



2007-2010 Business Plan



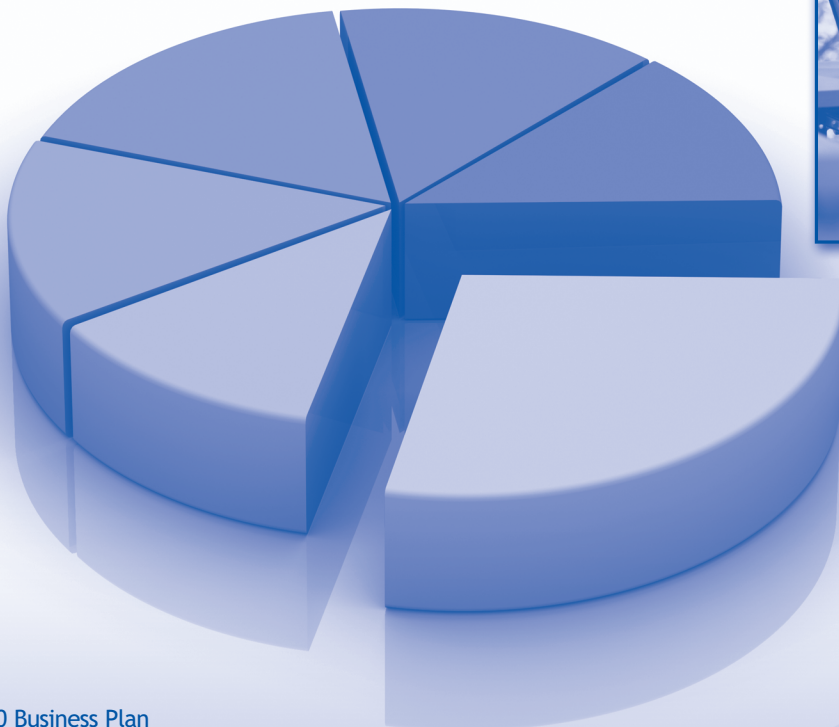
About Service New Brunswick

Introduction

Service New Brunswick (SNB) was created in 1998 to consolidate, in one corporation, the transactional services and information that New Brunswickers need to conduct their personal and business lives. Our mandate is to improve access to government services and public information.

Our proven record as a leader in government service delivery is well established. For a decade, we have provided quick, convenient access to government services through a province-wide network of service centres (now 37), a toll free call centre, and an Internet portal. We now have more than 60 municipal partners and growing experience providing Federal services. SNB is recognized as a Centre of Excellence for alternative service delivery. Our employees are energized by the challenge of delivering better service and improving the ways that citizens and businesses interact with government.

We have faced and overcome the barriers to creating a single-window service model delivered through multiple channels. This is an opportune time for us to build upon our successes and face new challenges. These challenges are laid out in the following pages, which describe how the work of building this world class New Brunswick corporation will continue with diligence and passion for serving our customers over the next three years. Furthermore, it will ensure that Service New Brunswick is well positioned to address any challenges emanating from government's Self-Sufficiency Agenda and any new role it may be asked to play in the delivery of services to New Brunswickers.



Lines of Business

Service New Brunswick (SNB) is a Crown corporation owned by the Province of New Brunswick. It was created to consolidate the transactional services and information New Brunswickers need to conduct their personal and business lives.

The corporation has four lines of business, described below:

1. Government Service Delivery

SNB is the public's gateway to some 350 government services, accessible in the following ways:

- *in person, through a network of 37 service centres, located throughout the province*
- *over the phone (TeleServices), toll-free at 1-888-762-8600*
- *on the Internet at www.snb.ca*

For example, SNB provides access to:

- *motor vehicle-related services – driver's licenses, registration renewals, and placards for disabled persons*
- *recreation services – hunting and fishing licenses, and online tickets for major provincial attractions*
- *government forms – Medicare, change of name, and lottery registration*

SNB also accepts payments on behalf of utilities and more than 60 municipalities.

