



Village of Belledune

Agenda

Special Council Meeting

Thursday, October 15, 2026 @ 7:00 PM

Belledune Council Chambers

	Page
1. CALL TO ORDER & WELCOME	
1.1. Acknowledgement of "Treaties of Peace and Friendship"	4
Acknowledgement of Treaties of Peace and Friendship	
1.2. Reaffirm Oath of Office	5
Reaffirmation of Oath of Office	
2. STATEMENTS OF CONFLICT OF INTEREST	
3. ADOPT AGENDA	
M 2026/10/15-127	
that the agenda be Adopted as Presented	
4. BUSINESS	
4.1. Dangerous and Unsightly Cleanup, 26 Noel Road	6 - 14
M 2026/10/15-128	
WHEREAS dangerous or unsightly premises are regulated by Bylaw #	
DUP 09-2020, a bylaw of the Village of Belledune respecting dangerous	
and/or unsightly premises, and	
AND WHEREAS a Notice to Comply was registered against the property	
located at 26 Noel Road and identified by the PID 50076991(registration	
number: 44172949) because of the condition described in the Notice to	
Comply,	
AND WHEREAS the Notice to Comply was appealed and, on September 4,	
2025, the Appeal Committee did not modify the requirements of the Notice	
to Comply but did give an additional 14 days to remedy the situation,	
BE IT RESOLVED that council authorize Marcel Doiron, as well as any	
other person(s) deemed necessary by Mr. Doiron, including the contractor	
chosen by council to assist him to undertake the remedial works, whichi	
includes the demolition, and is further described in the Notice to Comply	
registered against the property identified by the PID 50076991(registration	
number: 44172949)in order to ensure compliance with Bylaw # DUP 09-	
2020 and the <i>Local Governance Act</i> ,	
BE IT RESOLVED that council authorize Marcel Doiron to obtain an Entry	
Warrant prior to coordinating and undertaking the remedial work,	

BE IT RESOLVED that council authorize staff to undertake the necessary steps to recover all related fees and disbursements by attempting to collect or, if required, sending a request to the Minister of Finance for the unpaid debt and interest in accordance with the authority described in the *Local Governance Act*.

[20230831_Avis de conformité enregistré](#)

- 4.2. Regional Development Corp - Funding Agreement Project No. 17130 15 - 19

M 2026/10/15-129

that Council accepts the amended Regional Development Corporation (RDC) Community Investment Fund Agreement, Project #17130 for additional financial contribution of \$6,427, for a total contribution of \$38,130 towards the replacement of arena dehumidifiers

[17130 Belledune Replacement of the arena dehumidifiers](#)

- 4.3. Succession Planning Proposal Approval 20 - 41

M 2026/10/15-130

WHEREAS the Village of Belledune recognizes the importance of developing a comprehensive succession plan to support organizational continuity, knowledge retention, workforce development, and the effective delivery of municipal services;

AND WHEREAS Municipal Management Advisors (MMA) has submitted a proposal to provide succession planning services to the Village for a fixed fee of \$15,000, plus applicable HST;

AND WHEREAS Council has reviewed the proposal and considers MMA to be well suited to undertake this assignment, given the consultants' previous experience as municipal employees and their understanding of municipal administration, operations, and governance;

BE IT RESOLVED THAT the Council of the Village of Belledune approve the award of the succession planning services contract to Municipal Management Advisors (MMA), on a sole-source basis, for the fixed amount of \$15,000, plus applicable HST, in accordance with the terms and scope of the submitted proposal

[Belledune Succession Planning Proposal August 17 2026 Final](#)

- 4.1. Council

- 4.2. Clerk Treasurer, Angela Buckle

- 4.2.1. Budget Discussion

42 - 46

[Initial Document for Budget Discussions](#)

5. CLOSED SESSION

6. ADJOURNMENT

M 2026/10/15-131

that the meeting adjourn at _____

Acknowledgement of “Treaties of Peace and Friendship”

We would like to begin by acknowledging that the land on which we gather is the traditional unceded territory of the Mi'kmaq Peoples. This territory is covered by the “Treaties of Peace and Friendship” which Wəlastəkwiyik (Maliseet), Mi'kmaq and Passamaquoddy Peoples first signed with the British Crown in 1726. The treaties did not deal with surrender of lands and resources but in fact recognized Mi'kmaq and Wəlastəkwiyik (Maliseet) title and established the rules for what was to be an ongoing relationship between nations.

