



 **LOWER NICOLA**
 **INDIAN BAND**



Organizational & Functional Structure

Updated as of September 16, 2016

Introduction

- ☞ LNIB is at a crossroads, as we need to organize the operations of the wide range of programs that Lower Nicola Indian Band (LNIB) delivers to its members, in order to do it better and more efficiently. After the experience of nine month of work and careful analysis of all programs and departments of LNIB, I submitted to Chief and Council an organization structure model based on five sectors, to replace the current long list of programs and departments.
- ☞ We portrait the sectors as clusters of related programs that share a common type of client, and lead by one director.
- ☞ I suggested the organization of its programs into the following five Sectors:
 - ☞ **Human Services** – Sector concerned with investment in people, such as education, health & wellness,, social development, employment, training & career building, home support, culture, language, recreation & leisure, addictions, community development, youth, elders, family-focused programs, and justice.
 - ☞ **Lands & Economic Development** – Sector concerned with investment in economic resources, including entrepreneurship development, business development, access to capital, land management & administration, membership and estates, economic infrastructure, administration of Indian Reserve lands, industry relations, Aboriginal rights & title, referrals, and negotiation of impact management benefit agreements.
 - ☞ **Infrastructure** – Sector concerned with capital project planning and management, public works, public buildings and facilities, municipal services, housing, fire department, and Shulus Arena.
 - ☞ **Finance** Sector concerned with accounting, payroll and benefits, revenue contract management, treasury and asset management, risk management & insurance, budget development & control, taxation and own source revenue, accountability, internal control and financial transparency, reporting, debt management, and financial audit
 - ☞ **Administration** – is a “residual” sector in the sense that it capture any program or activity not specifically included in the other sector. The Executive Director is the director of the Administration Sector.
- ☞ Each operation of each sector is supervised by the members of Council who hold the specific portfolios included in each sector.
- ☞ Each program manager reports directly to a sector Director, and each director reports directly to the Executive Director of LNIB.
- ☞ Two important programs are **not assigned to a specific sector: LNIB School**, who will be supervised by a School Board appointed by Chief & Council, and the full range of LNIB Development Corporation and its subsidiaries whose boards of directors are currently being filled with qualified directors. Both the Executive Director and the Director of Finance monitor closely the operation of LNIB-owned businesses.
- ☞ **Helder Ponte**
- ☞ **Executive Director**

