

People. Productivity. Growth.

Annual Report
Fiscal 2022–2023



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FUELING GROWTH

This past year saw Opportunities NB (ONB) begin to execute on its five-year Strategic Plan — **Connect. Grow. Prosper.** New Brunswick companies are growing their international export markets, leveraging technology to dramatically improve their productivity, connecting with top local and international talent, and driving tremendous growth for the province.

New Brunswick’s recovery from the pandemic and subsequent population boom has positioned our province as an increasingly desirable location for businesses looking to establish a Canadian footprint. ONB continues to promote New Brunswick on a national and global stage, acting as a catalyst and champion for private sector investment, supporting the talent pipeline, helping companies further embrace innovation, and supporting B2B clients as they secure new markets for their products and services.

With Fiscal 2022–2023 now behind us, we are excited to share our annual results and showcase the successes achieved throughout the year. We are proud of the companies we work with every day — it is their hard work, passion, and commitment that makes New Brunswick a more prosperous place for all.

We believe that when you connect businesses with the right people and opportunities, anything is possible. The past fiscal year has shown how applying that philosophy to ONB’s refreshed mandate of increasing private sector investment, expanding exports, and attraction and retention of talent is having a major impact. ONB’s strategic approach is working and that is great news for all New Brunswickers.



CEO Award winner
Nandi Kaul, Trade Mission Specialist
Export Development, ONB

CEO AWARD

At ONB, we believe that the key to our success is having great people doing work that they care deeply about. We frequently celebrate our wins and are proud to recognize one employee for their exceptional performance with the CEO Award.

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A MESSAGE FROM OUR MINISTER

The Province of New Brunswick had another outstanding year in terms of increasing the competitiveness and productivity of our companies, reaching new export markets, and welcoming more people to our beautiful communities. Moncton is now the fastest-growing metropolitan area in Canada, and Fredericton and Saint John's growth rates are above the national average. We are attracting prime working-age families to New Brunswick, and for the first time since 1961 our population is getting younger. Meanwhile, our manufacturing sector led the country in sales growth in 2022. We should all be very proud of the year we have had.

While I am relatively new to the Economic Development and Small Business file, I am no stranger to the challenges faced every day by our entrepreneurs. The province's post-pandemic momentum has been tempered somewhat by lingering issues for the New Brunswick business community, most notably inflation and workforce shortages. Fortunately, New Brunswick business owners are some of the hardest working and most inspiring individuals you will find. I am extremely proud of the way the team at ONB continues to energize the private sector — supporting our small and medium-sized businesses as they navigate growth, tap new international markets, recruit great people, and increase their productivity.

As a government, we understand how difficult it can be for entrepreneurs to navigate complex regulations which may burden their growth. ONB's Competitive Regulation Team's whole-of-government approach continues to identify and reduce the regulatory burden that exists for businesses. As a former business owner with decades of experience, I am heartened to see the province's lead economic development agency spearhead the Competitive Regulation Initiative, which has created a more flexible regulatory environment for our private sector, one that fosters stronger economic growth and prosperity throughout New Brunswick.

As this year's Annual Report demonstrates, ONB continued to accomplish great things through 2022 and early 2023.

I would like to thank the Board of Directors and the entire ONB Team for their continued commitment to the growth and success of NB businesses and to ensuring a better economic future for the people of New Brunswick.

Honourable Greg Turner

*Minister responsible for Opportunities NB
Minister responsible for Economic Development and
Small Business*



A MESSAGE FROM OUR BOARD CHAIR

I am extremely proud to share the results achieved by ONB in Fiscal 2022–2023.

With support and oversight from its private sector board of directors, ONB is attracting new people and investment to the province, facilitating procurement and supply chain opportunities, and strengthening the New Brunswick brand, all while continuing to protect taxpayer assets and mitigating risk.

This year saw a refreshed board of directors as we welcomed four new members to our ranks. These recognized New Brunswick business leaders bring years of experience, strategic thinking, and sound judgment to the table. It was my pleasure to welcome Kathryn Cameron, Barry Kyle, Gordie Lavoie, and Kathryn Lockhart to the team, and to work with them and our returning board members to help set the vision for New Brunswick's economic future.

We look forward to working with ONB's Senior Leadership Team as it continues to execute on its five-year strategic plan.

Over the past year, the board oversaw the recruitment of a new ONB CEO, a responsibility we took very seriously. We were pleased to see this months-long process culminate with the appointment of Traci Simmons to this role. Under her leadership, we look forward to supporting ONB as it continues executing its mandate.

On behalf of the entire board of directors, I would once again like to thank the team at ONB for their hard work this year.

Michael J. Campbell
Board Chair, Opportunities NB



A MESSAGE FROM OUR CEO

Seeing our economy continue its strong rebound from the difficult start to this decade is important to New Brunswickers. While we are confident that New Brunswick is on the right path, we remain realistic about the challenges faced by not only our province but Canada and other jurisdictions.

Post pandemic, businesses are still adjusting to new business models while facing significant inflationary and labour force pressures. We have all read the headlines noting numerous layoffs at several of the world's most well-recognized firms. Yet I remain optimistic that the growth trajectory and momentum being realized in New Brunswick will continue.

Our province continues to attract a wealth of new people to our communities, while our companies are finding new export markets, and becoming more productive, competitive and resilient.

ONB's focus remains on providing clients with proactive support focused on growth, productivity, sustainability, and competitiveness. Together with our partners and stakeholders, we will continue to deliver on our mandate of accelerating investment and growth and driving a high-performance ecosystem.

Culture continues to be one of our key differentiators and a big part of our success. Our recognition from Waterstone as one of Canada's Most Admired Corporate Cultures and our position as one of Atlantic Canada's Top Employers for seven consecutive years has helped us attract skilled people from across New Brunswick, Canada, and beyond — people who share a strong passion for New Brunswick.

ONB is working hard to ensure we support New Brunswick businesses as they invest, grow, recruit, scale, and find new markets. This Fiscal 2022–2023 Annual Report offers a look at the results of our collective efforts to achieve the aggressive performance targets laid out in our Business Plan. As you will see, ONB has met or exceeded most of those targets. On behalf of the entire ONB Team, I would like to thank our partners and stakeholders for their ongoing dedication to the people of New Brunswick. With their support, I am confident that we will see continued success in the coming years.

Traci Simmons
CEO, Opportunities NB



Alexa Power, Team Lead,
Export Development, ONB

SENIOR LEADERSHIP TEAM



Traci Simmons
Chief Executive Officer



Matthew Fox
Chief Financial Officer



Steve Milbury
Vice President,
Business Development



Dany Couillard
Vice President,
Immigration

BOARD OF DIRECTORS



**Michael J. Campbell,
Board Chair**

- Executive, Audit and Finance, Governance and HR
- Retired (McCain Foods)



**Jim Baumgartner,
Director**

- Executive, Audit and Finance
- Retired (Moneris Solutions Corporation)



**Gilles Cormier,
Director**

- Executive, Audit and Finance
- Industrial Engineering and Educational Consultant



**Andrew McLaughlin,
Director**

- Executive, Governance and HR
- Major Drilling Group International



**Kathryn Cameron,
Director**

- Governance and HR
- Beauceron Security



**Barry Kyle,
Director**

- Governance and HR
- Industrial Rubber Company



**Gordie Lavoie,
Director**

- Audit and Finance
- Sunny Corner Enterprises Inc.



**Kathryn Lockhart,
Director**

- Governance and HR
- Propel ICT



Cade Libby

- Executive
- Deputy Minister, Intergovernmental Affairs, Aboriginal Affairs, and President of RDC



Traci Simmons

- Executive, Audit and Finance, Governance and HR
- Chief Executive Officer, ONB

DELIVERING RESULTS: FISCAL 2022–2023

From day one, ONB has been a results-driven organization. ONB connects companies with the partners, programs and resources they need to succeed. We have created an economic development model that works; these results demonstrate our success at bringing new money and new opportunity to New Brunswick.

When government investments are considered, ONB follows rigorous reporting standards to measure the impact of taxpayer-funded investments on the provincial economy. ONB reports on its return to the province conservatively, looking at only direct and measurable benefits. While economic principles dictate that every direct impact has corresponding indirect effects, ONB does not currently consider additional indirect or induced benefits, such as resulting business-to-business transactions and secondary job creation. ONB continues to further improve upon its reporting, specifically around how to track and report on the resulting broader economic impact of our work.

Our results reflect the progress made toward the targets identified in our five-year Strategic Plan — [Connect](#). [Grow](#). [Prosper](#). — and our Business Plan.



Investment Attraction, ONB
Lastwall Networks Inc.

ONB Performance Measures and Targets

2022–2023 Targets

2022–2023 Actuals

Total New Payroll Commitments	\$150.1M	\$110.8M
Export Revenues	\$26.7M	\$143M
Welcome Newcomers	8,250	7,675
Reduce Regulatory Burden	\$5.5M	\$36.07M
Corporate ROI	16%	49.97%

New Payroll Commitments

In Fiscal 2022–2023, the ONB Team worked with the private sector to attract over \$110M in new future payroll commitments. This new payroll represents 1,575 new FTE positions at an average salary of \$70,342; constituting a GDP contribution of over \$439M.

- Committed NB Payroll \$: **110.8M**
- Committed Jobs: **1,575**
- Committed Average Salary \$: **70,342**
- GDP Contribution \$ (Committed): **439.6M**

The average salary of ONB committed jobs is **\$70,342**, which is **33%** higher than the NB average of **\$53,000**.

JOB CREATION

Actual Job Creation and Conversion Ratio

For all financial assistance investments tied to jobs as of the end of FY22–23, ONB helped create 2,864 new jobs compared to commitments of 5,382 jobs over the same timeframe.

