

May 25, 2023

Dr. Shelley Rinehart, Chair  
Board of Directors  
**Research and Productivity Council**  
921 College Hill Road  
Fredericton, NB  
E3B 6Z9

**RE: NBRPC Mandate Letter**

Dear Dr. Rinehart:

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 outlines your responsibilities which are fundamental to implementing our strategic goals. New Brunswickers were promised real results, and this must remain our focus.

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 of New Brunswick's Research and Technology Organization, I expect the Board to deliver upon the priority areas outlined below:

Priority Areas	Expected Result / Outcome	Timeline
Operational excellence	Continue to develop business systems and processes to operate efficiently and effectively and report a positive net income by March 31, 2025.	March 31, 2025 with targets established by fiscal
Sustainable growth	Continue growth by diversifying business activity to grow 3 new lines of service.	March 31, 2025 with targets established by fiscal
Marketing and business development	Develop and implement more assertive communications and sales efforts to raise RPC's profile and increase sales through strategic marketing and communications activities.	March 31, 2025 with targets established by fiscal
Effective communications	Work with senior leaders within Government to raise the profile of RPC within departments and ensure RPC is considered as a delivery arm for relevant work. Working together with senior leaders within Government, to strengthen relationships and increase knowledge of RPC capability and capacity to support pursuit of win-win opportunities, particularly as they relate to providing technical support and expertise.	March 31, 2025 with targets established by fiscal
Communicable disease operational plans (where applicable)	RPC to maintain a communicable disease operational plan that allows essential services to continue to be offered to businesses, governments and the general public. RPC will assist government departments and New Brunswick entities where possible via testing and engineering support to also ensure they are operating in safe work spaces.	Reviewed annually by March 31, and updated as required
Business plan	Ensure that your business plan is presented no later than March 15th of each year for 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 approval.	Presented to Minister by March 15 <sup>th</sup> annually  To be published on RPC website within 3 months of approval
Annual reports	Ensure that annual reports – including an update on the status of Auditor General recommendations provided to the corporation in the past 5 years – are presented to me no later than October 31 <sup>st</sup> of each year, covering the previous fiscal year, for approval and signature. Ensure that it is filed with the Clerk of the Legislature within 30 days of the Minister's signature and published online as soon as possible after filing.	Minister's Approval by October 31 <sup>st</sup> annually  To be delivered to the Clerk November 30 <sup>th</sup> annually

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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.