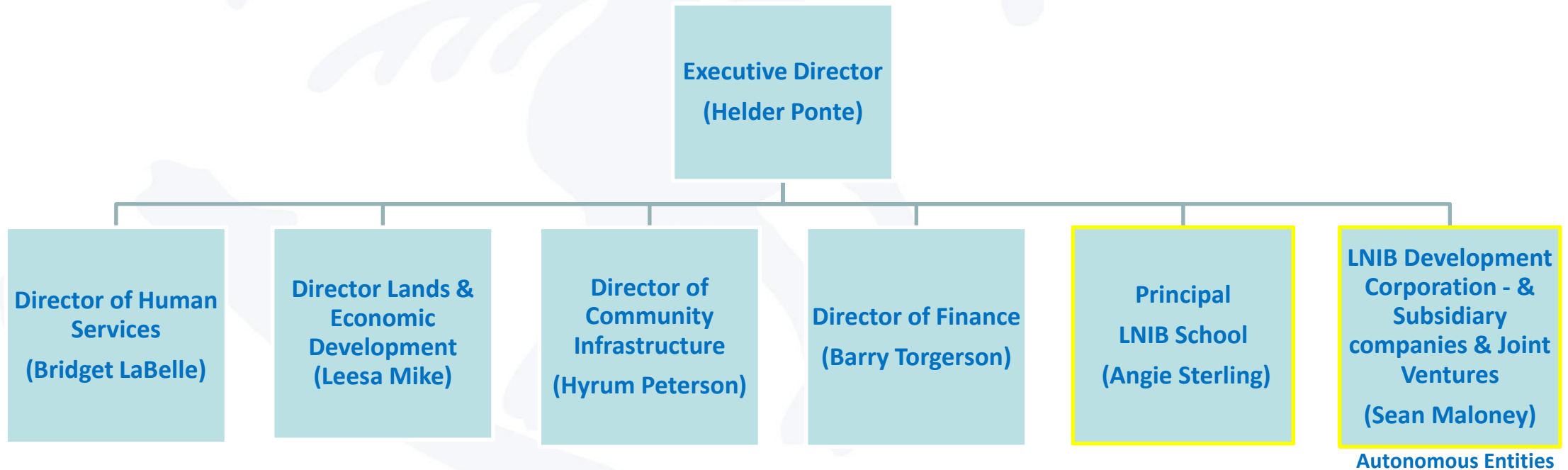


Purpose of New Structure

- ☒ Program efficiency & rationalization – all current managers of programs report directly to executive director; organization in sectors allows for better integration of programs, efficiencies, and improvements in outcomes.
- ☒ Program sector structure allows executive director to focus more on:
 - ☒ LNIB fundamentals, strategy, and planning
 - ☒ Development & implementation of LNIB-wide initiatives
 - ☒ Communications
 - ☒ Community engagement
 - ☒ Programs and staff evaluation
 - ☒ Project development & implementation - Lead the development of LNIB specific projects from birth to fruition
 - ☒ Develop post-Tsilhqot'in Supreme Court Decision strategy for LNIB title and rights (governance and business)
 - ☒ Develop LNIB self-government framework (By-laws & policy development)
 - ☒ Improved support to Chief & Council and committees (Negotiations, LNIB School Board, & other)
 - ☒ Better approach & support to initiatives that require consultation, accommodation & consent from LNIB
 - ☒ Structure, coach the development and implement business opportunities & focus on LNIB Entrepreneurs
 - ☒ Setup integrated structure for programs – reduced overlapping and improved focus for each sector
- ☒ Deeper and wider knowledge base for LNIB organization, resources, and services
- ☒ Compatible with Chief & Council portfolio structure
- ☒ Sector structuring accomplished at no additional cost to LNIB
- ☒ Improved system-wide control – more clear allocation of responsibilities and better path for reporting and monitoring



LNIB Senior Management Team



LNIB Human Services Sector



Council Member Portfolio holders:

- Education – Molly Toodlican
- Health & Social Development – Art Dick

Education and recreation programming added to portfolio.



