

June 25, 2023

Mr. John Correia  
Chair, Board of Directors  
**New Brunswick Liquor Corporation**  
170 Wilsey Road  
Fredericton, NB E3B 5B8

**RE: Amended 2023-2024 mandate letter**

Dear Mr. Correia,

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 ANBL will continue to lessen its environmental impact through mechanical and electrical upgrades to its retail network and distribution center. Continued participation in the NB Power Peak Demand Response (PDR) program helps reduce electrical load at peak demand times during the winter season and eliminates a demand of 180Kw off the grid/occurrence. The target is for general upgrades to reduce 1% in overall electrical usage.

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

Priority Areas	Expected Result / Outcome	Timeline
ANBL 2023-2024 Priorities (as aligned with specific Government priority areas)	Affordable and Sustainable Government  ANBL shall utilize retail best practices to maximize profits and net income to the Province.	\$184 million projected net income for 2023-2024
	Affordable, responsive and high-performing organization  ANBL will be investing over the next four years in an Enterprise Resource Planning (ERP) technology which will enable the transformation of ANBL's Financial,	\$16.591 million budgeted project spend for Year 1 (2023-2024)

Priority Areas	Expected Result / Outcome	Timeline
	Supply Chain, Category Management, Marketing and Retail processes across the organization.	
	<p>Energize Private Sector</p> <p>ANBL will continue to support the development of the liquor industry in New Brunswick via the documentation and implementation of its Industry Participation Strategy, which includes the ANBL Local Producer Strategy.</p>	Strategy documented and presented to Government by end of Q2 2023-2024
	ANBL's revised approach for increasing the markup formula for local craft producers will be implemented no earlier than October 2023, as originally communicated to local craft producers, and after ANBL's Strategy has been presented to Government.	Increased markup implemented no earlier than October 2023
2023-2024 Business Plan	ANBL will file a 2023-2024 Business Plan with the Minister of Finance and Treasury Board for approval. Business Plan will consist of ANBL's Strategic Plan, Strategic Goals and annual Operating and Capital Budgets. It must also be compliant with the statutory obligations under the <i>Accountability and Continuous Improvement Act</i> .	<p>Business Plan submitted to Minister by March 30<sup>th</sup>, 2023</p> <p>Business Plan posted on ANBL website no later than June 30<sup>th</sup>, 2023</p>
2022-2023 Annual Report	ANBL will file a 2022-2023 Annual Report with the Minister of Finance and Treasury Board and the Clerk of the Legislature in accordance with Section 25 of the <i>New Brunswick Liquor Corporation Act</i> . Report will include an update on the status of Auditor General recommendations provided to the Corporation in the past five years. It must also be compliant with the statutory obligations under the <i>Accountability and Continuous Improvement Act</i> .	Annual Report submitted within five months after the end of ANBL fiscal year, and no later than September 1 <sup>st</sup> , 2023

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.