

Union of Municipalities of New Brunswick

Board Structure
Recommendations

THE
CHAPMAN
—| GROUP |—

PEOPLE · PURPOSE · STRATEGY

What is UMNb's Current Governance Structure?



- ❑ Foundation of the structure comes from the merging of the Towns Association and the Villages Association in 1994.
- ❑ In 1996 UMNb had 7 zones and 14 directors (2 directors per zone)
- ❑ In 2000, a position was established for the cities
- ❑ In 2024, UMNb has grown to include 22 board positions (9 zones, 2 directors per zone, 2 directors for cities, 1 past president, 1 non-voting member from the AMANb)

Per community	Member type	Gender balance
14 Councillors 5 Mayors 1 Deputy Mayor 1 Clerk	1 rural community 5 villages 8 towns 7 cities	7 Women 14 Men



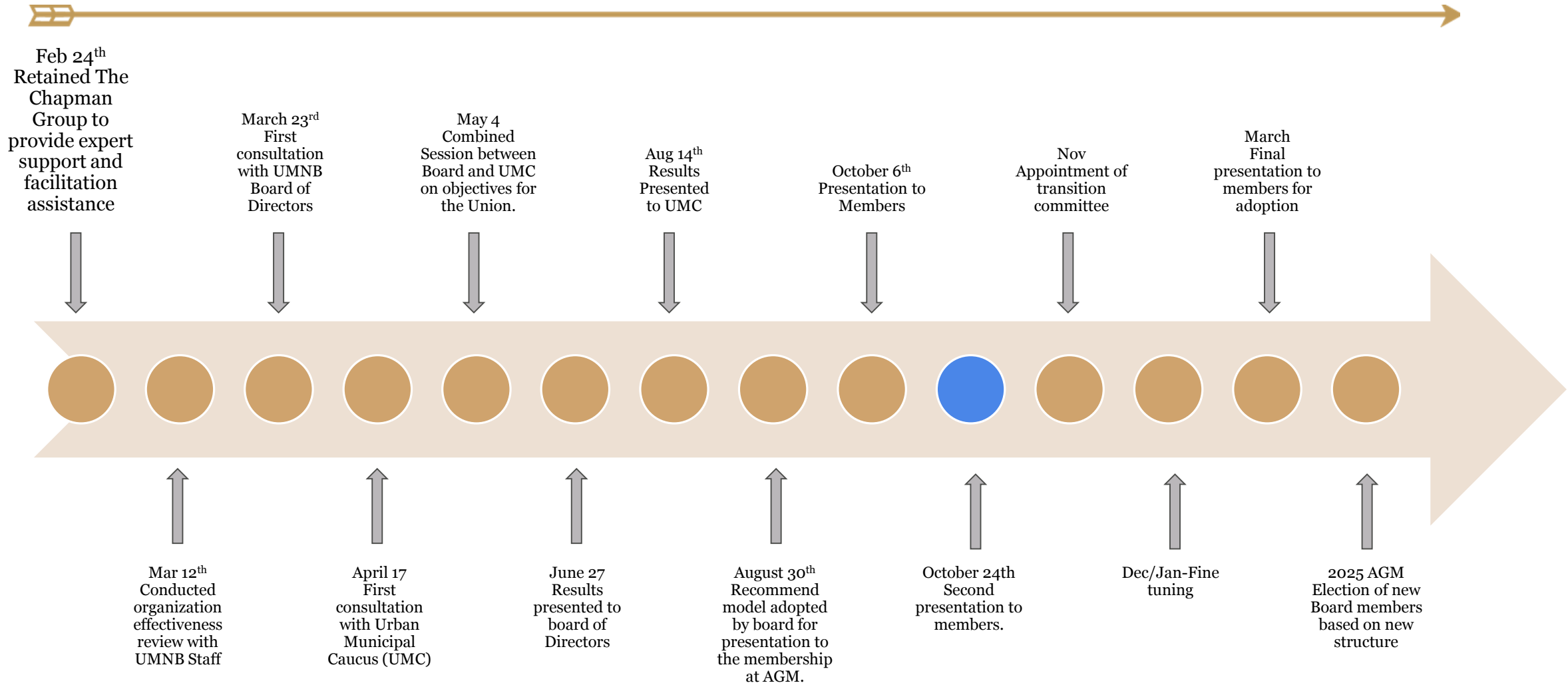
Why a new Governance Structure?