LNIB Human Services Team

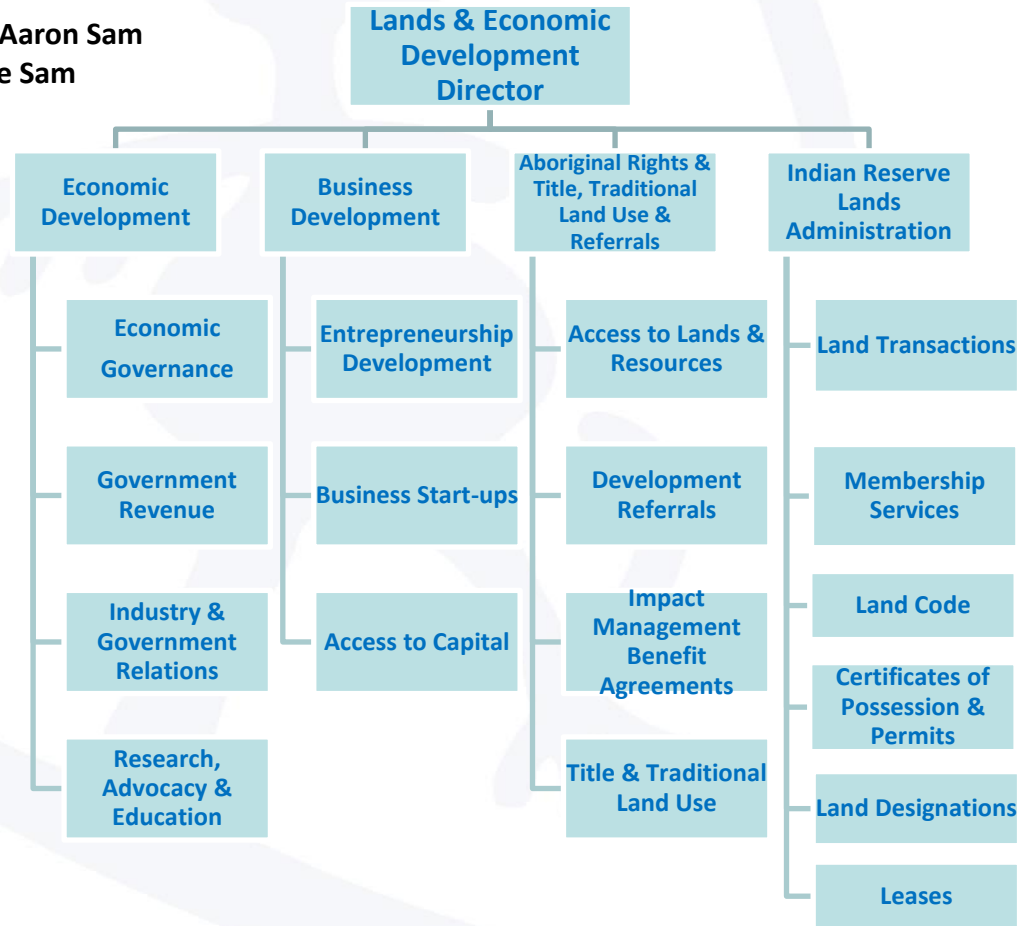
Program / Service / Department	Position	Staff Member
Chief & Council	Portfolio holder - Education	Councillor Art Dick
Chief & Council	Portfolio holder - Education	Councillor Molly Toodlican
Human Services Sector	Director	Bridget LaBelle
Education	Manager	Sharon Parsons / Lynn Charlton
Education	Education Coordinator	Gail LaRochelle
Community Health	Community Health Nurse	
Community Health	Community Health Representative	Rhonda Dunn
Home Care	Home Care Nurse Coordinator	Irena Howe
Elders Programs	Home Maker	DeDee Voght
Personal Care	Personal Care Aid	Sheri Draw
Personal Care	Personal Care Aid	Audrey Hogan
Social Development	Social Development Coordinator	Carole Basil
Mental Health	Mental Health Coordinator	
Mental Health	Addictions Specialist	Christine Upfold
Career Development Centre	Career Development Coordinator	Robin Peterson
Community Wellness	Community Services Assistant	
Community Wellness	Family Activities Coordinator	Christine Hill
Administration	Receptionist	Wenona Mike
Administration	Finance Clerk	Krystal Langager



LNIB Lands & Economic Development Sector

Council Member Portfolio holders:

- Aboriginal Title & Rights – Clarence Basil Jr & Chief Aaron Sam
- Economic Development – Nicholas Peterson & Clyde Sam
- Lands, Estates & Membership – Robert Sterling



LNIB Lands & Economic Development Team

Division / Department	Position	Staff Member
Chief & Council	Portfolio holder – Economic Development	Councillors Nicholas Peterson & Clyde Sam
Chief & Council	Portfolio holder – Aboriginal Title & Rights	Councillor Clarence Basil Jr & Chief Aaron Sam
Chief & Council	Portfolio holder – Lands, Estates & Membership	Councillor Robert Sterling
Lands and Economic Development Sector	Director	Leesa Mike
Economic Development	Economic Development Officer	
Land Administration	Lands Manager	Anna Hudson
Lands and Economic Development	Executive Assistant	Pauline Henry
Traditional Land Use	Coordinator	Dave Caswell
Natural Resources	Referral Technician	Ted Tom
Membership Services	Membership Officer	Geraldine Bangham
Lands	Lands Officer	Brandi O'Flynn
Lands	Data Entry	Jack Sterling-Moses
Lands	Data Entry	Jeremy Edward
Natural Resources	Referrals & Data Entry	Crystal Wallace
Lands Economic Development	Assistant	Sam Adams
Natural Resources	Referral Technician/Special Projects	Mary Suchell