We do hereby accept the office of Council and will diligently, faithfully and impartially discharge to the best of our ability the duties of the office as may be imposed upon us by law



July 30, 2026

His Worship Mario LaPointe
Mayor of Belledune
P.O. Box 1006
Belledune, New Brunswick E8G 2X9

SUBJECT: Project No.: 17130
Project Name: Belledune – Replacement of the arena dehumidifiers

Mayor LaPointe:

We are pleased to inform you that the above-noted project has obtained an additional financial contribution up to \$6,427. Eligible costs and funding for this project are described in the attached Appendix A.

All other conditions and eligible costs as stated in the original letter of offer dated **May 15, 2024**, remain in effect. Should you have any questions, please do not hesitate to contact Francisca DeGrace at 506-399-0986 or at francisca.degrace@gnb.ca.

Financing Conditions

The Applicant must provide confirmation to RDC that all other financing has been obtained prior to release of any additionally approved funds for the project.

Reimbursement Procedures

Claims for reimbursement of the contribution must be supported by copies of invoices and proof of payment of those invoices on forms herein provided. Electronic copies may be obtained at: www.gnb.ca/rdc.

All payments will be made by electronic funds transfer.

All claims must be **received** by RDC on or before **March 31, 2027**.

Regional Development Corporation / Société de développement régional

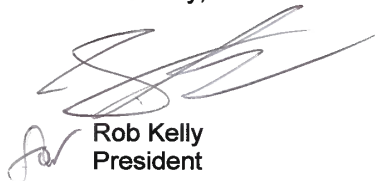
P.O. Box 6000 / C. P. 6000, Fredericton, New Brunswick / Nouveau-Brunswick E3B 5H1
Tel. / Tél. : (506) 453-5897 Fax / Téléc. : (506) 453-7988

GNB.CA

His Worship Mario LaPointe
July 30, 2026
Page 2 of 2

If you are in agreement with the terms and conditions of this offer, please sign the letter and return it to the Regional Development Corporation within **30 days** at rdc-sdr@gnb.ca. Please note that any conditional acceptance renders this offer null and void.

Sincerely,



Rob Kelly
President

Enc.

cc: Marco LeBlanc, MLA for the riding of Belle-Baie-Belledune
Francisca DeGrace, Project Executive

**This offer accepted on behalf of
Belledune for
Project: 17130 – Replacement of the arena dehumidifiers**

Authorized Signatory: _____

Authorized Signatory: _____

Date: _____

Appendix A

Project 17130

Belledune - Replacement of the arena dehumidifiers

Total Approved Contribution

2024-2025	Community Development Fund	\$0
2025-2026	Community Development Fund	\$19,011
2026-2027	Community Development Fund	\$19,119
Project Total:		\$38,130

Regional Development Corporation will reimburse 40% of eligible costs up to the total approved contribution.

Eligible Cost(s)

Replacement arena dehumidifiers	\$95,327
Total	\$95,327

The portion of Harmonized Sales Tax (HST) refunded by Canada Revenue Agency is considered ineligible.

Objective

3 Maintaining assets that support the Community

**Regional Development Corporation**

P.O. Box 6000, Fredericton, New Brunswick E3B 5H1

Claim No:

Final Claim:

Community Development Fund

List all eligible project costs with invoices and cheque numbers on this form. Include a copy of each invoice and proof of payment. Failure to record and support each cost will cause a delay in processing.

Project Number: 17130**Project Name:** Belledune - Replacement of the arena dehumidifiers

Description of costs	Name of Supplier	Cheque No.	Cheque Amount	Invoice Total	HST
Total					
Eligible & supported costs (total-HST refund)					

% of HST refunded by Canada Revenue Agency☐ 71.43% - municipality ☐ 22.33% - university ☐ 50% - non-profit organization ☐ 100% - other ☐ 0% - none**The undersigned hereby certifies that:**

- the invoices above represent eligible project costs that have been paid in full and the work completed; and
- no other public financial assistance has been received or is to be received for the part of the project against which this reimbursement is claimed.

Signature

Print Name

Date

Title

Company

Telephone

For office use only

Eligible & supported costs

Less: previous advance

Add: current advance

Claim Reviewer

Date

Project Officer

Date

Spending Authority

VILBEL

Vendor

Payment request

4275

account

Payment Authority

Regional Development Corporation
Application / Change Form
Direct Deposit Service

[illegible]

Please send the completed form to the Regional Development Corporation, P.O. Box 6000, Fredericton, NB E3B 5H1, or email to RDC-SDR@gnb.ca or fax a copy to (506) 453-7988. For questions, contact us at (506) 453-2277.

All fields must be completed.