5,382

Forecasted Job Creation

2,864

Actual Jobs Created

ONB actively measures and monitors its clients' performance in creating jobs. ONB's target conversion ratio is 70%, meaning that across its entire portfolio, 70% of client hiring plans would be on track. In FY22–23, the conversion ratio was 53.21%.

53.21%

Conversion Ratio

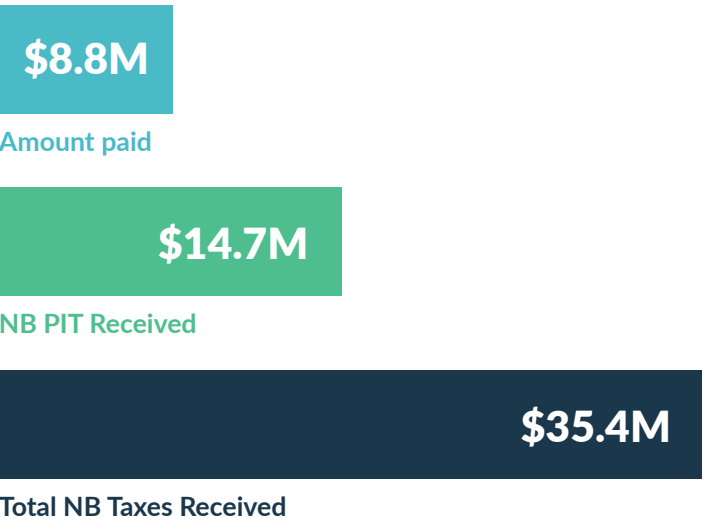


Jeff Gordon-Johnson,
Business Development Executive,
ONB

ROI FOR PAYROLL RELATED ASSISTANCE

A strong return on investment demonstrates that ONB is generating a positive return on taxpayers' money. In FY22–23, ONB's payroll rebate assistance of \$8.8M supported jobs that generated \$14.7M in provincial income taxes (PIT) and \$35.4M in total NB taxes.

These strong returns are driven by ONB's ability to support jobs with high average salaries in growing priority sectors.



\$169.8M

Total Payroll Supported via Payroll Rebates

\$26.6M

Net Return to the Province via Payroll Rebates

All ROI input data is based on actual information obtained from claims submitted by ONB clients. Claims are reported by ONB in the year expensed.

Total Payroll Supported is based on incremental actual payroll for eligible employees for the rebate year. Payroll support is reported in a calendar year as per CRA guidelines.

Return on Total Investment is calculated as the total NB taxes generated on supported jobs minus ONB payroll related financial assistance in the year.

Return on Total Investment is based on actual payroll information for eligible employees and inputted into ONB's third party designed, developed and validated ROI model.

\$7.8M of \$35.4M are for investments expensed in prior years.

ONB financial assistance generated over **\$296M** in new GDP for New Brunswick in F22–23. That is enough to hire more than **4,000** new teachers or more than **1,000** doctors!

The province receives **\$4** in total taxes for every payroll rebate dollar invested.

CORPORATE ROI

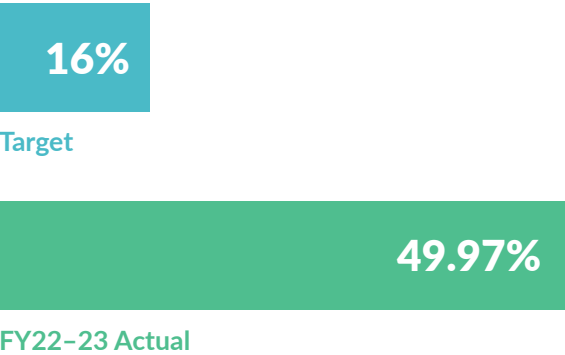
ONB’s Corporate ROI measures the organization’s ability to be fiscally responsible in delivering on our mandate to create long-term economic growth. ONB’s Corporate ROI illustrates the income generated from the costs associated with operating the organization.

2022–2023 Corporate ROI

\$42.2M Total ONB
Generated Revenue

\$28.2M Total ONB
Expenditures

49.97% Corporate
ROI



Population Growth revenues and expenses are excluded as the performance metric was established prior to ONB absorbing the division and because ONB has not established a process of accurately and completely capturing the true economic benefits (income) from the activities associated with immigration and population growth.

ONB Generated Revenues exclude revenues that are not directly attributable to ONB services such as provincial funds and recoveries. ONB revenues and expenditures exclude normalizing transactions not initiated by ONB through our mandate or transactions that are aimed at long-term growth with limited ability to accurately record immediate tangible economic benefits.

PERFORMANCE OF PORTFOLIO

With a focus on generating positive returns for the province, the ONB Team ensures public funds are safeguarded while continuing to support New Brunswick companies as they pursue growth opportunities.

As of March 31, 2023, ONB’s managed portfolio of loans, investments, and loan guarantees were valued at \$316M. Since its inception on April 1, 2015, ONB has generated more than \$70M in interest and investment income.

From April 2015 to March 2023

Significant Accomplishments (Million)	
Collected extra payments in excess of \$99.7M	\$99.7
Saved GNB over \$11.1M	\$11.1
Corporate restructuring of over \$54.4M to enhance security position	\$54.4
Reduced provision on workout accounts by over \$51.6M	\$51.6
Received dividends and gain on sale of equity of \$18.1M	\$18.1
Interest earned \$52.3M	\$52.3
Reduction on loan guarantees exposures of \$39.1M	\$39.1
ONB Results (Reduced Old Portfolio + Savings, Corporate Restructuring & Interest Earned)	\$326.3

FISCAL 2022–2023 HIGHLIGHTS

Business Growth Team

 63 signed agreements with NB companies totaling nearly **\$13.1M** in committed assistance


 Enabled commitments of **388 jobs** with **\$22.9M** in committed payroll


 Committed **\$4.5M** to support 15 productivity projects with total capital investment of **\$47.4M**


 Signed **29** market development agreements totaling **\$604K** in committed financial assistance

 Supported ONB clients in securing **\$682M** of GNB contracts

Navigator Team

 **1,075** inquiries received by the Business Navigator team with a **98.5%** client satisfaction rate on full cases — the highest rate since inception

 Helped clients save **\$777K** in regulatory burden reductions

 Immigration Navigators supported **15,747** inquiries from candidates, information seekers, prospective entrepreneurs, and employers

Immigration Team

 Provided **\$6.7M** in financial support to immigration settlement agencies and organizations


 Issued **3,070** nominations with 32% of those Francophone (reported in calendar year 2022)

Financial Services Team

 Supported the signing of **83** agreements for projected financial assistance of **\$28.9M**


 Reviewed and processed **\$19M** of financial assistance claims

 Recovered **\$11.2M** in loan repayments from portfolio clients

 Advanced **\$8.3M** in loans and investments to portfolio clients

Export Development Team

 Supported **236** unique companies in their exporting journey

 Worked with clients to enter **38** new markets

 ONB activity resulted in client reported future growth of over **\$143M** in clients' export revenues

Investment Attraction Team

 Signed new agreements with 16 companies for **\$15.8M** in committed assistance

 Signed agreements resulted in **1,187** committed jobs with total projected NB payroll of **\$87.8M**

WE ARE ONB

ONB is the province of New Brunswick’s lead economic development agency mandated with fostering economic and business growth. Whether it is advanced expertise to help companies export, leverage new supply chain opportunities, find great talent or invest in innovation, our Business Development, Strategy and Operations, Finance, and Immigration teams are there every step of the way.

- OUR VISION

We are a catalyst for business investment, growth, and prosperity
- OUR MISSION

We connect businesses with people and opportunities
- OUR VALUES

Integrity, Professionalism, Excellence

WHAT WE DO

Business Development

ONB’s Business Development Team helps New Brunswick-based B2B businesses scale, recruit, become more productive, adopt new innovative technologies, navigate regulatory challenges, connect with resources, and tap new international markets. This team also serves as ONB’s sales team, positioning New Brunswick as a destination of choice for investment by world-class global companies.

The Business Development Team is comprised of seven component teams:

- Business Growth

• Client Engagement
- Business Navigation

• Regional Partnerships
- Export Development

• Major Accounts and Development
- Investment Attraction

Strategy and Operations

The Strategy and Operations Team is the driving force behind ONB’s employee-driven, high-performing, and collaborative organizational culture. Strategy and Operations is responsible for training and development, recruitment, succession planning, and overall employee engagement. This team also brings a proactive approach to marketing New Brunswick’s unique strengths, spreading the word about the province’s many success stories. It also collaborates with public sector entities to identify and reduce the regulatory burden on our businesses and promotes a whole of government approach to economic development policy.

The Strategy and Operations Team is comprised of three component teams:

- Employee Experience
- Policy, Competitive Regulation, and Operational Excellence
- Strategic Marketing and Communications

Finance

With a focus on generating positive returns for the province, ONB’s Deal Structuring, Finance and Accounting Teams are committed to ensuring that public funds are safeguarded while continuing to support New Brunswick companies as they pursue growth opportunities. They ensure that ONB remains a responsible steward of public funds.

Immigration

The Immigration Team is responsible for facilitating New Brunswick employers’ access to international skilled talent, working with immigrant-serving agencies, maintaining the integrity of provincial immigration programs, and streamlining programs to ensure government policy helps both employers and the provincial economy.