LNIB Infrastructure Sector



Council Member Portfolio holder:
- Capital, Public Works & Housing – Harold Joe



LNIB Infrastructure Team

Division / Department	Position	Staff Member
Chief & Council	Portfolio Holder Infrastructure	Councillor Harold Joe
Public Works & Capital	Director	Hyrum Peterson
Public Works & Capital	Public Works & Capital Executive Assistant	Vonna Moses
	Maintenance Tech Assistant	Annika Antoine
	By-law Enforcement Officer	
	Public Works Maintenance Supervisor	Jason Sterling
Housing	Manager	Joe Shuter
	Housing Officer	Phyllis Edwards
	Housing Maintenance Officer	Mel Blankinship
	Housing Maintenance Assistant	Jonas Lafferty (in trades training at TRU)
LNIB Volunteer Fire Department	Fire Chief	Lindsay Tighe
	Deputy Fire Chief	Tony Allen
LNIB Arena	Arena Manager	Joe Quewezance
Shulus Gardens	Supervisor	Lorna Shuter



LNIB Finance Sector

Council Member Portfolio holder:
- Finance – Clyde Sam



LNIB Finance Team

Division / Department	Position	Staff Member
Chief & Council	Portfolio Holder - Finance	Councillor Clyde Sam
Finance Manager	Director of Finance	Barry Torgerson
Accounting	Accounts Payable Clerk	Marcy McLeod
Payroll & Benefits	Payroll & Benefits Administrator	Deneen Grismer
Accounting	Accounts Receivable Clerk	Thomas Spence



LNIB Executive & Administration



Chief Aaron Sam, Portfolio Holder of LNIB Representation, Communications, Community Engagement, Governance, Government-to-Government Relations, and other not specified responsibilities.



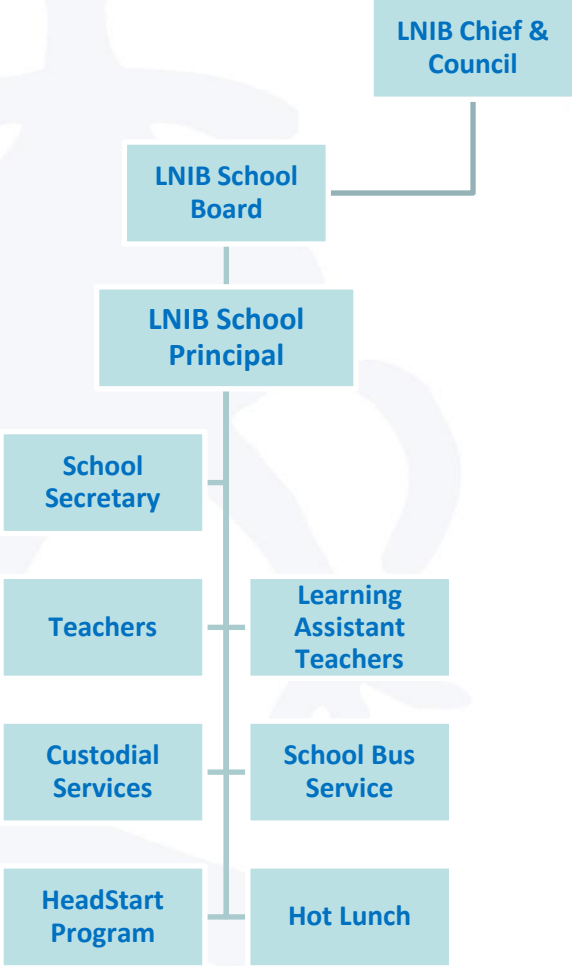
LNIB Executive & Administration Team

Division / Department	Position	Staff Member
Chief & Council	Portfolio Holder	Chief Aaron Sam
Executive	Executive Director	Helder Ponte
Executive & Administration	Executive Assistant	Sondra Tom
Executive & Administration	Receptionist	Trena Tom
Community Engagement	Strategic Initiatives Coordinator	Leanne Joe
Communications	Communications Coordinator	Ruth Tolerton
Communications	Communications Assistant	Yental Coutlee