Name / Operating Name	
Legal or Corporate Name	
Address	
Contact Name	
Phone Number	
Email Address	

Definitions:

- **Name / Operating Name:** Record your individual/Agency/Company/ Business operating name (the name on your invoices or cheques).
- **Legal or Corporate Name:** Record your Agency/Company/Business legal or corporate name if different than above.
- **Address:** Record your full mailing address.
- **Email Address:** Email address where remittance notices will be sent.

*****IMPORTANT*****

Please attach a “Void” cheque or cheque specimen to this form.
The document with the banking information must also be signed
by the same authorized signatories as below.

I/we hereby authorize the Regional Development Corporation (RDC) to credit this account with any payments due from RDC until appropriate authority is received to indicate otherwise.

Please note, for municipalities or non-profit organizations two authorized signatures are required.

Signature

Signature

Title

Title

Date _____

Date _____

Regional Development Corporation use only

Newborn Infant 2011 (see instructions for instructions and entry)			
Set up	Date	Review	Date



MUNICIPAL
MANAGEMENT
ADVISORS

PROPOSAL

for an

ORGANIZATIONAL SUCCESSION PLANNING AND KNOWLEDGE TRANSFER STRATEGY

for the

VILLAGE OF BELLEDUNE

Building organizational resilience,
preserving institutional knowledge,
and preparing for the future.



SUBMITTED:
October 9, 2026



EXPERIENCED. | PRACTICAL. | TRUSTED.

I. Understanding of Objectives

Municipal Management Advisors (MMA) understands that the Village of Belledune is seeking to proactively prepare its organization for future workforce changes through the development of an Organizational Succession Planning and Knowledge Transfer Strategy.

Like many municipalities across New Brunswick, Belledune faces an increasingly competitive labour market, an aging workforce, and the ongoing challenge of recruiting and retaining experienced municipal professionals. Smaller municipalities are particularly vulnerable because critical organizational knowledge is often concentrated in a limited number of employees. The unexpected departure or retirement of a single individual can significantly impact service delivery, operational continuity, and organizational effectiveness.

MMA recognizes that succession planning is not simply about replacing employees. Rather, it is a comprehensive organizational strategy that identifies critical positions, evaluates organizational risk, develops future leaders, preserves institutional knowledge, and establishes practical plans to ensure uninterrupted municipal services.

Belledune occupies a unique position within New Brunswick. As home to the Port of Belledune and a diverse industrial sector, while also providing a range of municipal services expected by residents and businesses, the Village requires knowledgeable and capable employees across several specialized functions. Maintaining organizational continuity is therefore essential to supporting both community services and future economic opportunities.

MMA understands that the Village is seeking a practical succession planning strategy that can be implemented over several years and integrated into normal management practices. The final strategy should function as an ongoing management tool that allows Council and senior management to understand organizational succession risks, identify positions that are critical to the continued delivery of municipal services, establish strategies for transferring institutional knowledge, prioritize actions, and monitor progress over time.

Recognizing the Village's desire to maximize value while minimizing consulting costs, MMA proposes to complete this engagement through a structured virtual

consulting process. Using video conferencing, electronic document sharing, and virtual interviews and workshops, MMA will engage Council, senior management, and key staff throughout the project. While MMA normally prefers to conduct an on-site organizational walkthrough as part of its succession planning engagements, we are confident that a comprehensive and practical succession strategy can be developed through this virtual approach. Should the Village wish to include an on-site visit, MMA would be pleased to discuss that option separately.

Ultimately, MMA understands that the Village is seeking a succession planning strategy that:

- Identifies organizational succession risks before they become operational challenges.
- Preserves critical institutional knowledge.
- Supports leadership development and employee growth.
- Improves the Village's ability to recruit and retain qualified employees.
- Establishes emergency succession procedures for critical positions.
- Provides a practical implementation roadmap that can be updated and maintained by the Village over time.
- Functions as a practical management tool that can be reviewed and updated as organizational circumstances change.

II. Understanding of the Village of Belledune

Municipal Management Advisors (MMA) recognizes that every municipality has unique organizational characteristics, operating environments, and workforce challenges. A successful succession planning strategy must therefore be tailored to the specific needs of the organization rather than relying on a generic approach.

The Village of Belledune is one of northern New Brunswick's most significant industrial communities. In addition to providing a range of municipal services expected by residents, the Village supports a major industrial base and is home to the Port of Belledune, one of Atlantic Canada's key deep-water ports. These characteristics create a municipal organization that must balance traditional local

government responsibilities with the needs of industry, economic development, environmental stewardship, and regional partnerships.