- ❑ The organization has not reviewed its structure and more than 10 years, possibly longer. (By-laws were re-done in 2017).
- ❑ The merger of the Cities of NB Associations into UMNb requires us to re-examine how we function.
- ❑ There's a need to clarify the decision-making process and the roles and responsibilities of our governance structure.
- ❑ Municipal Reform has changed the makeup of our members and the functioning of some of our zones.
- ❑ UMNb has the 4th largest board among municipal associations in the country (Only FCM, Ontario and BC are larger).
- ❑ Board meetings are UMNb's 4th largest expenditure behind salaries, annual conference, and the advocacy conference.



What's the process?



Guidelines for the Re-Design



- ❑ Ensure all regions are represented, speaking with 1 voice while recognizing each regions uniqueness
- ❑ Create a Board structure that is nimble and is able to review, analyze and make decisions in a timely manner
- ❑ Engage members through committee work to leverage the skills and experience the combined membership offers
- ❑ Enable better outcomes for all members
- ❑ Be more inclusive, diverse, considerate of language, and less us vs them
- ❑ Leverage technology
- ❑ Understand role and responsibility - Board, Executive, ED, team, committees, members, etc.



Benefits of a Renewed Governance Model



- Strengthening our collective voice and impact in government and policy-making.
- Reducing administrative burden of the organization
- Becoming a trusted advisor for government decisions, ensuring that stakeholder impacts are understood and considered before any partisan politics.
- Enhancing lobbying power and representation on key issues affecting members.
- Pooling resources for better efficiency and effectiveness in operations.
- A more clear and transparent decision-making process.
- Aligning goals and strategies for a cohesive approach to advocacy and service delivery



What could the new model look like?



New Regions	Existing Zones	Regional Service Commission	Seats on the board
Northwest	Zone 7&9	NW & Restigouche	2
Northeast	Zones 7&8	Chaleur & Peninsula	2
Miramichi-Kent	Zone 1	Miramichi and Kent	2
Southeast	Zone 2	Southeast	3
Fundy-Kings	Zone 3&4	Kings, Fundy & Southwest	3
Capital-Valley	Zones 5-6	Capital & Western Valley	3

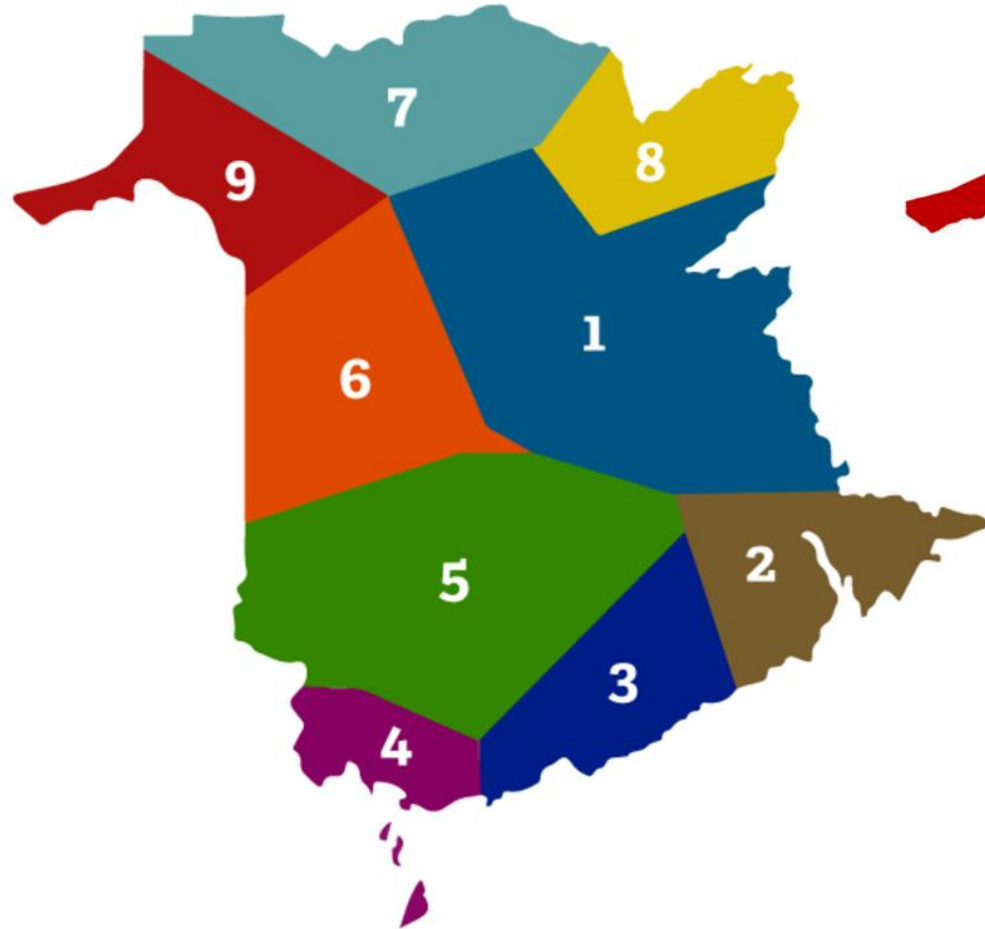
*Each RSC region would elect its own representative(s) to the board.



