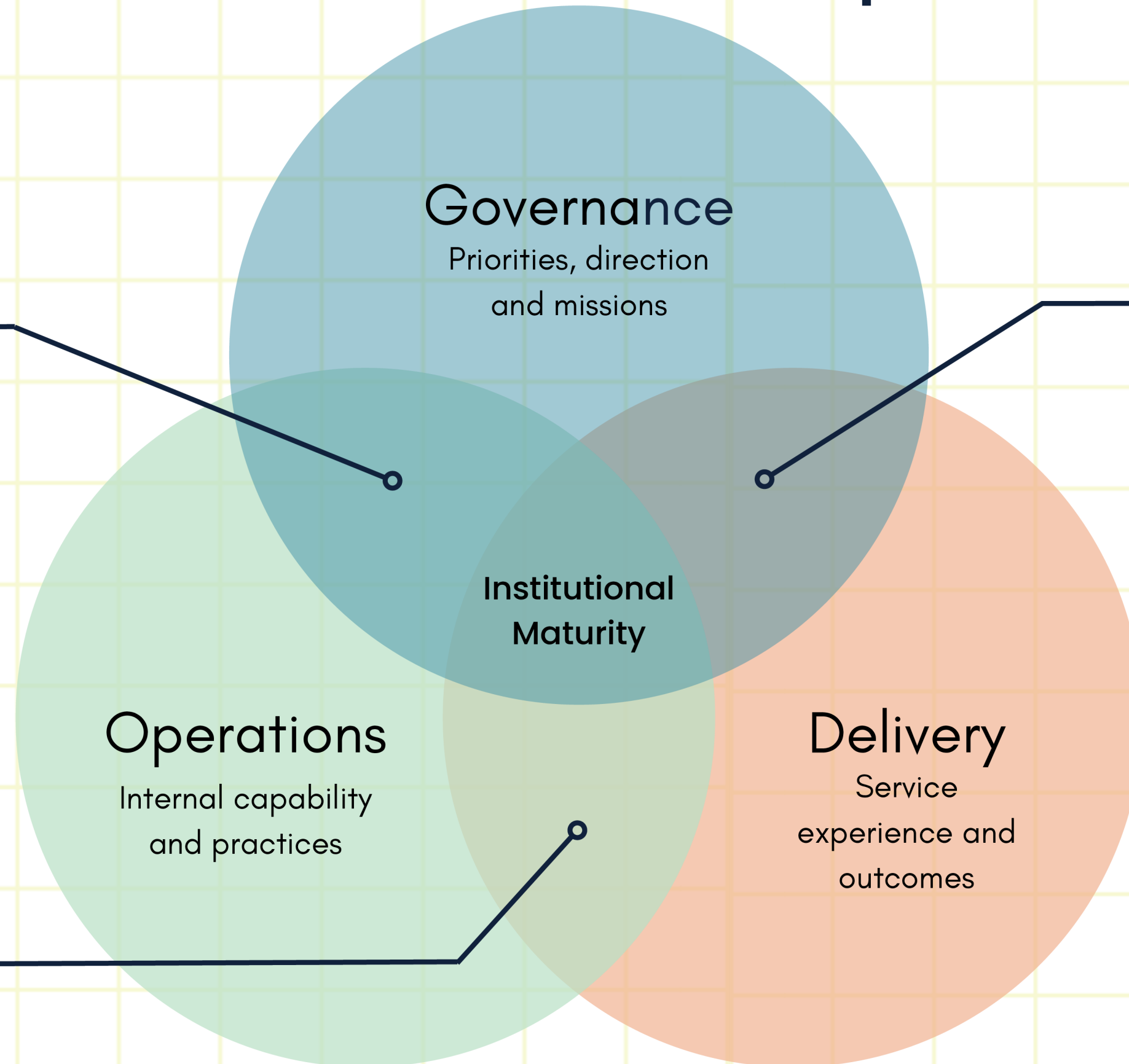
Delivery

Service experience and outcomes

Experience

Where internal process becomes citizen reality

Transformation is an interdependent system. Governance sets the mission, operations provides the capacity and delivery builds trust. You cannot fix one without the others.