The Immigration Team is comprised of four component teams:

- Workforce Attraction
- Immigration Programs
- Settlement and International Student Integration
- Operations, Compliance, and Integrity



CELEBRATING OUR SUCCESS

ONB is proud to report that great things are happening in New Brunswick. Thanks in no small part to the incredible stories, people, and results highlighted in this year’s Annual Report, we believe New Brunswick is well-positioned to continue its growth and lead the way in multiple economic sectors. This year’s featured stories touch on several of ONB’s lines of business, highlighting the work being done across our organization to accelerate investment and growth, attract and retain skilled newcomers, and drive a high-performance ecosystem. These stories truly demonstrate how ONB successfully connects businesses with people and opportunities.



Marshall Canada visiting CE3 Electronics
ONB Supply Chain Event, Moncton, NB

ACCELERATING INVESTMENT & GROWTH

Marshall Canada Makes
an Impact

In March 2022, ONB was proud to join aerospace and defence leader Marshall Canada in announcing New Brunswick as the location for a new production facility. Marshall secured a 10-year lease for this Moncton facility that would create up to 65 new jobs with support from ONB. “I am delighted that we’ve been able to secure a suitable home for our land systems business in New Brunswick, and expect, over the years ahead, that Marshall will become a leading employer in the region, creating a host of high-value employment opportunities, both directly and through our broader supply chain,” said Executive Vice President Sam Michaud as part of that announcement.

Supply Chain Opportunities

Post-pandemic supply chain challenges have led to an increased focus on supply chain resilience and redundancy and on buying local. ONB connects New Brunswick companies to other local businesses and the public sector to ensure we are maximizing opportunities to keep money at home and strengthen our companies’ supply chains. Marshall was ready to leverage ONB’s expertise to explore opportunities for local supply chain partners within its new facility. Fall 2022 saw the two teams hold a multi-day supply chain event in Moncton, resulting in 36 New Brunswick-based companies being shortlisted to meet with the Marshall team. These employers represented a broad array of products and expertise that could add real value to Marshall’s already diverse supply chain. The process of auditing supply chain partners continued into 2023 with the first major project in Moncton expected to launch late in the year. ONB continues to work with our partners in both the private sector and academia to find additional collaboration opportunities for the Marshall team.

Talent Recruitment

Setting up in a new jurisdiction can be a daunting task. With its understanding of the local job market, ONB’s Client Engagement Team engaged NB universities and colleges as well as industry associations to ensure Marshall was connected to the region’s top talent. By engaging the community, Client Engagement Specialists effectively helped Marshall tap into a diverse pool of skilled candidates. Further, a ‘Lift and Shift’ approach to talent management enabled the seamless transfer of existing employees from locations outside the province to the Moncton region. Thanks in part to the efforts of ONB’s Client Engagement Team, Marshall is making great strides toward fulfilling its recruitment targets.

Recognizing Marshall’s Impact

By the end of Fiscal 2022–2023, it was apparent Marshall Canada was having a significant impact in the province. That’s why as part of the 2023 NB Export Awards, ONB was proud to present Marshall with the ONB Impact Award, which recognizes the importance of companies that have a dramatic impact on the province through investment and demonstrate a true commitment to growing their presence in New Brunswick.



Chris Pogue, CEO, Thales Canada
Fredericton, NB

ACCELERATING INVESTMENT & GROWTH

Thales Group Chooses New Brunswick for its
Canadian National Digital Excellence Centre

In Fiscal 2022–2023, ONB was successful in attracting Thales Group’s Canadian National Digital Excellence Centre (NDEC) to our province, further strengthening the province’s cybersecurity industry. The NDEC will employ more than 110 highly skilled tech workers, and, as the first of its kind in Canada, represents an exciting multi-stakeholder research and talent development hub.

After a highly competitive selection process, the France-headquartered company, which hosts a global workforce of over 77,000 employees across five continents, chose Fredericton as the location for its North American Cyber Security Operations Centre.

“New Brunswick is an ideal place for Thales to invest and grow in Canada, where we are among the Top 100 corporate R&D investors,” said Chris Pogue, CEO of Thales Canada. “Together, we will collaborate across a talent-rich innovation value chain — educational institutions, academia, startups, small-and medium-sized businesses, industry, and governments — to develop the cyber technologies, capabilities and resilience Canada needs to build a future we can all trust.”

Agility Makes the Difference

The Thales announcement highlights the ONB Investment Attraction Team’s success at bringing world-class companies to the province by leveraging the New Brunswick Advantage — the winning combination of our people, agility, innovation, and infrastructure. In the case of Thales, the agility of New Brunswick’s hyper-connected economic development ecosystem made all the difference.

The company looked to build upon its already established NDEC in Wales, which serves as one of the world’s most advanced cybersecurity testing and development facilities. Using the Welsh operation as a blueprint, ONB and its partners were able to demonstrate to Thales that New Brunswick offered the turnkey solution needed to establish a Canadian footprint.

To support the NDEC’s launch, ONB is investing \$5.5 M in the form of a payroll rebate over five years. ONB Client Engagement Specialists are now working with Thales to source the skilled talent it needs to hit the ground running in Fredericton.

More Opportunities in France Await

As Canada’s only bilingual province, New Brunswick is actively looking to strengthen its economic and cultural ties with businesses in France. As part of the France Strategy, ONB works with leaders across the Government of New Brunswick to explore opportunities in several sectors of interest for the French market including cybersecurity, digital health, smart energy, aerospace and defence, pharmaceuticals, technology, and advanced manufacturing. Preferential access to this potentially lucrative market via the Canada-European Union Comprehensive and Economic Trade Agreement (CETA) offers real competitive opportunities for both Canada and New Brunswick.

As Thales learned, things move quickly in New Brunswick and connecting into a supportive ecosystem is often easier than in larger urban centres. Thales’ decision to expand into New Brunswick is a testament to the strength of our existing cybersecurity ecosystem, as well as the strength of our relationship with France. This investment only solidifies New Brunswick’s reputation as a national leader in cybersecurity.



Corina Zagaievschi, Business Development Executive, ONB



Study and Succeed Program
Fredericton, NB

ATTRACTING AND RETAINING SKILLED NEWCOMERS

Building on New Brunswick's
Immigration Success

Growing our population goes hand-in-hand with growing our economy, and a focused approach is an integral step forward to creating a sustainable province for future generations. We know our people are our best investment, and we must attract more of them. Fiscal 2022–2023 saw ONB launch several new initiatives aimed at building on New Brunswick's success at growing our population in the post-pandemic world. The fiscal year was primarily focused on helping newcomers navigate the immigration system, helping New Brunswick employers better leverage immigration streams as a way to fill labour gaps, and supporting more international students so that they may be able to plant roots here and remain long after graduation.

- May 2022 saw the launch of the Immigration Navigator service designed to improve the overall immigration experience for newcomers to the province. Modelled on ONB's already successful Business Navigators, the Immigration Navigator service has helped potential and active candidates, information seekers, and prospective entrepreneurs navigate the immigration process and support our employers' access to more skilled workers. After understanding the client's needs, our Immigration Navigators direct and guide inquiries to readily available content or to an immigration officer. Fiscal 2022–2023 saw the Immigration Navigators handle a total of 15,747 inquiries. The team, which quickly grew from one to three members due to the demand for the service, helps clients navigate different immigration streams, access essential documents, upcoming international events, departmental navigators, partner organizations, and more.
- In 2022, the provincial and federal governments announced a new made-in-NB immigration stream — the New Brunswick Critical Worker Pilot (NBCWP) — designed to attract skilled workers into occupations that are difficult to fill. The NBCWP was tailored to meet the needs of New Brunswick employers while also ensuring that newcomers to the province had access to robust settlement supports. This five-year pilot program is being monitored and evaluated regularly so that it remains responsive to immigration needs and delivers the highest possible outcomes for the province.
- ONB, through its International Student Integration Team, works with international students on permanent residency pathways and ensures they have the tools to succeed in New Brunswick. January 2023 witnessed the launch of the Study and Succeed in New Brunswick program, offering international students access to the resources, support, and connections needed to launch a successful career and fulfilling life in New Brunswick. Building on the success of the 2018-2021 Study and Stay pilot program, Study and Succeed aims to increase the availability of skilled labour by retaining more international students after graduation. The program is a three-year initiative jointly funded by ONB and ACOA and is expected to graduate approximately 100 students in each of its eight cohorts. Phonexiematte Kierulf, one of the program's participants says "We're all still learning from each other. It's a great network that ONB and ACOA have created for us via this program and I'm grateful to have been a part of it."

In 2022, through ONB activities,
we welcomed **7,675 newcomers**
to the province!



Kim Webb, Program Officer,
International Student Integration Team



Mathieu Bossé, Business Development Director,
Lizotte Machine Vision
Rivière-Verte, NB

DRIVING A HIGH-PERFORMANCE ECOSYSTEM

Lizotte Machine Vision

Ongoing efforts to identify and eliminate unnecessary regulations, simplify administrative procedures, and promote a culture of continuous improvement is expected to foster an agile and responsive regulatory framework in New Brunswick that enables our businesses to thrive.

Lizotte Machine Vision develops and manufactures custom-built quality control, grading, and sorting equipment for the global food processing sector. Its business often requires US-based clients to send meat and/or poultry samples across the border to be tested on Lizotte's equipment in its New Brunswick facility. When the Canadian Food Inspection Agency (CFIA) introduced new regulations on imported meat and poultry products, companies like Lizotte faced a new regulatory hurdle. A zoosanitary certificate was now required, ensuring that food products imported into Canada meet the federal government's animal health requirements.

In Fiscal 2022–2023, the net
reduction of regulatory burden was
\$36M.