Like many municipalities across Canada, the Village is operating in an environment characterized by changing workforce demographics, increasing competition for skilled employees, evolving legislative requirements, and growing expectations for efficient municipal service delivery. At the same time, many municipalities are experiencing the gradual retirement of experienced employees whose knowledge has been developed over many years of public service.

The recent municipal election in May 2026 provides an ideal opportunity for the Village to undertake this initiative. As a newly elected Council establishes its priorities for the coming four-year term, succession planning provides an opportunity to strengthen the organization, reduce operational risk, and ensure that the Village continues to deliver high-quality municipal services despite future staff transitions. Developing a succession planning strategy early in Council's mandate demonstrates a commitment to good governance, organizational resilience, and long-term sustainability.

MMA believes that effective succession planning is particularly important for municipalities the size of the Village of Belledune. In smaller organizations, individual employees often possess specialized operational knowledge, regulatory expertise, historical perspective, and community relationships that are difficult to replace. The unexpected departure of even one employee can have a significant impact on service delivery. By identifying these risks before vacancies occur, the Village can reduce organizational vulnerability while improving continuity of operations.

The Village is also well positioned to benefit from a structured succession planning process. Leadership development, cross-training, knowledge transfer, and employee development can be implemented in a coordinated and practical manner that strengthens the organization over time without creating unnecessary administrative burden. The result is a more resilient organization that is better prepared to respond to retirements, recruitment challenges, organizational changes, and future growth.

MMA's proposed approach recognizes that succession planning is not a one-time exercise, but rather an ongoing management practice. The proposed

Organizational Succession Planning and Knowledge Transfer Strategy will provide the Village with a practical framework for identifying critical positions, assessing organizational risk, preserving institutional knowledge, developing future leaders, and establishing clear implementation priorities. The strategy will serve as a management tool that can be reviewed and updated regularly, ensuring that succession planning becomes an integral part of the Village's long-term organizational planning.

III. Scope of Work

Municipal Management Advisors (MMA) will work collaboratively with the Village of Belledune to develop a practical Organizational Succession Planning and Knowledge Transfer Strategy that reflects the Village's organizational structure, workforce, and future leadership needs. The engagement will be delivered through a structured virtual consulting process that emphasizes collaboration, practical recommendations, and implementation.

The final strategy will be designed as a practical management tool rather than simply a report of findings and recommendations. It will organize the information gathered through the engagement into clear priorities, actions, and measures that can be used by the CAO and senior management and updated as organizational circumstances change.

The scope of work will include the following components:

1. Project Initiation and Background Review

MMA will initiate the project through virtual meetings with the Chief Administrative Officer (CAO) and/or the designated project lead to confirm project objectives, timelines, roles, and expectations.

MMA will review background information including, but not limited to:

- Organizational structure
- Organizational charts
- Job descriptions
- Human resource policies
- Existing strategic and operational plans
- Workforce demographic information

- Staffing and vacancy history
- Any previous organizational reviews or succession planning initiatives

This phase will establish a common understanding of the Village's current organizational environment and prepare the project work plan.

2. Organizational Assessment and Workforce Analysis

Working with the CAO or designate, MMA will develop an understanding of the Village's workforce and organizational capacity.

This assessment will include:

- Workforce demographics
- Retirement eligibility
- Years of service
- Specialized certifications
- Recruitment challenges
- Organizational structure
- Existing management practices
- Workforce trends affecting the Village

Using this information, MMA will prepare a workforce profile and identify organizational strengths, vulnerabilities, and emerging workforce risks.

3. Identification of Critical Positions and Organizational Risk

MMA will work with the CAO and/or senior management to identify positions that are essential to maintaining municipal operations and service delivery.

Each position will be evaluated based on factors such as:

- Operational importance
- Difficulty of recruitment
- Specialized knowledge
- Regulatory responsibilities
- Public safety implications
- Leadership responsibilities
- Service delivery impacts

- Institutional knowledge

MMA will prepare a Critical Position Matrix together with a Succession Risk Assessment identifying those positions requiring the highest priority for succession planning.

4. Virtual Leadership Interviews and Knowledge Assessment

MMA will conduct confidential virtual interviews with key members of the organization to better understand:

- Organizational strengths
- Workforce challenges
- Leadership requirements
- Critical organizational knowledge
- Cross-training opportunities
- Organizational culture
- Recruitment and retention challenges
- Emergency succession needs

These discussions will provide valuable context beyond organizational charts and written documentation and will assist in identifying knowledge that should be preserved.