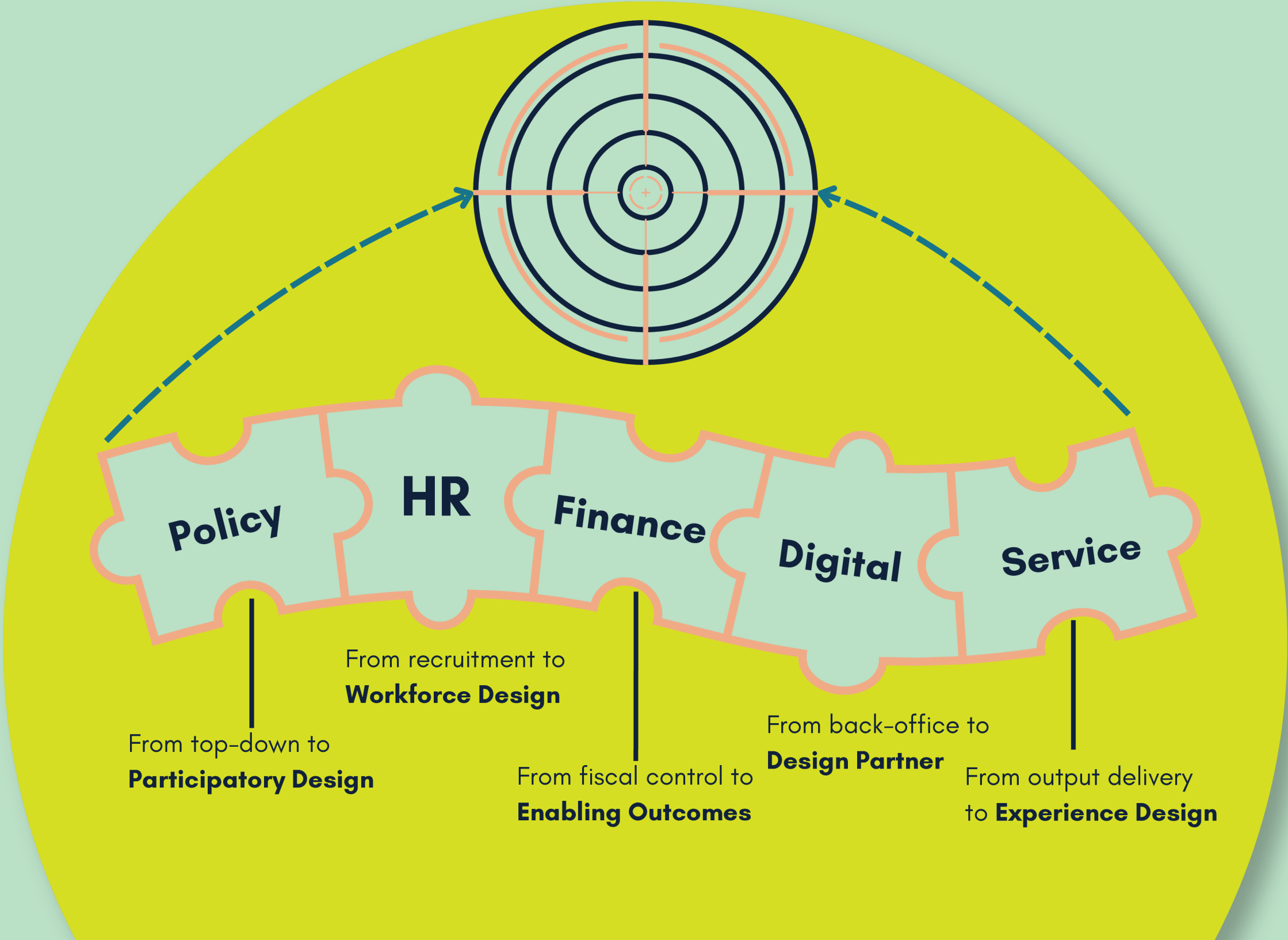
Governance: Shifting from Silos to Horizontal Missions