However, Lizotte is not in food service and does not possess a food handler certificate. This makes it difficult for its US clients to ship food to them in Canada with the zoosanitary documents. With ONB's help, Lizotte was able to confirm with federal contacts that they were following all processes correctly and was connected with a great contact within the CFIA to further address their concerns. They were also able to get a copy of the zoosanitary certificate that they can send directly to US clients to help expedite the export process.

Direct Cost Savings

In March 2021, New Brunswick set a goal of achieving a net reduction in regulatory burden of \$16.5M to be achieved by March 31, 2024. ONB has led a process that resulted in New Brunswick continuously meeting or exceeding each fiscal target with its report of \$34.2M in Fiscal 2021-2022 and \$36M in Fiscal 2022–2023.

The high cost of complying with government regulations is a significant form of red tape. Reducing this burden allows the private sector to direct more money to investment and job creation, enabling New Brunswick business owners to spend more time on activities that increase productivity and overall competitiveness.

PRIORITY SECTORS

ONB continues to take a strategic approach to building capacity and strength in priority, high-growth sectors. By identifying and investing in key economic sectors, ONB is preparing New Brunswick for continued growth over the long term by building a value proposition that drives private sector investment into research and innovation, infrastructure, workforce, and population growth.

Over 40 per cent of new job commitments from investment attraction efforts stem from our priority emerging sectors – Cybersecurity, Digital Health, and Energy Innovation. The average annual salary of committed jobs in Fiscal 2022–2023 in those three sectors was **\$94,006**, which is **77.4%** higher than the 2021 New Brunswick average salary (all sectors).

Advanced Manufacturing

New Brunswick’s manufacturers are vital to the provincial economy, accounting for \$3.1B (9.67%) of the province’s GDP in 2022 (Source: Statistics Canada Table 36-10-0402-01). ONB currently works with over 100 NB-based advanced manufacturers in their efforts to build globally competitive businesses. Important productivity improvements like those noted here help ensure that New Brunswick businesses remain competitive in a global marketplace.

Fiscal 2022–2023 highlights:

- ONB committed more than \$4.5M in conditionally repayable loans to support productivity improvement projects valued at \$47.4M across 15 New Brunswick companies – APEX Industries, Benchmark Fabricators, Berger Group, Bouctouche Bay Industries, Corey Nutrition Company, Crosby Molasses Company, Dynamic Truck Bodies, Groupe Savoie, Howell Ventures, Michaud Equipment, Moosehead Breweries, Moulin Aldo & Fils, Prelco, Razor Contract Manufacturing, and Southeast Welding.
- With a \$73,000 investment from ONB, Savico Labrador Metal Works is expanding its New Brunswick presence and will create 15 new jobs at its steel fabrication, welding, and heavy equipment repair services facility in Bathurst. The estimated GDP impact from this project is \$1.7M.
- ONB is supporting the growth of Saint John’s Crosby Molasses Company by investing \$250,000 to help Crosby purchase specialized equipment and hire a supply chain manager. This project will allow for an increase in its contract manufacturing business while improving productivity by 15%. The estimated GDP impact of this project is \$634,761.
- With support from ONB, electronics contract manufacturer CE3 Electronics Inc. is creating 74 full-time jobs over three years at its Dieppe location. The job creation is supported by ONB in both the form of a payroll rebate, and strategic support provided by the Client Engagement Team towards recruitment. The estimated GDP impact of this employment increase is approximately \$9M.



Razor Contract Manufacturing, Ltd.
Saint John, NB



Martin Lockett, Business Development Executive, ONB
Dean Taylor, NB Service Line Manager
Kinectrics Inc., Saint John, NB



Energy Innovation

New Brunswick is home to one of the largest, most highly diversified energy portfolios in Canada. The importance of this sector to the province's future will only continue to grow as innovative clean energy solutions take centre stage as a response to mitigating climate change. ONB continues to build on infrastructure, expertise, and partnerships to advance the province's economic priorities in several energy-related areas including small modular reactors, smart grid technology, hydrogen, and other clean energy solutions.

Fiscal 2022–2023 highlights:

- ONB attracted engineering firm Kinectrics to Saint John where it will create 40 full-time positions in various nuclear engineering-related roles at a new office. It is estimated that this investment in the province will result in more than \$11.5M in incremental GDP growth.
- Via its Green Energy Hub, the Port of Belledune announced a partnership with Cross River Infrastructure Partners to build a hydrogen production facility. This \$1B commercial pilot project is the first-of-its-kind in New Brunswick and will use 200 megawatts of renewable electricity to create hydrogen through the electrolysis of water. The Port also signed MOUs with Germany's Port of Hamburg and Port of Wilhelmshaven to supply clean fuels and green products to Germany and other European nations.
- Through the Climate Change Fund, ONB initiated work on the development of a hydrogen roadmap for New Brunswick. This work will play a pivotal role as ONB and GNB pursue the opportunities that hydrogen can play in achieving our net-zero goals.
- Via the Climate Impact Fund ONB invested \$1.8M, in partnership with the New Brunswick Innovation Foundation (NBIF), toward creating and developing innovative cleantech/climate change mitigation technologies. This investment funds research, training, innovation, and startups. Notably, a matchmaking initiative with the Delphi Group also supported eight ONB clients, and NBIF's R3: Connecting for Climate Innovation Forum.

Digital Health

Digital Health refers to the use of technologies in medicine, healthcare, and healthy living to manage illness and improve outcomes. ONB is working closely with our partners to support the development of a cluster of activity in this key sector to further position New Brunswick as 'Canada's Living Lab'.

Fiscal 2022–2023 highlight:

- BioScript Solutions, providers of a host of healthcare programs for patients, is expanding its New Brunswick presence, creating 90 jobs in its Moncton operations with support from ONB. The estimated GDP contribution from this project is \$21M.

Agritech

ONB has identified Agritech as a priority due to its important role in diversifying and modernizing one of New Brunswick's largest traditional sectors. The province's agriculture sector generated revenues of \$1.3B in 2022, employing approximately 13,000 workers and driving \$689M in exports.

ONB is marketing the province as an ideal jurisdiction for agritech investments, acting as a connector with the goal of fostering private sector investment in technological and digital transformation to boost productivity. Through education and tailored business development supports, ONB is also working to help the agriculture and agritech industries ensure the sustainability of their critical supply chains and establish and maintain environmentally sound business practices.

Fiscal 2022–2023 highlight:

- In addition to being approved for \$25,000 in market development support from ONB, Picketa Systems closed a \$300,000 pre-seed investment round — led by East Valley Ventures and Edmonton's Startup TNT — allowing the company to maintain its headcount and launch its LENS™ nutrient analysis tool in late 2022.

Cybersecurity & IT

New Brunswick's vibrant Information Technology sector is varied, with strengths in geomatics, ocean tech, SaaS, and telecommunications. The province continues to be a Cybersecurity industry leader in Canada and worldwide thanks to the strength of the ecosystem and the close coordination of both public and private sector partners.

Fiscal 2022–2023 highlights:

- ONB successfully attracted Thales Group and its Canadian National Digital Excellence Centre (NDEC) to Fredericton. The centre will eventually employ more than 110 highly skilled workers. (See Page 24 for the full story)
- An investment by ONB and a strong ecosystem attracted Lastwall Networks to Fredericton's Cyber Centre where it will create up to 59 cybersecurity jobs. "There were many reasons we chose Fredericton to be the home of Lastwall," said VP of Operations James Grannan. "We take security very seriously and the Cyber Centre was not only one of the most advanced networking and data fibre facilities in Canada, but it was also one of the most secure commercial buildings in the country."
- Innervate, a Silicon Valley-based tech firm, committed to creating up to 21 new jobs in Saint John. The estimated GDP contribution from this project is \$5.9M.



Lastwall Networks Inc.
Fredericton, NB

TRANSPARENCY AND ACCOUNTABILITY

ONB is committed to being both transparent and accountable to New Brunswickers and as such is committed to the responsible management of public funds with an increased focus on reporting on performance. ONB continues to improve access to, and proactive disclosure of, information related to management and investment of public funds. Under its website’s ‘Transparency’ section, ONB publishes information on its return-on-investment performance, its funding approvals to industry and detailed payment information.

Summary of Public Interest Disclosure Act Activity

As provided under section 18(1) of the *Public Interest Disclosure Act*, the CEO shall prepare a report of any disclosures of wrongdoing that have been made to a supervisor or designated officer of the portion of the public service for which the CEO is responsible. ONB received no disclosures of wrongdoing in Fiscal 2022–2023.

Summary of Legislation and Legislative Activity

ONB reported no legislation nor legislative activity in Fiscal 2022–2023.

Summary of Official Languages Activities

ONB recognizes its obligations under the *Official Languages Act* and is committed to actively offering and providing quality services in both official languages. No official complaints were filed under the act in this past fiscal year. During Fiscal 2022–2023, ONB continued to ensure its obligations under the *Official Languages Act* were met throughout the organization. Below are associated activities that were carried out on an ongoing basis during the year in question.

Focus 1: Ensure access to service of equal quality in English and French throughout the province:

- Completed a review of all linguistic profiles to ensure that resources can deliver services in both official languages.
- Ongoing review.

Focus 2: An environment and climate that encourages, for all employees, the use of the Official Language of their choice in their workplace:

- As part of the annual performance review process, all employees are required to review the Language of Service and Language of Work policies and discuss with their managers.
- Employees are offered opportunities to participate in French or English language training.

Focus 3: Ensure that new and revised government programs and policies took into account the realities of the province’s Official Language communities:

- Official languages are part of the orientation for new employees.

Focus 4: Ensure public service employees have a thorough knowledge and understanding of the *Official Languages Act*, relevant policies, regulations, and the province’s obligations with respect to Official Languages:

- Employees were required to complete the online modules on Language of Service and Language of Work in order to build on their knowledge of the *Official Languages Act*.