2. Registries

SNB operates four registries of public information:

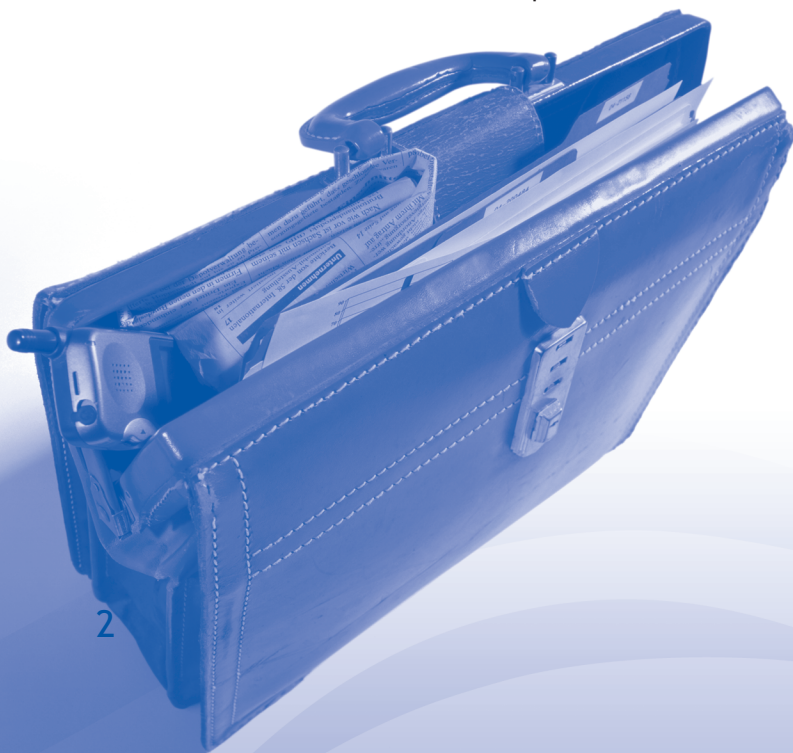
- *the Real Property Registry – deeds, wills, subdivision plans, etc. related to land parcels in New Brunswick*
- *the Personal Property Registry – security interests, judgments, and other claims related to personal property such as automobiles, recreation vehicles, and furniture*
- *the Corporate Affairs Registry – corporations, partnerships, and business names registered in New Brunswick*
- *the Vital Statistics Registry – vital events data (births, stillbirths, marriages, and deaths), vital events certificates, change of name, churches/religious denominations seeking to perform marriages in New Brunswick*

3. Property Assessment

SNB assesses all land, buildings, and property improvements for taxation purposes. The Corporation also operates the province's Property Assessment and Taxation System, and is responsible for administering a number of property tax-related programs.

4. Geographic Information

SNB is responsible for the creation and maintenance of the province's control survey network and base mapping data.



Business Plan Overview 2007-2010

This Business Plan describes how SNB will focus its resources over the next three years. The process for developing this plan was collaborative; staff provided input through a variety of consultations.

This Business Plan includes:

- *Our Vision Statement: "SNB ... Government services on time, every time, everywhere."*
- *Our Mission Statement: "To provide excellence in access to information and government services for citizens and businesses."*
- *Eight priority objectives: These provide the foundation for the Business Plan. The eight priority objectives fit into two complementary categories, Core Corporate Objectives and Targeted Service Objectives, which are described on this page.*
- *Goals and actions: These expand upon each priority objective. The goals and actions are detailed in the following pages.*

Core Corporate Objectives

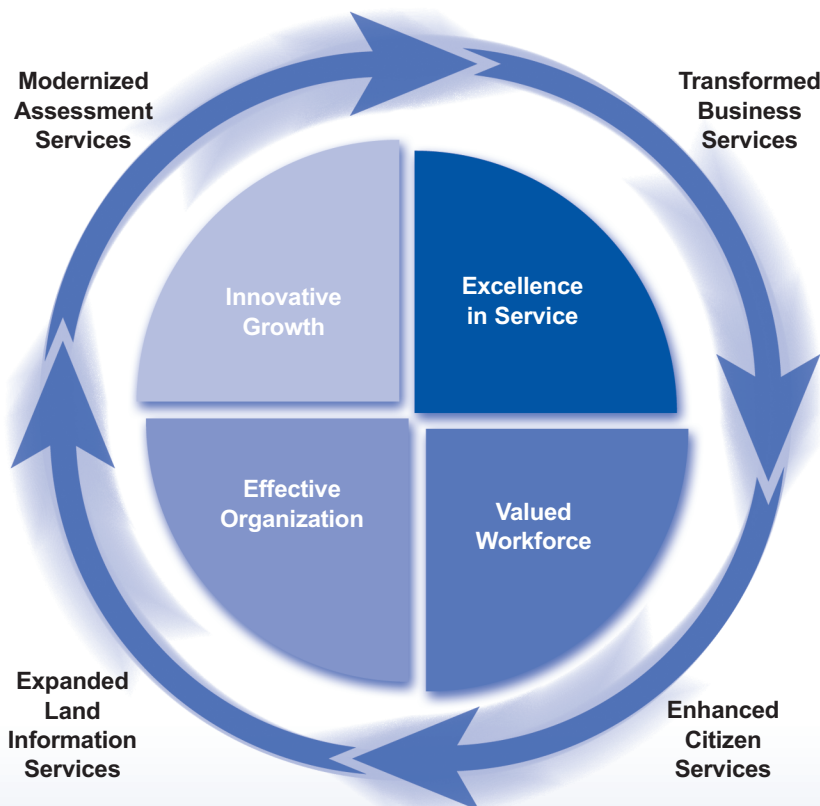
As SNB continues to expand and transform its services, our workplace will become more complex and demands on staff will continue to grow. It is critical that we respond to these changes by optimizing delivery methods, supporting our workforce with appropriate tools and resources, and continuing to encourage innovation and growth. The four Core Corporate Objectives that will position us to address these challenges collectively are:

- *Excellence in Service*
- *Valued Workforce*
- *Effective Organization*
- *Innovative Growth*

Targeted Service Objectives

SNB will also undertake four service improvement objectives to move the organization to a position of continued excellence in client-focussed service delivery. The four Targeted Service Objectives are:

- *Modernized Assessment Services*
- *Transformed Business Services*
- *Enhanced Citizen Services*
- *Expanded Land Information Services*



Core Corporate Objectives

Excellence in Service

SNB's service delivery culture is characterized by exemplary customer service.

Service excellence is the key to SNB's success. We are committed to offering quality services that meet the needs of our customers.

Goals	Seek continuous improvement in customer service	Improve collaboration with our business partners	Ensure that New Brunswickers are aware of and understand SNB's services
Actions	<ul style="list-style-type: none"> • Define and regularly measure service levels for all lines of business • Continually refine procedures to ensure service standards are met 	<ul style="list-style-type: none"> • Implement a partnership strategy to improve services and benefits to the province • Strengthen relationships through continued development of an account management model 	<ul style="list-style-type: none"> • Establish a communications strategy for the corporation and each of its lines of business

Valued Workforce

SNB provides a work environment conducive to the growth of both employees and the organization.

SNB recognizes that continued growth entails constant change and increased work loads for employees. Investment in our workforce helps individuals achieve their professional and personal goals while contributing to the success of the corporation.

Goals	Promote the development of our human resources	Develop the technology to support human resources management	Ensure effective internal communications
Actions	<ul style="list-style-type: none"> • Continue to implement and expand the Human Resources strategy focused on wellness, employee recognition, succession planning, and training development 	<ul style="list-style-type: none"> • Complete the remaining Human Resources system modules 	<ul style="list-style-type: none"> • Establish and implement a plan for internal communications on matters of interest and concern to employees

Effective Organization

SNB recognizes the importance of a corporate organization that supports growth and service excellence.

Adopting the characteristics of highly effective organizations, SNB will implement improved strategic planning, organizational metrics, streamlined procedures, and enabling technologies to ensure the best use of our resources.

Goals	Enhance our planning process to ensure that we achieve our strategic priorities	Enhance our business capacity through appropriate technology	Maintain effective internal procedures	Ensure that new opportunities are seized by smoothing the transition from idea to delivery
Actions	<ul style="list-style-type: none"> • <i>Implement an integrated planning process that ensures achievement of the business plan objectives through annual divisional plans, system development, and renewal plans</i> • <i>Define appropriate organizational metrics</i> • <i>Develop a delivery channel management strategy</i> 	<ul style="list-style-type: none"> • <i>Evaluate current technology and upgrade where necessary</i> • <i>Ensure procedures and systems are in place to effectively manage our electronic records</i> 	<ul style="list-style-type: none"> • <i>Improve internal processes and systems to support the organization and its work with partners</i> • <i>Investigate and adopt best practices to enhance organizational effectiveness</i> 	<ul style="list-style-type: none"> • <i>Improve management of development initiatives and timely implementation of new products and services</i>

Innovative Growth

SNB will stay on the leading edge of service delivery.

Innovation is SNB's trademark. We are committed to continuing our leadership in government service delivery through increased research and process re-engineering.