Moving from *siloed* department goals to *shared* missions
Shifting from isolated *projects* to mission *portfolios*
Portfolios balance exploratory *prototypes* with scalable *reforms*



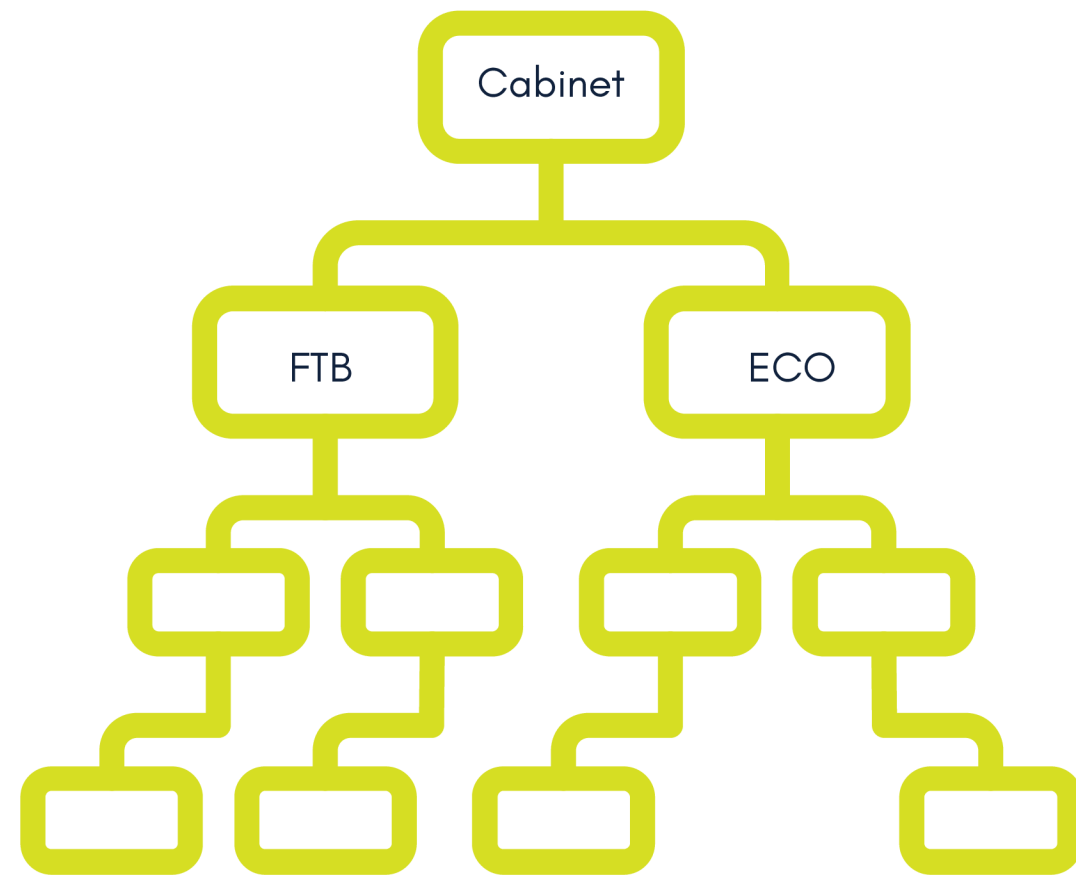
Operations: Corporate Functions as Levers for Change