During Fiscal 2022–2023, ONB continued to apply tools that help employees work in the official language of their choice. The organization continues to work toward achievement of the objectives set out in the government-wide Official Languages Action Plan.

Summary of Staffing Activity

Pursuant to section 4 of the *Civil Service Act*, the Secretary to Treasury Board delegates staffing to each Deputy Head for his or her respective department(s). Please find below a summary of the staffing activity for 2022–2023 for ONB.

This section includes year-over-year staffing data to provide a more accurate picture of staffing and personnel. The below figures indicate the number of permanent and temporary employees at ONB as of December 31, each year.

Number of Permanent and Temporary Employees as of Dec. 31 of Each Year		
Employee Type	2022	2021
Permanent	133	131
Temporary	17 (Term 4, PSC 7, Casual 2, Seconded in 4, Students 0)	12.5 (Term 6, PSC 2, Casual 2, Seconded in 0.5, Students 2)
Total	150	144



Matt Fox, CFO
Traci Simmons, CEO
Joel Leitner, Senior Director of Finance
ONB



Jean-Bernard Guignard
Director, Financial Assistance & Special Accounts
ONB

Financial Statements of Opportunities New Brunswick

March 31, 2023

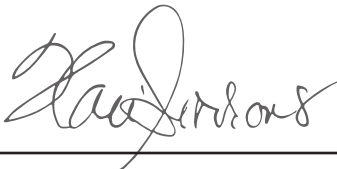
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Management Report

The preparation of financial information is an integral part of management’s responsibilities and the accompanying financial statements are the responsibility of the management of the Corporation. This responsibility includes the selection of appropriate accounting policies and making judgements and estimates consistent with Canadian Public Sector Accounting Standards (PSAS).

The Corporation maintains accounting systems and related controls to provide management and the Board of Directors with reasonable assurance that transactions are executed and recorded as authorized, that assets are properly safeguarded and accounted for, and that financial records are reliable for the preparation of financial statements in accordance with PSAS.

It is the responsibility of the Board of Directors to oversee management's performance of its financial reporting responsibilities and to review and approve the financial statements. It is assisted in its responsibilities by the Audit and Finance Committee. This committee reviews and recommends approval of the financial statements and meets periodically with management concerning internal controls and matters related to financial reporting. Upon the recommendation of the Audit and Finance Committee, these financial statements for the year ended March 31, 2023 are approved by the Board of Directors.



Traci Simmons
Chief Executive Officer (Acting)



Matthew Fox
Chief Financial Officer

Fredericton, N.B., Canada
June 22, 2023



INDEPENDENT AUDITOR'S REPORT

To the Chairperson and Board of Directors of Opportunities New Brunswick

Report on the Audit of the Financial Statements

Opinion

I have audited the financial statements of Opportunities New Brunswick (the Entity), which comprise the statement of financial position as at March 31, 2023, and the statements of operations, change in accumulated deficit, change in net debt, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2023, and the results of its operations, changes in its net debt, changes in its accumulated deficit, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity’s financial reporting process.

Auditor’s Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they

could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor’s report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Paul Martin, FCPA, FCA
Auditor General

Fredericton, New Brunswick, Canada
June 22, 2023

Opportunities New Brunswick
Statement of financial position
as at March 31

	2023	2022
Assets		
Due from Province of New Brunswick	\$ 189,783,511	\$ 190,124,097
General receivables (note 4)	427,679	253,860
Interest receivable (note 5)	795,286	526,862
Loans receivable (note 8)	73,604,095	70,807,713
Investments (note 9)	20,465,359	17,109,488
Total Financial Assets	285,075,931	278,822,020
Liabilities		
Accounts payable and accrued liabilities (note 13)	13,947,144	15,756,236
Deposits held in trust (note 17)	37,199,990	44,254,990
Deferred revenue (note 15)	-	249,134
Provision for loss on loan guarantees (note 16)	7,150,000	7,440,000
Due to Province of New Brunswick (note 18)	235,523,565	253,775,160
Total Liabilities	293,820,699	321,475,520
Net debt	(8,744,768)	(42,653,500)
Non-financial assets		
Prepaid assets	55,551	63,605
Tangible capital assets (note 12)	832,442	848,575
Total Non-Financial Assets	887,993	912,180
Accumulated deficit, end of period	\$ (7,856,775)	\$ (41,741,320)

Contingent liabilities (note 16)
Commitments (note 20)
Restructuring transaction (note 23)

Approved by the Board:



Michael Campbell
Chair - Board of Directors



Jim Baumgartner
Chair - Audit Committee

Opportunities New Brunswick
Statement of operations
for the year ended March 31

		Budget (note 22)		2023		2022
Revenue						
Province of New Brunswick	\$	44,352,322	\$	44,352,322	\$	33,467,000
Interest on loans (note 5)		4,200,000		3,823,110		4,769,648
Other		10,000		544,634		251,493
Designated recoveries		1,133,000		3,002,665		1,757,371
Income from investments (note 6)		-		2,419,222		155,859
Provision for losses recovery (note 7)		-		17,857,576		11,315,606
Population Growth division		6,350,000		6,902,000		15,557,506
Total Revenue		56,045,322		78,901,529		67,274,483
Expenses						
Administration and business						
development services (note 19)		16,202,322		14,049,287		13,692,544
Administration - population growth (note 19)		4,796,000		4,446,851		2,998,572
Financial assistance		20,000,000		10,860,022		10,874,331
Financial assistance - population growth		5,047,000		6,716,811		4,713,071
Financial assistance - productivity and competitiveness		5,000,000		8,220,372		-
Bad debt expense		5,000,000		-		-
COVID-19 Pandemic Grant		-		723,641		7,100,205
Total Expenses		56,045,322		45,016,984		39,378,723
Annual surplus						
	\$	-	\$	33,884,545	\$	27,895,760

Opportunities New Brunswick
Statement of change in net debt
for the year ended March 31

	Budget		2023		2022
Net debt, beginning of year	\$	(42,653,500)	\$	(42,653,500)	\$ (70,064,359)
Annual surplus		-		33,884,545	27,895,760
Net change in prepaid expenses		-		8,054	(36,272)
Net change in tangible capital assets		-		16,133	(848,575)
Net change to prior period adjustments		-		-	399,946
Net debt, end of year	\$	(42,653,500)	\$	(8,744,768)	\$ (42,653,500)

Opportunities New Brunswick
Statement of change in accumulated deficit
for the year ended March 31

	Budget		2023		2022
Accumulated deficit, beginning of year	\$	(41,741,320)	\$	(41,741,320)	\$ (70,037,026)
Annual surplus		-		33,884,545	27,895,760
Prior period adjustments		-		-	399,946
Accumulated deficit, end of year	\$	(41,741,320)	\$	(7,856,775)	\$ (41,741,320)

Opportunities New Brunswick
Statement of cash flows
for the year ended March 31

	2023	2022
Operating transactions		
Annual surplus	\$ 33,884,545	\$ 27,895,760
<i>Non-cash items</i>		
Net (decrease) in provision for doubtful accounts	(19,029,435)	(10,891,417)
Capitalized interest on loans	(663,769)	(489,792)
Amortization of concessionary interest	(142,522)	(504,259)
Unforgiven loans reclassified	10,655,578	(60,701)
Concessionary interest on new loans	126,684	3,622
Amortization of tangible capital assets	212,196	174,586
Prior period adjustments	-	10,447
<i>Changes in non-cash working capital balances</i>		
General receivables	(173,820)	(42,795)
Interest receivable	(268,424)	9,321
Prepaid expenses	8,054	(36,272)
Guarantees payable	(290,000)	(690,000)
Accounts payable and accrued liabilities	(1,809,092)	5,499,290
Deferred revenue	(249,134)	249,134
Total Operating transactions	22,260,861	21,126,924
Investing transactions		
Loan advances	(5,000,000)	(51,938)
Loan repayments	11,257,082	28,990,534
Investment	(3,355,871)	5,701,537
Total Investing transactions	2,901,211	34,640,133
Financing transactions		
Acquisition of Tangible Capital Assets	(285,663)	(633,661)
Proceeds of disposition of Tangible Capital Assets	89,600	-
Deposits held in Trust	(7,055,000)	44,254,990
Loan payable to Province of New Brunswick	(18,251,595)	(34,120,410)
Total Financing transactions	(25,502,658)	9,500,919
(Decrease) increase in cash and cash equivalents during the year	(340,586)	65,267,976
Cash and cash equivalents, beginning of the year	190,124,097	124,856,121
Cash and cash equivalents, end of year	189,783,511	190,124,097
Cash and cash equivalents Is represented by: Due from Province of New Brunswick	\$ 189,783,511	\$ 190,124,097

Opportunities New Brunswick
Notes to the financial statements
March 31, 2023

1. Nature of operations

The Opportunities New Brunswick Act was proclaimed and came into force on April 1, 2015. The new Act repealed the Invest New Brunswick Act and Economic Development Act. Under these provisions, all assets and liabilities of Invest NB and the Minister of Economic Development became the assets and liabilities of Opportunities New Brunswick on April 1, 2015.

As a Crown corporation, Opportunities New Brunswick (“ONB”) is the focal point for all of New Brunswick’s economic development activities including demographic growth through immigration, settlement and retention activities. Client-focused, proactive, professional and accountable, ONB is the single point of contact for local and foreign businesses looking to grow, expand or locate. ONB performs critical functions focused on performance, high-growth opportunities and growing New Brunswick.