Goals	Play a leadership role on behalf of government in the evolution of service delivery toward the goal of self-sufficiency	Increase our innovation capacity	Continually strive to define a visionary future state
Actions	<ul style="list-style-type: none"> • <i>Investigate new business and funding models for service delivery</i> 	<ul style="list-style-type: none"> • <i>Develop a research agenda and implement research procedures based on best practices</i> • <i>Develop expertise in business process re-engineering</i> 	<ul style="list-style-type: none"> • <i>Work with stakeholders to challenge SNB's current state and envision our future</i> • <i>Seek private sector knowledge and expertise</i>

Targeted Service Objectives

Modernized Assessment Services

SNB's Assessment services will be modernized for long-term sustainability.

SNB's Property Assessment service is respected for assessing New Brunswick properties at "real and true value." SNB will continue to meet this standard while improving efficiency, increasing transparency, and addressing the human resources needs of Assessment services.

Goals	Modernize Assessment services	Take advantage of advancements made possible by emerging tools and technologies	Generate public confidence in the property tax system	Maintain a qualified Assessment workforce
Actions	<ul style="list-style-type: none"> • <i>Develop a long-term strategy that defines objectives and actions to ensure accurate, cost-effective assessments</i> 	<ul style="list-style-type: none"> • <i>Modernize the Assessment system</i> • <i>Implement new valuation tools</i> 	<ul style="list-style-type: none"> • <i>Undertake a public awareness campaign</i> • <i>Institute transparency in property value information</i> 	<ul style="list-style-type: none"> • <i>Develop and implement an Assessment Succession Plan</i>

Transformed Business Services

SNB maintains a collaborative relationship with both businesses and business service providers to enhance service delivery.

SNB has an important role to play in making New Brunswick a leading jurisdiction in which to do business. Investment in innovative services will transform the way businesses interact with government.

Goals	Facilitate the transformation of government services to businesses	Establish a business portal in anticipation of business needs
Actions	<ul style="list-style-type: none"> • <i>Develop a business service transformation strategy and seek government commitment to implement it</i> • <i>Streamline the process for obtaining approvals and permits for a construction project</i> 	<ul style="list-style-type: none"> • <i>Develop a collaborative relationship with business service providers to implement new and existing service offerings through an expanded business portal</i> • <i>Explore inter-jurisdictional business service delivery opportunities</i>

Enhanced Citizen Services

SNB collaborates with all three levels of government to ensure seamless, citizen-centered service delivery.

SNB will implement new products and services that anticipate the expectations of our customers and bring us closer to the goal of seamless, single-window delivery for New Brunswickers.

Goals	Modernize the Vital Statistics services	Expand the single window for citizen services
Actions	<ul style="list-style-type: none"> • Make Vital Statistics services accessible through SNB's three delivery channels (service centres, TeleServices, and Internet) • Enhance Vital Statistics services and work towards national integration 	<ul style="list-style-type: none"> • Provide improved citizen services for all lines of business • Extend integrated identity and authentication management • Explore additional municipal, federal, and provincial opportunities for single-window service delivery

Expanded Land Information Services

SNB will help to reinstate New Brunswick as a leader in land information services by coordinating the province's geomatics infrastructure.

SNB will support the government's desire to re-establish itself as a leader in land information services. We will achieve this through modernizing condominium management and improving the coordination and standardization of geomatics.

Goals	Become the government's lead agency in geomatics	Improve the management of condominiums
Actions	<ul style="list-style-type: none"> • Create a new secretariat-based governance model • Revise and develop standards and policies for land information • Engage stakeholders through consultation and communications • Develop our high-precision survey network and GPS coordination system • Create a shared data environment for improved access to geomatic information 	<ul style="list-style-type: none"> • Consult with owners, developers, and other stakeholders • Suggest legislative amendments based upon stakeholder recommendations • Implement an orderly transition to a renewed condominium property approval service

Financial Forecast and Operating Statements

	2007-2008 Budget	2008-2009 Pro Forma	2009-2010 Pro Forma
Revenue			
Provincial funding	19,929,000	20,280,296	20,642,132
Provincial assessment	5,885,000	7,176,569	7,176,569
Municipal assessment	8,453,652	8,791,798	9,143,470
Registry fees	19,658,485	19,701,235	19,746,123
Products and services	3,550,700	3,728,235	3,914,647
Other	1,350,000	1,050,000	1,050,000
	58,826,837	60,728,133	61,672,941
Expense			
Operating expense	57,456,916	59,341,327	61,401,643
Net income			
Net income	1,369,921	1,386,806	271,298
Capital			
Physical assets	1,273,850	800,000	800,000
System development	4,266,200	4,000,000	4,000,000
	5,540,050	4,800,000	4,800,000