5. Development of the Organizational Succession Planning and Knowledge Transfer Strategy

Using information gathered throughout the project, MMA will prepare a comprehensive strategy that includes:

- Workforce Profile
- Critical Position Matrix
- Succession Risk Assessment
- Competency Profiles for critical positions
- Knowledge Transfer Strategy
- Employee Development Framework
- Recruitment and Retention Recommendations
- Emergency Succession Procedures
- Implementation Roadmap

- Performance measures to monitor progress

These components will be organized into an integrated management tool that provides the Village with clear priorities, actions, implementation responsibilities, and measures for monitoring progress. The strategy will be designed so that it can be reviewed and updated by the Village as staffing circumstances, organizational priorities, and succession risks change.

The strategy will emphasize practical recommendations that can be implemented within the Village's existing organizational and financial resources.

6. Review, Finalization and Presentation

A draft strategy will be presented to the CAO and/or senior management through a virtual review meeting. Following incorporation of comments, MMA will prepare the final Organizational Succession Planning and Knowledge Transfer Strategy.

The final phase will include:

- Final Organizational Succession Planning and Knowledge Transfer Strategy
- Executive Summary
- Implementation Roadmap
- Virtual presentation to Council and senior management
- Discussion of implementation priorities and recommended next steps

The completed strategy will provide the Village with a practical management tool for strengthening organizational resilience, preserving institutional knowledge, supporting employee development, and ensuring continuity of municipal services over the coming years.

IV. Methodology



MMA's methodology is designed to provide the Village of Belledune with a practical, collaborative, and cost-effective succession planning process. The methodology emphasizes active participation by senior management while minimizing disruption to normal municipal operations. By using virtual meetings, electronic document sharing, and structured online workshops, MMA is able to complete the engagement efficiently while significantly reducing project costs.

Although the engagement will be delivered virtually, MMA will apply the same proven succession planning framework that has been developed specifically for municipalities and refined through years of municipal leadership experience.

Phase 1 – Project Initiation and Background Review (Virtual)

The project will begin with a virtual kick-off meeting with the Chief Administrative Officer or designate to confirm project objectives, timelines, communication protocols, and information requirements.

During this phase, MMA will review organizational information provided by the Village, including organizational charts, job descriptions, staffing information, human resource policies, strategic plans, and other background documentation. This information will establish the foundation for the organizational assessment.

Phase 2 – Organizational Assessment and Workforce Analysis (Virtual)

Using the information collected during Phase 1, MMA will evaluate the Village's organizational structure, workforce demographics, retirement projections, recruitment challenges, and current management practices.

This phase will establish a comprehensive understanding of the Village's current workforce and identify organizational strengths, vulnerabilities, and emerging workforce risks.

Phase 3 – Identification of Critical Positions and Organizational Risk (Virtual)

MMA will work with the CAO and/or senior management to identify critical positions and assess the risks associated with potential vacancies, loss of institutional knowledge, recruitment challenges, and leadership continuity.

The assessment will be used to prepare the Critical Position Matrix and Succession Risk Assessment and establish priorities for succession planning.

Phase 4 – Virtual Leadership Interviews and Knowledge Assessment (Virtual)

MMA will conduct structured virtual interviews with the CAO, senior management, and key personnel to identify critical organizational knowledge, leadership requirements, cross-training opportunities, recruitment and retention challenges, and emergency succession considerations.

The information gathered through these discussions will provide important context for the development of the succession planning strategy and identify knowledge and organizational capabilities that should be preserved.

Phase 5 – Development of the Organizational Succession Planning and Knowledge Transfer Strategy (Virtual)

Based on the organizational assessment, critical position analysis, risk assessment, and leadership interviews, MMA will prepare the draft Organizational Succession Planning and Knowledge Transfer Strategy.

The strategy will bring together the findings, recommendations, priorities, implementation actions, and performance measures identified through the project. It will be structured as a practical management tool that can be used by the CAO and senior management and updated as organizational circumstances change.

A virtual review meeting will be held with the CAO and/or senior management to discuss the draft strategy and obtain feedback prior to finalization.

Phase 6 – Review, Finalization and Presentation (Virtual)

Following incorporation of feedback, MMA will prepare the final Organizational Succession Planning and Knowledge Transfer Strategy.

The completed strategy will be presented to Council and senior management through a virtual presentation outlining:

- Key organizational observations
- Succession risks
- Recommended priorities
- Implementation roadmap
- Recommended next steps

The final strategy will provide the Village with a practical management tool that can be reviewed, updated, and used to monitor succession planning activities on an ongoing basis.