2. Summary of significant accounting policies

Basis of accounting
These financial statements are prepared by management in accordance with Canadian public sector accounting standards (“PSAS”) as issued by the Public Sector Accounting Board (“PSAB”).

Change in accounting policy
Effective 1 April 2022, ONB prospectively adopted Public Sector Accounting Standard PS 3280 - Asset Retirement Obligations. No additional recognition or disclosures were required as a result of the adoption of this standard.

Asset classification
Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Non-financial assets are acquired assets that do not normally provide resources to discharge existing liabilities, but instead are employed to deliver government services, may be consumed in the normal course of operations and are not for resale. Nonfinancial assets include prepaid expenses and tangible capital assets.

Due from Province of New Brunswick
As ONB does not have a separate bank account; ONB expenses and revenues flow through the Province of New Brunswick’s (“the Province”) bank accounts. These funds represent ONB’s cash and cash equivalents.

Investments
Investments in equity instruments of private enterprises are carried at adjusted cost, with realized gains and losses recognized in the statement of operations in the period that they are derecognized.

Investments in equity instruments of private enterprises are classified as impaired when, in the opinion of management, there has been a loss in the value of the equity instruments that is other than a temporary decline. Impairment losses are recorded in the statement of operations in the period they are incurred. The investments are reviewed annually for potential declines in value.

Investments in equity instruments that are quoted in an active market are carried at fair value. Changes in the fair value of the equity instruments are recognized in the statement of remeasurement gains and losses as a remeasurement gain or loss until the financial instrument is derecognized, at which time the gain or loss is reclassified to the statement of operations.

Tangible capital assets
Tangible capital assets are assets of ONB which have useful lives of greater than one year. Certain dollar thresholds for capitalization have been established for practical purposes. ONB has expensed capital assets acquired with an individual value of \$40,000 or less. Tangible capital assets are initially recorded at cost and assessed annually for impairment. Tangible capital assets are amortized over the limited useful life of the asset using the straight-line amortization method. Intangible assets are not recognized in the financial statements.

Land
ONB owns land inherited from historical transactions that is not used as part of regular operating activities. Land is recorded at cost, has an unlimited useful life, and is not amortized.

2. Summary of significant accounting policies (continued)

Prepaid assets

Prepaid assets include travel and salary advances, media subscriptions, and other cash and cash equivalents distributions made to third parties in advance of the benefit being received. Prepaid assets are charged to expense over the periods to which they relate.

Revenue and receivables

Revenue and receivables are recognized on an accrual basis as earned. Amounts receivable but deemed uncollectable are recognized as bad debt expenses.

Interest revenue is recognized on loans receivable when earned. Interest revenue ceases to be accrued on a loan receivable when the collectability of either principal or interest is not reasonably assured.

Restructuring transactions

A restructuring transaction is a transfer of an integrated set of assets and/or liabilities, together with related program or operating responsibilities, without consideration based primarily on the fair value of the individual assets and liabilities transferred (note 23).

Deferred Revenue

Deferred revenue includes contributions received with eligibility criteria and/or stipulations. When all eligibility criteria and stipulations have been met, the contributions are recognized in revenue.

Expenses

Expenses are reported on an accrual basis. The cost of all goods consumed, and services received during the year is expensed.

Government transfers

Expenses

Government transfers are transfers of money, such as grants, to an organization for which ONB does not directly receive any goods or services directly in return. Government transfers are comprised of financial assistance, financial assistance productivity and competitiveness, population growth-financial assistance, and COVID-19 pandemic grants.

Revenues

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Government transfers are provided by the Province in the form of operating grants in accordance with the Government's Main Estimates process.

Pension expenses

The defined benefit pension plan created by the Public Service Superannuation Act was converted and replaced by the New Brunswick Public Service Pension Plan (the "NBPSPP"). The NBPSPP is a shared risk pension plan in accordance with New Brunswick's Pension Benefits Act. Certain employees of ONB are entitled to receive benefits under the NBPSPP. This converted plan requires all employer classified full-time employees participate in this new plan, which is funded by both the employee and the employer. Employer pension contributions are paid and expensed by the Province on behalf of ONB. ONB is not responsible for any unfunded liability nor does it have access to any surplus with respect to its employee pensions. Refer to ONB expenses paid by other parties note below for further information.

2. Summary of significant accounting policies (continued)

Retirement allowances

Certain long serving employees receive a retirement allowance upon retirement from public service. The plan is funded by the Province. The Province made changes to its retirement allowance program in 2013 where management and non-union employees of ONB will no longer accumulate retirement allowance credits. Employees who were participating in this program were offered a choice of pay-out in lieu of a retirement allowance or, for those with more than five years of service, an option to defer the pay-out until retirement. The costs and liability associated with the plan is not the responsibility or obligation of ONB and is recorded by the Province in its financial statements.

Opportunities NB expenses paid by other parties

Certain employer costs such as pension contributions and Canada Pension Plan ("CPP") are paid and expensed by the Province on behalf of ONB. Sick leave liability is accounted for by the Province in its financial statements. These expenses and the related asset/liability balances are not presented in these financial statements. Under the agreed operating terms of ONB, these benefit plan balances will remain obligations/assets of the Province and will not be assumed by ONB.

Accrued post-closing costs

ONB accrues post-closing costs. The reported liability is based on estimates and assumptions using the best information available to management as documented in *Note 14*. Future events may result in significant changes to the estimated total expenses; capacity used or total capacity and the estimated liability, and would be recognized prospectively, as a change in estimate when applicable.

Financial instruments

Financial instruments consist of due from Province of New Brunswick, general receivables, interest receivable, loans receivable, investments, accounts payable and accrued liabilities, deferred revenue, provision for loss on loan guarantees, deposits held in trust, and due to Province of New Brunswick.

Financial instruments are initially recognized at fair value, plus any directly attributable transaction costs, when ONB becomes a party to the contractual rights and obligations of the financial instrument. Fair value represents the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Financial instruments are derecognized when the contractual rights to the cash flows from the financial asset have expired or have been transferred, and ONB has transferred substantially all risks and rewards of ownership or are derecognized when the contractual obligation has been discharged, cancelled, or has expired.

ONB classifies its financial instruments in the following groups:

a. Cost or amortized cost

General receivables consist of guarantee fees and lease fees as well as the general provision against such receivables.

Interest receivable consists of interest on the loans receivable as well as the provision on the interest receivable. Interest is recognized using the effective interest method.

Loans receivable are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Subsequent to initial recognition, loans receivable are measured at amortized cost using the effective interest method, less any valuation allowances on the loans where management estimates amounts may be uncollectable in the future.

Investments are financial assets that are measured at adjusted cost and assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations. Transaction costs are a component of cost for financial instruments measured using cost or amortized cost (*details in Note 11*).

Accounts payable and accrued liabilities, deferred revenue, and Due to Province of New Brunswick are classified as financial liabilities. After initial recognition, financial liabilities are measured at amortized cost using the effective interest rate method.

Provision for loss on loan guarantees are valuation allowances on the loan guarantees where management estimates amounts may be uncollectable in the future.

2. Summary of significant accounting policies (continued)

Deposits held in trust consist of funds received by ONB and held trust until specific criteria have been met.

b. Fair value category

Investments are financial assets that are measured at fair value with changes in fair value recognized annually in the statement of remeasurement gains and losses until the investment is derecognized and the gain or loss is reclassified to the statement of operations (*details in Note 11*). ONB at March 31, 2023, holds no investments that are measured at fair value (2022 - no investments measured at fair value).

Due from Province of New Brunswick consists of cash and cash equivalents and are measured at fair value, which is assumed to represent the carrying value, which is historical cost. Due to Province of New Brunswick are measured at fair value, which is assumed to represent the carrying value.

Measurement uncertainty

The preparation of financial statements in accordance with PSAS requires management to make estimates and assumptions that affect reported amounts of assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the period.

The most significant areas requiring the use of management estimates relate to the determination of valuation allowances on loans receivable and loan guarantees, impairment of investments, determination of the useful lives of tangible capital assets for amortization, accrued post-closing costs, concessionary interest, accrued expenses, and future year commitments. Actual results could differ from management’s best estimates, as additional information becomes available in the future:

A sensitivity analysis indicates that the impact of a +/- 5% change in the overall valuation allowance on loans receivable could impact net loans receivable and bad debt expense by +\$7.7 million or -\$6.4 million (2022 +\$8.5 million or -\$7.2 million).

The impact of a +/- 5% change in the overall valuation of provision for losses on loan guarantees could impact provision for losses on loan guarantees and bad debt expense by +\$.7 million or -\$.7 million (2022 +\$.7 million or -\$.7 million).

Harmonized sales tax (HST)

ONB does not record HST in its financial statements because the Federal portion of all HST paid is reimbursed to the Province of New Brunswick, and the provincial portion of HST is not levied by the Province on its own entities.

Forgivable loans

Loan agreements which include forgiveness provisions are charged to financial assistance expense when the forgiveness is considered likely.

Valuation allowances

Valuation allowances are used to reflect loans receivable at the lower of cost and net recoverable value. A valuation allowance is also recorded on loan guarantees when it is determined that a loss is likely. An annual review is performed on loans receivable and loan guarantee balances and an allowance is recorded, which reflects management’s best estimate of probable losses. Initial and subsequent changes in the amount of valuation allowance are recorded as a charge or credit to the statement of operations.

Concessionary loans

ONB recognizes a concessionary loan when the interest rate charged to a client is lower than the Province's borrowing rate in the capital markets. The net present value of the concessionary interest is calculated based on the difference between the interest rate charged and the Province's borrowing rate at the time the loan was issued. The concessionary portion of the loan is recorded as an expense in the year of issue. This amount is amortized to revenue on a straight-line basis over the term of the loan. The recorded value for these loans is the face value less the unamortized portion of the concessionary interest.

