

June 27, 2023

Michael J. Campbell  
Board Chair  
**ONB Board of Directors**  
131 Union Street  
Woodstock, NB  
E7M 2W5

**RE: ONB Mandate Letter**

Dear Mr. Campbell:

In our roles, we are entrusted to provide the province with the absolute best service possible. It is a privilege that we each share, and it is at the core of what we do and why we are here.

This letter provides an updated overview of your responsibilities for the year ahead, and I look forward to all that we can accomplish together with our shared vision and purpose.

As a Crown body under the *Accountability and Continuous Improvement Act*, I expect that you and your board will apply sound governance principles guided by effective strategy that delivers on your mandate.

As government, we are dedicated to ensuring the needs of residents are put first. Guiding us in our work is a collective focus on our overall priorities, including:

- energized private sector;
- vibrant and sustainable communities;
- affordable, responsive and high-performing organization;
- dependable public health care;
- world-class education; and
- environment.

It is government's expectation that the Corporation work through the Department of Aboriginal Affairs for advice and support on the Crown's Duty to Consult obligations throughout all initiatives.

Through your leadership as Chairperson, I expect the Board to deliver upon the priority areas outlined below:

Priority Areas	Expected Result / Outcome	Timeline
Increase private sector investment	Leverage private sector and public sector supply chains to increase the share of goods and services sourced locally within NB.	March 31, 2025 with targets established by fiscal
	Promote a business-friendly regulatory environment across GNB.	March 31, 2025 with targets established by fiscal
	Grow the payroll by attracting new businesses and encouraging growth in existing businesses.	March 31, 2025 with targets established by fiscal
Increase Competitiveness of NB Businesses	Complete productivity improvement projects with ONB businesses.	March 31, 2025 with targets established by fiscal
Diversify and Grow Exports	Grow exports from ONB portfolio businesses.	March 31, 2025 with targets established by fiscal
Identify and Effect Economic Development Opportunities	Encourage a whole-of-government approach to economic development.	March 31, 2025 with targets established by fiscal
Globalize the NB Brand	Position the New Brunswick Advantage in International markets.	March 31, 2025 with targets established by fiscal
Build a High-Performance Organization	Maintain a positive Return on Investment for new approvals.	March 31, 2025 with targets established by fiscal
2023-2024 Business Plan	Ensure that your business plan is presented to me no later than June 30 <sup>th</sup> of each year for my approval. As per the <i>Accountability and Continuous Improvement Act</i> you will ensure that it is published on your website within 3 months of my approval.	June 30, 2023 (2023-24 Business Plan)
2024-2025 Business Plan		June 30, 2024 (2024-25 Business Plan)
2022-2023 Annual Report	Ensure that your annual report is presented to me no later than October 31 <sup>st</sup> of each year for my approval. You will ensure that it is filed with the Clerk of the Legislative Assembly within 30 days of my signature and publish online as soon as possible after filing.	October 31, 2023 (2022-23 Annual Report)
2023-2024 Annual Report		October 31, 2024 (2023-24 Annual Report)

I have every confidence that we have a team that is prepared to lead with fairness, focus and to make tough and balanced decisions to keep our province moving forward. It is an honour to serve the people of New Brunswick.