Virtual Delivery

To maximize value for the Village of Belledune, this engagement has been designed to be delivered entirely through virtual collaboration. Video conferencing, electronic document sharing, and online meetings will enable meaningful engagement with Council, senior management, and key staff while eliminating travel costs.

MMA's preferred approach for succession planning engagements normally includes an on-site organizational walkthrough, as this provides additional insight into workplace operations and organizational culture. However, recognizing the Village's desire to maximize value and minimize consulting costs, MMA is confident that the objectives of this engagement can be successfully achieved through the proposed virtual approach. Should the Village wish to include an on-site visit at any stage of the project, MMA would be pleased to discuss this as an optional enhancement.

V. Deliverables

As part of this engagement, Municipal Management Advisors (MMA) will provide the Village of Belledune with a comprehensive Organizational Succession Planning and Knowledge Transfer Strategy designed as a practical management tool for ongoing use by the Village.

The final strategy will bring together the assessments, succession priorities, knowledge-transfer requirements, development actions, implementation priorities, and performance measures identified through the project. It will be provided in an editable electronic format suitable for implementation and future updating.

V. DELIVERABLES – A PRACTICAL MANAGEMENT TOOL

The Organizational Succession Planning and Knowledge Transfer Strategy will be provided in an **editable electronic format** and will function as an ongoing management tool. It will allow the CAO and senior management to identify and monitor critical positions, track succession risks, plan knowledge transfer, assign responsibilities, monitor progress, and update priorities.

EXAMPLE – CONCEPTUAL VIEW OF THE MANAGEMENT TOOL

The Strategy will include easy-to-use tables and dashboards similar to the example below.

 CRITICAL POSITION	 RISK LEVEL (Succession Risk)	 KNOWLEDGE TRANSFER (Key Knowledge to Transfer)	 DEVELOPMENT ACTION (Planned Action)	 RESPONSIBILITY (Accountable)	 STATUS (Progress)
Chief Administrative Officer (CAO)	 HIGH	- Strategic planning - Council relations - External partnerships	- Identify and develop internal successor - Cross-train senior staff - Document key processes	CAO HR Manager	 In Progress 60% Complete
Director of Finance	 MEDIUM	- Financial management - Budgeting and reporting - Asset management	- Provide leadership training - Job shadowing - Update procedures manual	Director of Finance HR Manager	 In Progress 40% Complete
Public Works Manager	 MEDIUM	- Infrastructure planning - Contractor management - Staff supervision	- Develop internal candidate - Mentoring and coaching - Document standard practices	Public Works Manager HR Manager	 In Progress 25% Complete
Municipal Clerk	 LOW	- Legislative compliance - Records management - Election administration	- Maintain cross-training - Update record retention plan - Annual refresher training	Municipal Clerk HR Manager	 Completed 100% Complete



ONGOING MANAGEMENT BENEFITS

- ✓ Provides a clear view of succession risks and readiness
- ✓ Supports proactive development and knowledge transfer
- ✓ Tracks actions, responsibilities, and progress
- ✓ Updates priorities as organizational circumstances change

The following deliverables will be provided:

Project Work Plan

A detailed project work plan outlining project phases, timelines, responsibilities, communication protocols, and key milestones.

Organizational Assessment Summary

A summary of the organizational review, including key observations arising from the review of organizational documents, workforce information, leadership interviews, and background materials.

Workforce Profile

A profile of the Village's current workforce, including demographic trends, retirement eligibility, organizational structure, recruitment challenges, and workforce characteristics relevant to succession planning.

Critical Position Assessment

Identification of positions that are critical to the continued delivery of municipal services, together with an assessment of the organizational impact should these positions become vacant.

Succession Risk Assessment

A structured assessment of organizational succession risks, including evaluation of vacancy risk, knowledge loss, recruitment difficulty, leadership continuity, and operational impact.

Organizational Succession Planning and Knowledge Transfer Strategy – Draft

A comprehensive draft strategy that will include:

- Workforce Profile
- Critical Position Matrix
- Succession Risk Assessment
- Competency Profiles for Critical Positions
- Knowledge Transfer Strategy
- Employee Development Framework
- Recruitment and Retention Recommendations
- Emergency Succession Procedures
- Implementation Roadmap
- Performance Measures

The draft strategy will be reviewed virtually with the Chief Administrative Officer prior to finalization.