Concessionary loan interest

The foregone interest on the concessionary loans issued by ONB is expensed in the year the loans are issued and amortized into revenue over the life of the concessionary term of the loans.

2. Summary of significant accounting policies (continued)

Loans payable to Province of New Brunswick

The Province issues interest-free loans to ONB which are then issued to clients. Client repayments are applied against ONB's loan obligations to the Province. The Due to Province of New Brunswick is calculated at face value, less repayments received each year (*see note 18*).

3. Related entity transactions

ONB is wholly-owned by the Province of New Brunswick and is therefore a related party to other organizations that are controlled or subject to significant influence by the Province of New Brunswick. ONB has several recorded transactions with these related entities. Specifically,

- Designated revenues of \$488,000 from the Regional Development Corporation (2022 - \$63,000).
- Designated revenues of \$350,000 from the Department of Intergovernmental Affairs (2022 - \$250,000).
- Designated revenues of \$1.69 million from the Department of Post-Secondary Education, Training and Labour (2022 - \$1.21 million).
- Immigration financial assistance expenditures of \$207,049 to the New Brunswick Community College (2022 - \$163,400).

Transactions with these related entities have occurred and been settled on normal trade terms, except for the items noted below:

- ONB is economically dependent on the Province. During the fiscal year, ONB received funding of \$44.3 million (2022 - \$33.5 million) from the Province.
- ONB uses an office for which rent is paid for by the Province of New Brunswick.
- ONB does not have a separate bank account. Therefore, ONB’s expenses and revenues flow through the Province’s bank accounts and are presented in ONB’s Due from Province of New Brunswick. In 2023 the amount Due from Province of New Brunswick was \$189.8 million (2022 - \$190.1 million).
- The Province issues interest-free loans to ONB which are then issued to clients. *See Note 18* for additional disclosure on amounts Due to Province of New Brunswick.
- The Province records employer expenses for pension contributions, CCP contributions, and retirement allowance payments. These expenses, along with sick leave liability accruals, are not presented in these financial statements.

The Province provides certain other central services for ONB, most notably through Service New Brunswick, which are recorded at the exchange amount as if the entities are dealing at arm's length.

4. General receivables

	2023	2022
General receivables	\$ 561,276	\$ 253,860
Allowance of doubtful accounts	(133,597)	-
	\$ 427,679	\$ 253,860

General receivables include fees, travel advances and other receivables due to ONB. Collectability on general receivables is assessed on an annual basis.

5. Interest revenue on loans

	2023	2022
Amortization of concessionary loan interest	\$ 142,522	\$ 504,259
Loan interest	3,680,588	4,265,389
	\$ 3,823,110	\$ 4,769,648

	2023	2022
Opening balance	1,844,024	1,726,074
Loan interest	3,680,588	4,265,389
Payments received	(2,829,277)	(3,657,647)
Capitalized interest on loans	(663,769)	(489,792)
	\$ 2,031,566	\$ 1,844,024

Valuation Allowance		
Opening	\$ (1,317, 161)	\$ (1,189,891)
(Increase) decrease in provision	80,882	(127,271)
	(1,236,280)	(1,317,162)

Interest receivable (net)	\$ 795,286	\$ 526,862
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Included in interest receivables (net) are \$551,670 (2022 - \$262,129) of recorded interest revenue where interest revenue is accrued but not payable until certain terms or conditions are met.

6. Income from investments

Income from investments of \$2.4 million (2022 - \$155,859) was recorded during the year.

7. Recovery of doubtful accounts and bad debt expense

	2023	2022
Recoveries - loans and guarantees	\$ 31,587	\$ 30,770
Changes in provision allowance	17,825,989	11,284,836
	\$ 17,857,576	\$ 11,315,606

8. Loans receivable

	2023	2022
Opening balance	\$ 169,718,107	\$ 197,605,573
Net loans advanced	5,000,000	51,938
Capitalized interest	663,769	489,792
Amortized interest free portion into revenue	142,522	504,259
Concessionary interest on new loans	(126,684)	(3,622)
Repayments received	(11,257,082)	(28,990,534)
Loan reclassification (<i>note 9</i>)	(10,655,578)	60,701
	153,485,054	169,718,107

Valuation allowance		
Opening balance	(98,910,394)	(109,801,811)
(Increase) in provision	(1,710,897)	(428,506)
Decrease in provision	20,740,332	11,319,923
	(79,880,959)	(98,910,394)

Loan receivable (net)	\$ 73,604,095	\$ 70,807,713
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Interest charged on these loans' ranges from 0% to 10%. Repayment terms are negotiated on specific loans and would normally not exceed 30 years. The level of security on loans is also negotiated between ONB and the debtor based on the risk associated with the individual loan. The security can include life insurance, company assets, personal guarantees, or the value of the parent company. Security can range from an unsecured position to a fully secured position.

9. Investments

The investments held in corporation have terms that are negotiated between ONB and the investee based on the risk associated with the individual investments. ONB's investments are recorded at cost or amortized cost.

	2023	2022
Opening balance	\$ 17,109,488	\$ 22,811,025
New investments	3,294,240	1,831,810
Transfers	4,835,229	-
Redemptions	(3,210,229)	(7,368,435)
Impairment	(1,563,369)	(164,912)
	\$ 20,465,359	\$ 17,109,488

During the year, ONB entered a restructuring transaction that resulted in \$10.8 million of repayable loans being reclassified to investments. Of this amount, \$6 million had concessionary terms that were expensed in the year as financial assistance - productivity and competitiveness and \$4.8 million that was transferred to Investments.

10. Risk management

An analysis of significant risk from ONB’s financial instruments is provided below:

(a) Credit risk

Credit risk is the risk that one party to a financial instrument will cause financial loss for the other party by failing to discharge an obligation. ONB manages this exposure through credit approval procedures for loan and investment applicants, and the monitoring of payments from debtors. Applicants are assessed for credit quality by taking into account external credit ratings, where available, an analysis of financial position and liquidity, past experience and other factors.

ONB’s maximum exposure to credit risk at March 31, 2023 is equal to the general receivables, interest receivables, loans receivable and investments balances of \$95.3 million (2022 - 88.7 million). This amount is net of provision and impairment estimations made by management that assess the credit quality of ONB’s general receivables (*note 4*), interest receivables (*note 5*), loans receivables (*note 8*) and investment balances (*note 9*).

ONB’s maximum exposure does not take into consideration specific collateral held as security. Several of ONB’s loans hold collateral in the form of general security agreements on company assets and/or collateral debentures. The financial effect of collateral held as security has not been valued.

(b) Liquidity risk

Liquidity risk is the risk that the entity will encounter difficulty in meeting obligations associated with financial liabilities. Liquidity requirements are managed through the receipt of provincial revenues, income generated from loans receivable and equity investments, and principal repayments received on loans receivable. These sources of funds are used to pay operating expenses and repay debt payments to the Province. In the normal course of business ONB enters into contracts that give rise to commitments for future payments which also impact ONB’s liquidity. ONB also maintains cash and cash equivalents through the Province and this account is used to pay accounts payable and accrued liabilities. ONB manages this risk by monitoring the loan repayments from debtors.

(c) Interest rate risk

Interest rate risk is the risk that the market value of ONB’s investments and debt will fluctuate due to changes in the market interest rates. ONB’s rate of interest charged on loans receivable are fixed as stated in legal agreements. Any change in market interest rates during the period would have no effect on the cash flows of ONB unless a debt instrument was restructured or refinanced.

(d) Currency risk

Currency risk arises on financial instruments denominated in foreign currency. ONB is exposed to currency risk on purchases that are denominated in a currency other than ONB’s functional currency, primarily in US Dollars (USD). ONB’s foreign currency transactions are normally settled in the short term, therefore management considers exposure to currency risk to be minimal.

(e) Concentration risk

Concentration risk occurs when a lender’s portfolio has a higher concentration of value towards either (1) one entity or group of entities (“Name Risk”) or (2) a particular region, product, industry or sector (“Sector Risk”). Due to the nature of the New Brunswick economy’s reliance on primary industries, ONB’s total portfolio is over weighted in primary industries, most notably the forestry industry. As at March 31, 2023 ONB faced the following concentration risks (gross portfolio exposure net of allowance):

- Name Risk of \$111.3 million (90%) for ten corporate entities/groups (2022 - \$104.6 million (88%) for ten corporate entities/groups);
- Sector Risk of \$15.5 million (12%) for six corporate entities/groups within the forestry sector (2022 - \$18.4 million (15%) for seven corporate entities/groups).

11. Financial instrument classification

The following table provides cost and fair value information of financial instruments by category.