From linear & gated to **integrated teams**

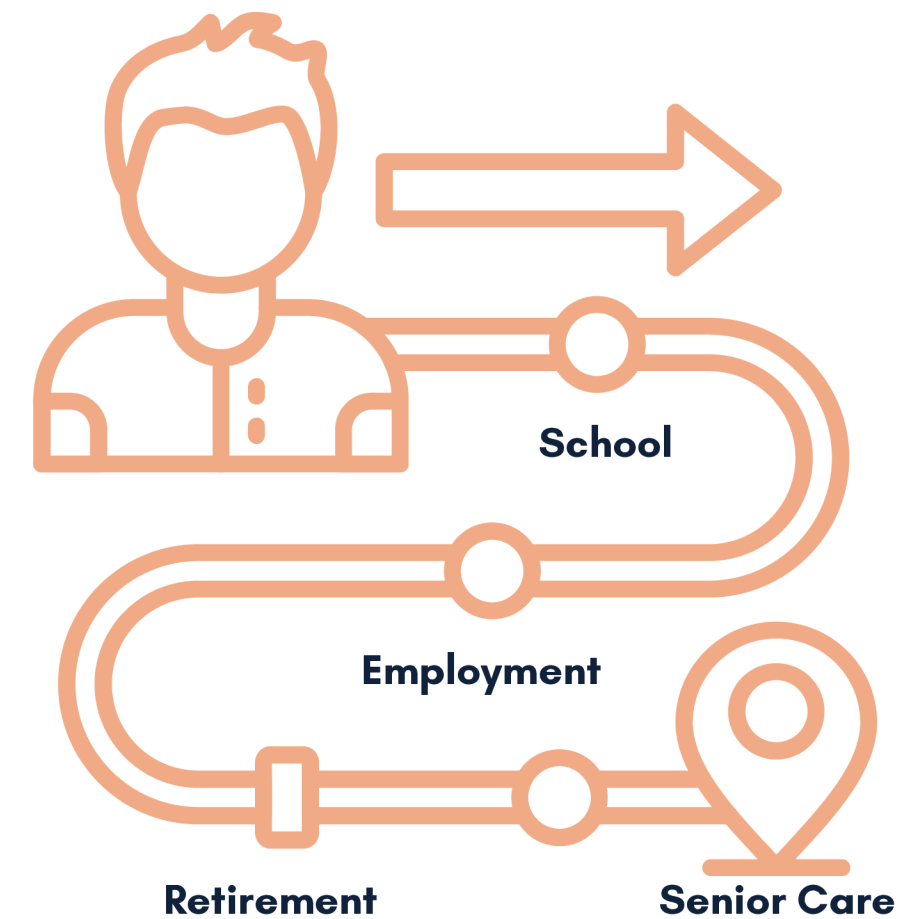


Delivery: Orienting Service Around Life Events

How We Are Organized (Silos)



How Residents Live (Life Events)



New Brunswicker's do not experience departments; they experience life events

Capability Strategy: Scaffold, Don't Substitute

Extend Capacity

- Pre-qualified vendors
- Learning clause

Institutionalize

- Establish new roles
- Standard practice



Introduce New Capabilities

- Learning by doing
- Design, foresight, agile, innovation

External expertise is temporary scaffolding; the goal is institutionalization of modern capabilities

The 2026 Blueprint: Three Strategic Pillars

Mandate Delivery

Mission Framework

- Multi-year portfolios
- Executive sponsors
- Priority focus (i.e. children and youth)

Cross-Functional Collaboration

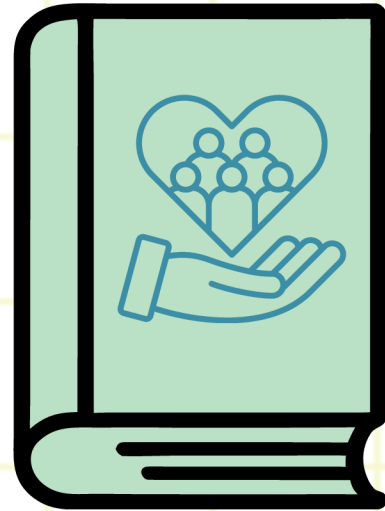
- Shared sprint cycles
- Policy + Finance + Digital + HR + Procurement
- Align to missions