Final Organizational Succession Planning and Knowledge Transfer Strategy

A finalized strategy incorporating feedback from the Village. The final strategy will be structured as a practical management tool that can be used by the CAO and senior management to:

- Identify and monitor critical positions;
- Track succession risks;
- Identify knowledge-transfer requirements;

- Track priority succession and development actions;
- Assign responsibility for implementation;
- Monitor progress and performance; and
- Update succession priorities as organizational circumstances change.

The strategy will be provided in an editable electronic format suitable for ongoing use and updating by the Village.

Executive Summary

A concise executive summary highlighting the key findings, organizational risks, recommended priorities, and implementation actions arising from the project.

Virtual Council Presentation

Preparation and delivery of a virtual presentation to Council and senior management summarizing:

- Key findings
- Organizational risks
- Recommended priorities
- Implementation roadmap
- Next steps

Presentation materials will be provided electronically for the Village's future use.

VI. Company Profile

Municipal Management Advisors (MMA) was formed by Chris MacPherson and Murray Jamer in 2024 to respond to the need for a local New Brunswick consultant in the municipal consulting space. Both Chris and Murray have long careers in municipal government culminating in their roles as CAO and Deputy CAO, respectively, at the City of Fredericton. They have “come up through the ranks”, with Chris starting his career in Recreation and Murray starting his career in Engineering. This experience gives them a good perspective of the various roles in a municipality, including municipal finance and administration, recreation and

parks, policing, fire, engineering and public works, transit, and all aspects of human resources.

Since their retirement as municipal employees, Chris and Murray first worked for engineering consultants, and then through MMA, providing advice for municipal clients. This work has been in the areas of asset management, strategic planning, organizational reviews and assessments, coaching, emergency planning, human resource and performance management, infrastructure planning, and sometimes just providing an objective analysis of a particular issue. MMA is prepared to tackle almost any project relating to municipal management, adding technical staff to support Chris and Murray, if necessary.

MMA was established to provide service to New Brunswick clients but has recently completed projects in Newfoundland, Alberta, and Northwest Territories. Chris & Murray are both instructors for an annual leadership course through the Canadian Association of Municipal Administrators (CAMA). This course is held in Toronto and attracts “students” from across Canada. This work is complementary to their work through MMA because it allows them to stay abreast of emerging municipal issues.

VII. Project Team

The proposed team members for this project are Chris MacPherson and Murray Jamer. Chris & Murray have worked together for more than 27 years on municipal government projects. They have expertise that includes municipal organizational assessments, municipal management coaching, municipal organizational efficiency, asset management, and strategic planning. After many years working as CAO and Deputy CAO for the City of Fredericton, Chris & Murray now work as municipal consultants. Teamwork is an important ingredient for any successful team and Chris & Murray believe that includes the consulting team.



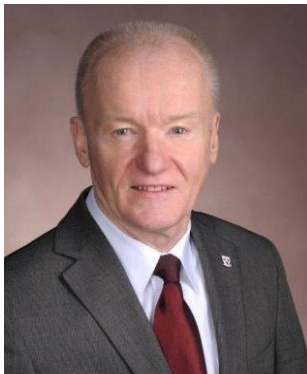
Chris MacPherson, ICD.D
Senior Municipal Management Specialist

Chris has 45 years of experience in the municipal sector. His experience includes 10 years as CAO and 10 years as Deputy CAO for the City of Fredericton. While performing the role of Deputy CAO, Chris was also the City Clerk between 2008 and 2010.

Chris has extensive experience in leading a municipal government through change, and he implemented several organizational restructurings during his career with the City of Fredericton. Chris was the CAO at the City of Fredericton during its last ERP implementation project in 2017-2018.

Chris has a Green Belt in Lean Six Sigma and a Black Belt in Lean Methodology. He is well known for improving organizational efficiency during his tenure as CAO. Chris is a past president of CAMA and past director for ICMA.

After retirement from the City of Fredericton, Chris MacPherson has worked as a consultant for municipal clients.



Murray Jamer, P.Eng.
Senior Municipal Management Specialist

Murray has over 35 years of experience working in the municipal sector. His experience includes 6 years as Deputy CAO and 17 years as City Engineer for the City of Fredericton. Prior to working in Fredericton, Murray served as Director of Works and Director of Water & Sewer for the City of Saint John. Murray has extensive experience leading large public sector organizations through change and producing positive results. He also has significant private sector experience as a contractor and consulting engineer.

Murray has considerable international experience investigating and managing capacity-building projects in the Philippines, Sri Lanka, Indonesia, Thailand, Vietnam, and South Africa. Murray also has extensive experience evaluating

municipal service delivery, establishing and auditing work procedures, preparing written and verbal reports, and making recommendations for action to elected officials.