	2023		Total
	Fair Value	Amortized Cost	
Due from Province of New Brunswick	\$ 189,783,511	\$ -	\$ 189,783,511
General receivables	-	427,679	427,679
Interest receivable	-	795,286	795,286
Loans receivable	-	73,604,095	73,604,095
Investments	-	20,465,359	20,465,359
Accounts payable and accrued liabilities	-	13,947,144	13,947,144
Deferred revenue	-	-	-
Provision for loss on loan guarantees	-	7,150,000	7,150,000
Deposits held in trust	-	37,199,990	37,199,990
Due to Province of New Brunswick	-	235,523,565	235,523,565
	\$ 189,783,511	\$ 389,113,119	\$ 578,896,630

	2022		Total
	Fair Value	Amortized Cost	
Due from Province of New Brunswick	\$ 190,124,097	\$ -	\$ 190,124,097
General receivables	-	253,860	253,860
Interest receivable	-	526,862	526,862
Loans receivable	-	70,807,713	70,807,713
Investments	-	17,109,488	17,109,488
Accounts payable and accrued liabilities	-	15,756,236	15,756,236
Deferred revenue	-	249,134	249,134
Provision for loss on loan guarantees	-	7,440,000	7,440,000
Deposits held in trust	-	44,254,990	44,254,990
Due to Province of New Brunswick	-	253,775,160	253,775,160
	\$ 190,124,097	\$ 410,173,443	\$ 600,297,540

11. Financial instrument classification (continued)

The following table provides an analysis of financial instruments measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. derived from prices); and
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

2023				
	Level 1	Level 2	Level 3	Total
Due from Province of New Brunswick	\$ 189,783,511	\$ -	\$ -	\$ 189,783,511
	\$ 189,783,511	\$ -	\$ -	\$ 189,783,511

2022				
	Level 1	Level 2	Level 3	Total
Due from Province of New Brunswick	\$ 190,124,097	\$ -	\$ -	\$ 190,124,097
	\$ 190,124,097	\$ -	\$ -	\$ 190,124,097

12. Tangible capital assets

Tangible capital assets include acquired and improved tangible assets whose useful life extends beyond the fiscal year.

2023				2022
	Land	Computer Software	Total	Total
Estimated Useful Life (Years)	Indefinite	5-15		
Cost				
Opening costs	389,500	868,819	1,258,319	-
Transferred (<i>note 23</i>)	-	-	-	868,819
Additions	-	285,663	285,663	389,500
Disposals	(89,600)	-	(89,600)	-
Impairments	-	-	-	-
Closing costs	299,900	1,154,482	1,454,382	1,258,319
Accumulated amortization				
Opening accumulated amortization	-	409,744	409,744	-
Transferred	-	-	-	235,158
Amortization	-	212,196	212,196	174,586
Disposals	-	-	-	-
Closing accumulated amortization	-	621,940	621,940	409,744
Net Book Value	299,900	532,542	832,492	848,575

Tangible capital assets with a net book value of \$633,661 (cost of \$868,819 less accumulated amortization of \$235,158) were transferred to ONB on April 1, 2021 as a result of a Restructuring transaction in the prior year (see *note 23*).

13. Accounts payable and accrued liabilities

	2023	2022
Trade accounts payable	\$ 3,811,159	\$ 3,566,479
Financial assistance	5,108,858	6,709,115
Accrued post-closing costs (<i>note 14</i>)	4,254,417	4,213,601
Vacation liability	495,382	478,439
Salary and benefits	276,497	788,602
Goods and services tax	830	-
	\$ 13,947,144	\$ 15,756,236

14. Accrued post-closing costs

ONB is responsible for the continued monitoring and treatment of 4 environmental sites (2022- 5 environmental sites) used by pulp mills, which are now closed as the sites had reached their capacity and there is currently no timeline for capping the site. The sites have been closed and require no additional funding for closure procedures. The liability recognized in the financial statement is subject to measurement uncertainty and the recognized amounts are based on ONB's best information and judgment. The accrued liability for post-closing costs has been determined based on estimated post-closing costs of \$4.2 million (2022 - \$4.2 million).

Post-closing costs are assumed not to be incurred in the near future and for this calculation's purpose are estimated as at March 31, 2023.

At March 31, 2023 the estimated annual monitoring costs of \$55,936 (2022 - \$52,770) are unfunded by ONB as these costs are currently being covered by the pulp mill as part of their ongoing maintenance. Should the pulp mill cease these operations, ONB would assume the responsibility and fund the annual monitoring costs.

15. Deferred revenue

Deferred revenue includes unspent contributions received that have eligibility criteria and/or restrictions attached. As of March 31, 2023, ONB had no deferred revenue transactions (2022 -\$249,134) that have not yet had the eligibility criteria and/or restrictions fulfilled.

16. Contingent liabilities

(a) Guaranteed debt

ONB has provided guarantees in respect of the credit facilities of various entities. As at March 31, 2023, there was 1 (2022 - 3) guarantee outstanding for a total value of \$14.3 million (2022 - \$14.6 million) and with a provision of \$7.1 million (2022 - \$7.4 million). The remaining guarantee is set to expire in 2027 and secured by various assets and proceeds from liquidation which are expected to offset a portion of any possible payments under guarantees.

(b) Legal liabilities

ONB is involved in various legal proceedings arising from government activities from which the outcome is either not determinable or have been accrued in the financial statements at management's best estimate of the likely losses due to legal actions. These amounts are not disclosed to prevent adverse effects on the outcome of the litigations.

17. Deposits held in trust

The Province holds funds (on behalf of ONB) received from applicants under the Provincial Nominee Program. Funds remain in trust until it is determined if specific criteria attached to the funds held in trust have been met. If the specific criteria have not been met, the funds are recognized as revenue on ONB's statement of operations under Population growth division. As of March 31, 2023, ONB had \$37.2 million held in trust (2022 - \$44.3 million).

18. Due to Province of New Brunswick

	2023	2022
Face value of total portfolio	\$ 236,300,642	\$ 254,568,075
Concessionary interest	(919,599)	(1,297,174)
Amortized portion	142,522	504,259
Book value of total portfolio	\$ 235,523,565	\$ 253,775,160

The Province issues interest-free loans to ONB which are then issued to clients. Client repayments are applied against ONB's loan obligations to the Province.

19. Administration and business development services

	2023	2022
Salaries and benefits	\$ 13,028,499	\$ 12,142,209
Other services	4,923,536	4,122,942
Materials and supplies	176,041	128,498
Property and equipment	155,866	122,881
Amortization	212,196	174,586
	\$ 18,496,138	\$ 16,691,116

Administration and business development services includes expenses of \$4.46 million (2022 -\$2.98 million) for Population Growth which was transferred to ONB on April 1st, 2021 (*see note 23*).

20. Commitments

The following amounts are future financial commitments for financial assistance agreements

	Commitment
2024	\$ 21,727,373
2025	\$ 19,301,469
2026	\$ 9,409,741
2027	\$ 4,043,637
2028	\$ 4,623,861

The following amounts are future financial commitments for operational related expenditures based on contractual agreements.

	Commitment
2024	\$ 517,298
2025	\$ 230,392
2026	\$ 186,334
2027	\$ 71,195
2028	\$ -

21. Special purpose account

Provincial Territorial Immigration Secretariat

The Provincial-Territorial (PT) Immigration Secretariat was formed in 2008 to support the forum of Ministers responsible for Immigration. The role of the PT Secretariat is to facilitate multilateral collaboration and communication among PT ministries responsible for immigration.

The administration of the PT secretariat moves from one province to another and is on a 3-year rotational basis. The PT Secretariat is under the administration of New Brunswick, by way of ONB, until March 31, 2023. On April 1, 2023 the administration of the PT secretariat and the accumulated surplus of \$255,913 was transferred to the province of Saskatchewan.

The following is a summary of the PT Secretariat's operations since ONB become responsible for administration oversight and is reported outside of ONB's reporting entity

Special purpose account
Provincial Territorial Immigration Secretariat

	2023				2022
	Opening Accumulated surplus	Revenue	Expense	Accumulated surplus	Accumulated Surplus
Provincial - Territorial Immigration Secretariat	\$ 268,686	\$ 300,000	\$ 312,773	\$ 255,913	\$ 268,686
	\$ 268,686	\$ 300,000	\$ 312,773	\$ 255,913	\$ 268,686

22. Budget

Budget figures included in these financial statements are the amounts published in Main Estimates and approved by ONB's board of directors, adjusted for transfers from the Province of New Brunswick under their Supplementary Funding Provision Program. During the year, ONB received a transfer of \$930,322 (2022 - \$735,245) under Administration and business development services for costs associated with contract settlements and non-bargaining employees.

23. Restructuring transaction

On April 1, 2021 the Population Growth Division's responsibilities and associated assets/liabilities were officially transferred from the Department of Post-Secondary Education, Training and Labour to ONB. ONB and the Department of Post-Secondary Education, Training and Labour are under common control of the Province. The purpose of the transfer was to align the economic immigration's goals of attracting and retaining talent to the economic growth mandate of ONB.

The net affect of the assets and liabilities transferred was \$0. The carrying value of the assets and liabilities transferred were as follows:

2021-22	
Assets	
Due from Province of New Brunswick	\$ 59,006,969
Tangible capital assets (Computer software)	868,819
Accumulated amortization	(235,158)
Total Assets recognized	59,640,630
Liabilities	
Deferred revenue	145,640
Deposits held in trust	59,494,990
Total Liabilities recognized	59,640,630
Gain (Loss) from restructuring	\$ -

The restructuring-related costs were minimal and therefore not separately identified. Any restructuring-related costs were charged to operations when incurred. There was one contractual obligation transferred to ONB for 2022-2023 that is not significant in nature or value.

There were no restructuring transactions recorded in 2022-23.

24. Comparative figures

Certain of the 2021-22 figures have been presented to conform with the presentation adopted for 2022-23.

CONNECTING GREAT PEOPLE WITH A PROSPEROUS FUTURE

ONB takes pride in being accountable and transparent. As the results found in this year's Annual Report demonstrate, our whole-of-government approach to economic development is working. We could not achieve these results and successfully execute our mandate without great people across the province stepping up to make New Brunswick a better place to live and work. Indeed, the strength of our relationships is the foundation for our collective success. ONB continues to work with our local, provincial, and federal partners to support New Brunswick's business community and navigate the province towards continued economic growth. For resources, support, success stories, contact information, and updates on all things related to ONB and New Brunswick business, be sure to visit onbcanada.ca.



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