Service Design

- Good Service standards
- Embedded CX leads
- Cross-department integration

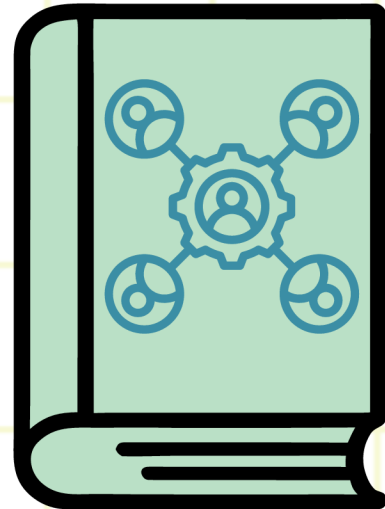
Capacity-building & Capability Strategy

The Handover Toolkit for 2026



Good Services Guide

Framework for evaluating service quality



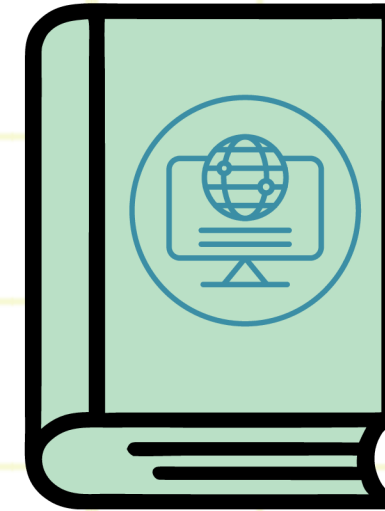
Vendor Pathway

Rapid access to innovation expertise RFP #6236004-26



Outcomes-Based Budgeting Pathway

Plan to test learn and scale outcomes based budgeting



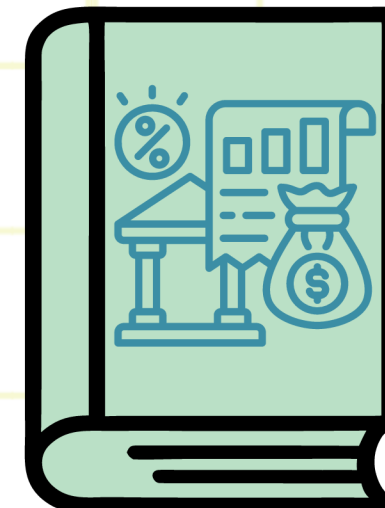
Intranet Resources

Success stories and practical examples



Reimagine Workshop Manuals

Collaborative Innovation for corporate functions



Social Policy Office Pathway

Plan to test learn and scale modern social policy capacity

What Success Could Look Like

Structural

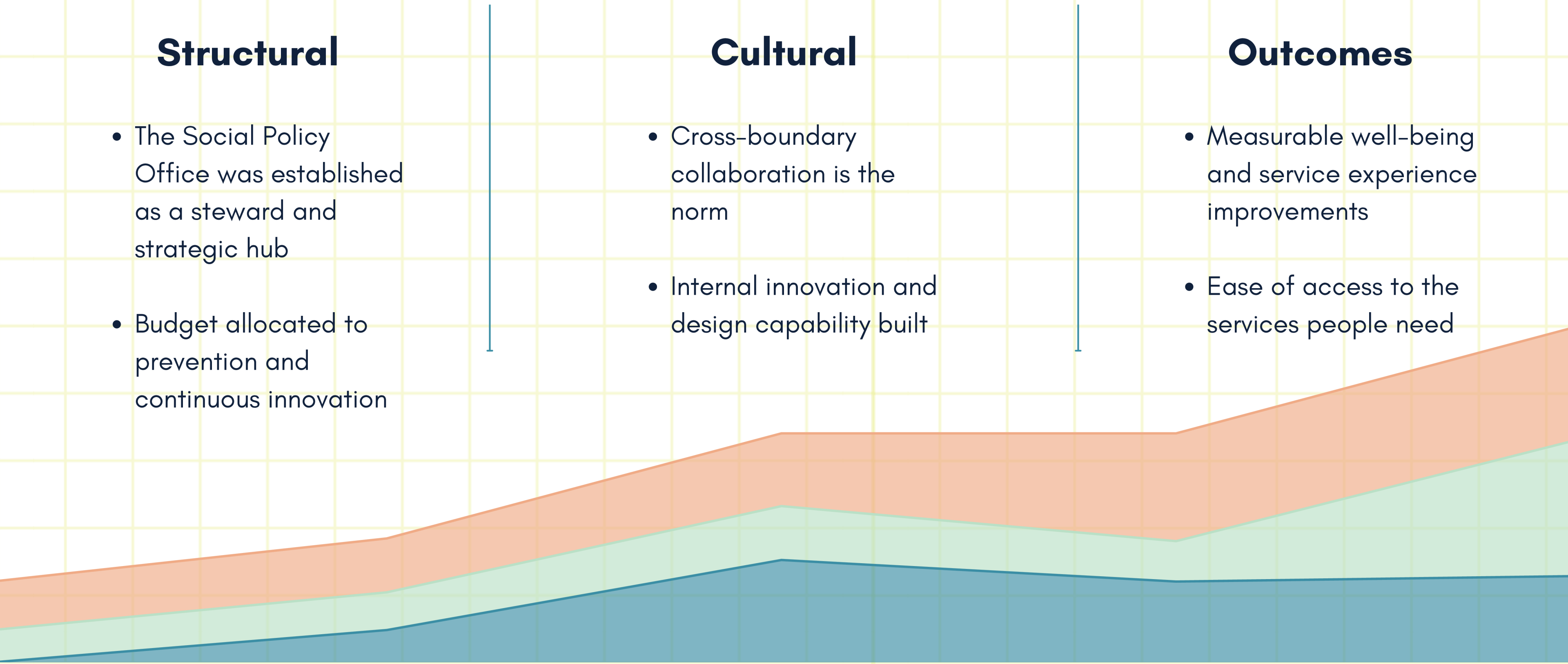
- The Social Policy Office was established as a steward and strategic hub
- Budget allocated to prevention and continuous innovation

Cultural

- Cross-boundary collaboration is the norm
- Internal innovation and design capability built

Outcomes

- Measurable well-being and service experience improvements
- Ease of access to the services people need



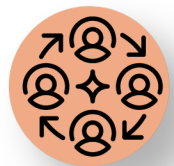
Recommendations



To support **evidence-based decision-making**, strengthen policy as a strategic function and expand formal academic partnerships (like with DataNB) that deliver applied evidence on a continuous cycle.



To be **open by default**, incentivize open data through clear standards and equip public servants with the practical guidance they need to work transparently.



To **authentically engage** New Brunswickers, institutionalize roles, mechanisms, and capabilities for meaningful public participation across the policy lifecycle.



To design for **unique differences** and be a **government that cares**, embed human-centred design roles and practices permanently across government so that services are built around people's lives, not program boundaries.



To take a **balanced approach**, align finance, policy, and delivery decisions around shared outcomes by reforming how trade-offs are surfaced and how resources are connected to results.



To become **adaptive and future-ready**, create a central Transformation Office and develop foresight, innovation, and systems thinking as standing capabilities across the public service.

A Call to Stewardship



PROTECT time, resources and space for learning, collaboration and adaptation



INCENTIVIZE experimentation, collaboration and new ways of working



CONNECT a portfolio of initiatives and experiments across governance, operations, and delivery



LEVERAGE the scaffolding established to extend capacity and build internal capabilities

Transformation cannot proceed on enthusiasm alone. It requires leadership to convert intent into protected priority and institutional capability.