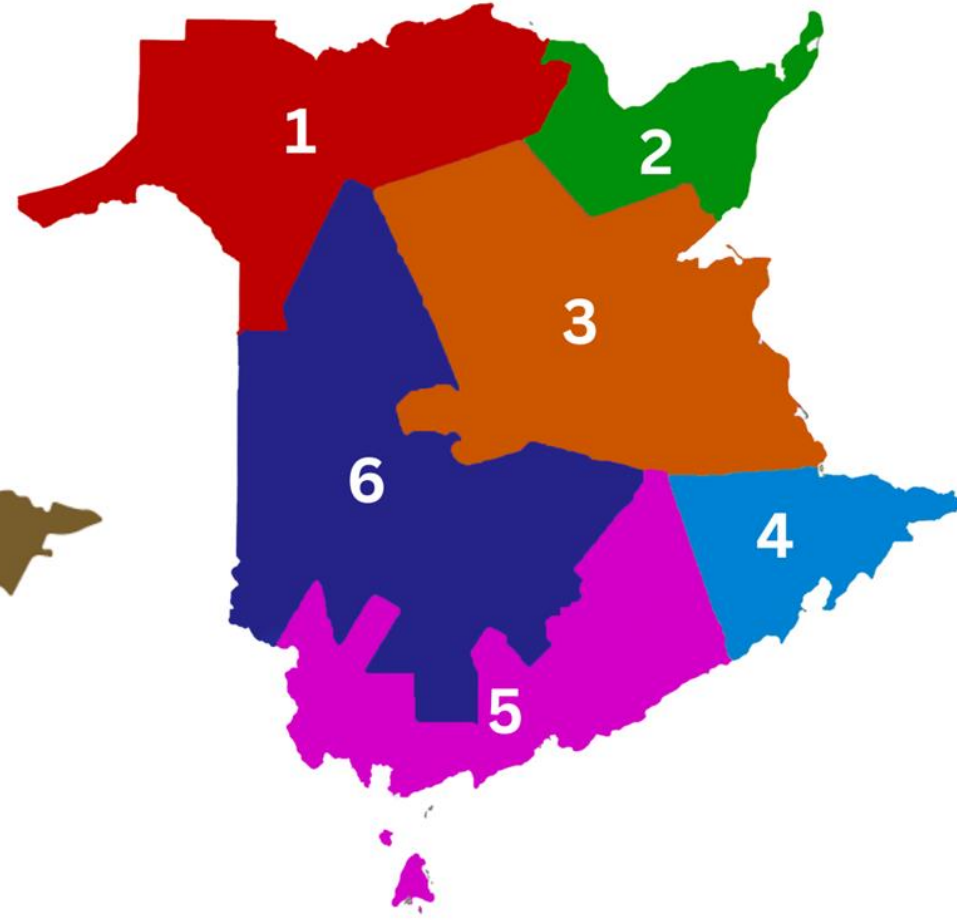
Proposed Maps



CURRENT | ACTUEL



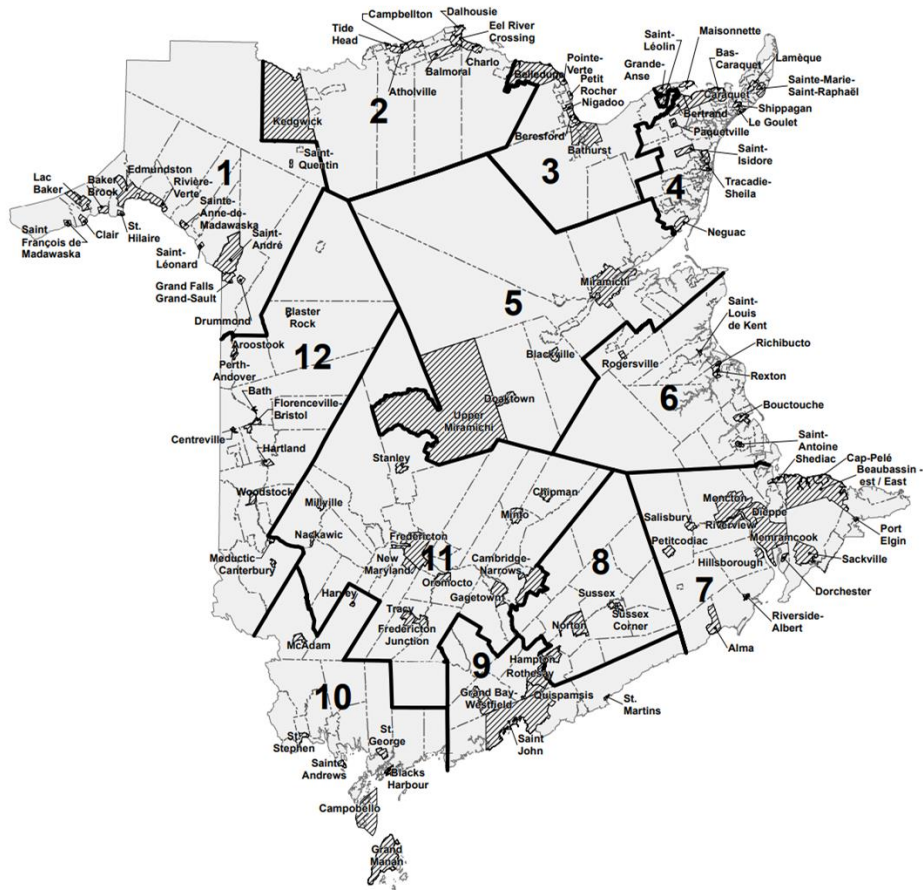
PROPOSED | PROPOSÉ



Recommendation



Six regions, distributed by population, immigration growth.



Potential Board Structure				
Region	Pop.*	Proposed Board Seats	Communities in the Region	UMNB Members
Region A 1,2	78,008	2	9	4
Region B 3,4	83,357	2	10	2
Region C 5,6	71,250	2	11	7
Region D 7	178,781	3	12	11
Region E 8,9,10	175,043	3	16	16
Region F 11,12	135,769	3	19	16
Urban Municipal Caucus Chair (as appointed by the UMC)		1		
AMANB rep (ex officio, non-member)		1		
Board Composition		17		

*Population numbers based on research completed in 2023



Recommendation



Advantages	Disadvantages / Risks	Considerations
Provides fair representation across the membership	No guarantee of diversity of municipality types	Consider rotation of representation
Divides the province into 6 regions	Need to ensure processes are tight to determine who are the 3 representatives in those larger regions	Use up-to-date population data to continuously adjust representation and ensure the board remains reflective of current demographics.
Reduces Admin time by eliminating zone meetings – (travel time and attendance for staff)		Ensure committees have balanced representation from different community types.
Ability to be more nimble with the reduction of the number of board members		



Executive Makeup Recommendations



President



Vice President



Urban Municipal Caucus Chair (as appointed by the UMC)



Secretary/Treasurer



Past President



Proposed Committee Recommendations



**EXECUTIVE
COMMITTEE**



**FINANCE/AUDIT
COMMITTEE**



**GOVERNANCE
COMMITTEE**



**URBAN MUNICIPAL
CAUCUS**

Other committees would be created on an ad-hoc basis.



Next Steps



- Presentation to members at AGM in October for feedback and awareness
- Webinars with Members on October 24th (6pm French, 7pm English) to have further discussions.
- The Chapman Group to draft by-laws and board handbook of practices to enable efficient governing – including, but not limited to, Code of Conduct, Confidentiality, and Conflict of Interest policy, board member roles, responsibilities and time commitment expectations
- Appointment of ad-hoc transition committee (3 board members, 3 members at large). Committee to be selected in
- The Chapman Group to develop change plan to support the new model
- Vote on new governance model – March 2025
- Election of new officers with new approved bylaws – AGM October 2025