Murray has a Green Belt in Lean Six Sigma and a Black Belt in Lean Methodology. Throughout his career, Murray has been active in professional associations such as the American Water Works Association, the Canadian Public Works Association, and the Canadian Association of Municipal Administrators.

VIII. Project Timeline



The six-week schedule is intended to provide a practical framework for completing the engagement while allowing flexibility to accommodate the Village's operational requirements and stakeholder availability.

IX. Why MMA

MMA's primary role in this project is to facilitate the development of a practical and sustainable **Organizational Succession Planning and Knowledge Transfer Strategy**. However, MMA also brings a practitioner's perspective to municipal succession planning. Unlike consultants whose experience is primarily theoretical, Chris and Murray have spent decades leading municipal organizations, managing organizational change, recruiting senior staff, mentoring future leaders, and guiding municipalities through retirements, organizational restructuring, and workforce transitions.

They understand that an effective succession planning strategy must be:

- Realistic and achievable;
- Financially sustainable;
- Aligned with the municipality's organizational capacity and future service delivery needs;
- Focused on preserving institutional knowledge;
- Practical to implement; and
- Flexible enough to evolve as the organization changes.

Having served as Chief Administrative Officer and Deputy Chief Administrative Officer, Chris and Murray understand that succession planning is much more than identifying replacements for key positions. It involves building organizational resilience, developing future leaders, reducing operational risk, and ensuring continuity of municipal services. Their experience allows them to provide practical recommendations that can be successfully implemented within the realities of municipal government.

MMA also brings extensive experience working with municipalities throughout New Brunswick and Atlantic Canada. This experience provides a strong understanding of the legislative, operational, financial, and workforce challenges facing municipalities such as the Village of Belledune, allowing MMA to develop recommendations that are practical, relevant, and tailored to the Village's unique circumstances.

X. Cost Proposal

The professional fees for completing the scope of work described in this proposal are \$15,000 plus HST.

The proposed fee is fixed and includes all professional services required to complete the Organizational Succession Planning and Knowledge Transfer Strategy, including:

- Project initiation and planning
- Background review and organizational assessment
- Virtual meetings and interviews
- Development of the draft strategy, including the Critical Position Matrix, Succession Risk Assessment, Implementation Roadmap, and other supporting components
- Review and revisions
- Preparation of the final strategy as a practical management tool
- Virtual presentation to Council and senior management

To maximize value for the Village of Belledune, MMA has designed this engagement to be delivered entirely through virtual collaboration. As a result, no travel expenses are anticipated, and the Village should not expect the travel-related costs that often accompany consulting engagements.

Should any project-related expenses be incurred, they will be pre-approved by the Village, charged at cost with no markup, and invoiced separately from the professional fees.

The fixed professional fee is summarized below.

Project Phase | Fee

Project Phase	Fee
1. Project Initiation and Background Review	\$2,000
2. Organizational Assessment and Workforce Analysis	\$3,000
3. Identification of Critical Positions and Organizational Risk	\$2,500
4. Virtual Leadership Interviews and Knowledge Assessment	\$1,500
5. Development of the Organizational Succession Planning and Knowledge Transfer Strategy	\$3,000

6. Review, Finalization and Presentation	\$3,000
Total Professional Fees	\$15,000

Professional fees will be invoiced upon completion of the project unless otherwise agreed by the parties.

XI. Closing

Thank you for the opportunity to submit this proposal to assist the Village of Belledune in developing an Organizational Succession Planning and Knowledge Transfer Strategy.

Municipal Management Advisors (MMA) believes that effective succession planning is one of the most important investments a municipality can make in its long-term organizational sustainability. By proactively identifying organizational risks, preserving institutional knowledge, and developing future leaders, the Village will be better positioned to maintain high-quality municipal services while successfully navigating future workforce transitions.

MMA is committed to providing practical, implementation-focused advice based on decades of municipal leadership experience. Our objective is not simply to produce a report, but to provide the Village with an Organizational Succession Planning and Knowledge Transfer Strategy that becomes a valuable management tool for Council and administration for years to come.

We appreciate your consideration of our proposal and welcome the opportunity to discuss any aspect of the proposed scope of work, methodology, or project schedule. MMA would be pleased to modify the proposal, if necessary, to better meet the Village's requirements.

Thank you again for your consideration. We look forward to the opportunity to work with the Village of Belledune on this important initiative.

Respectfully submitted,

Chris MacPherson, ICD.D

Senior Municipal Management Specialist

Municipal Management Advisors