LNIB School

Portfolio Holder - Councillor Molly Toodlican

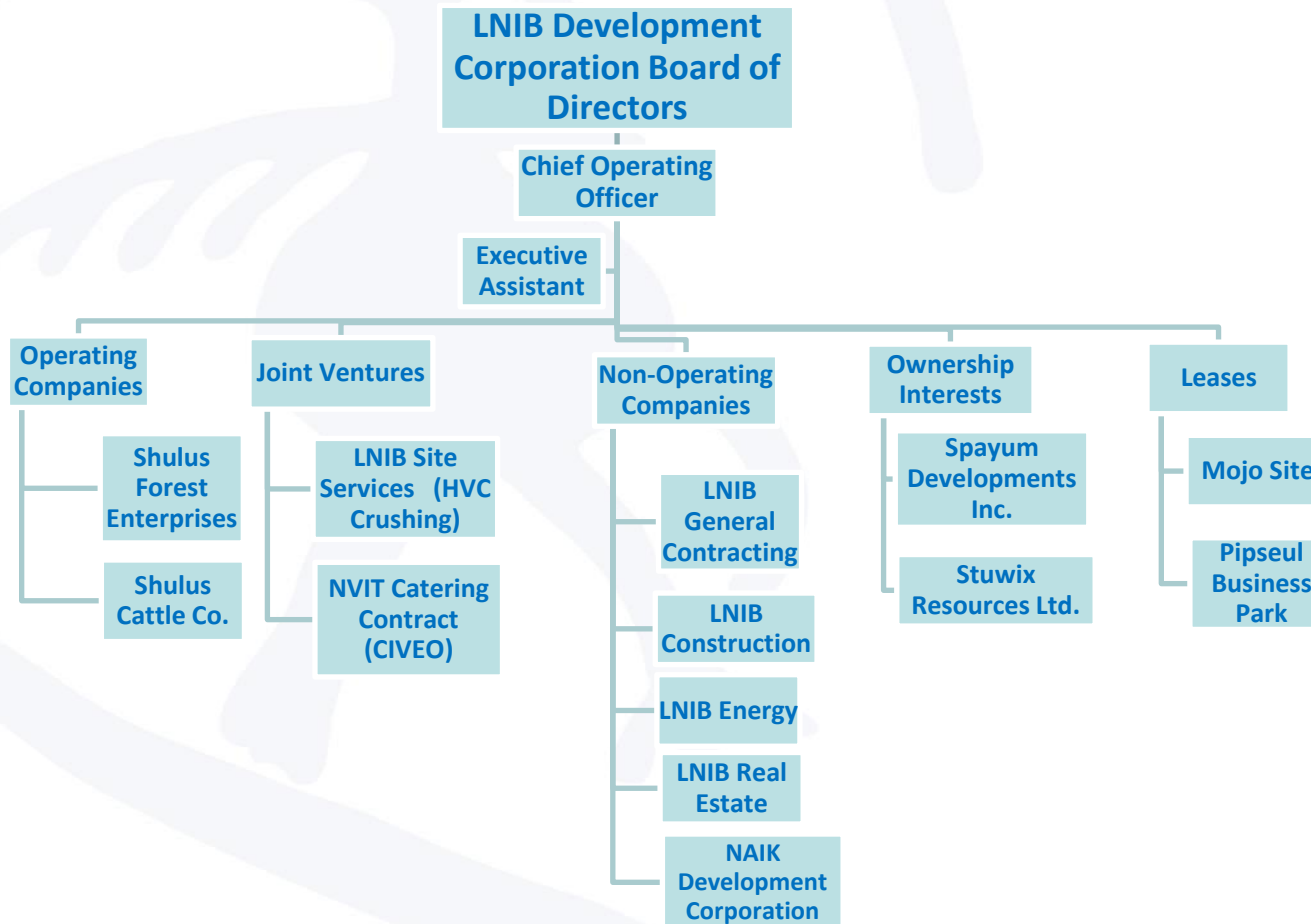


LNIB School Team

Department	Position	Staff Member
Council Member	Portfolio Holder	Molly Toodlican
LNIB School Board	4 or 5 Board Members to be Appointed by C&C	
LNIB School	Principal	Angie Sterling
	School Secretary	Doris Sterling
	Teachers	Cecilia Street, Theresa Bose, Amanda Straker, Donelda Haller, Lee-Sim Yee, Kylie Dowling, Jeff Bloom, Geraldine Bob
	Learning Assistance Teachers	Daryl-Lynn MacNeal, Jessie Devlin, Michelle Moncks-Spronson, James Shuter, Annie Major
	School Bus Service	Joe Collins, James Shuter, Sioux Swakum, Tanya Swakum, Bonnie Kozub
	Custodial Services	Rosalie Dick, Shannon Kilroy, Colleen Wycotte, Kathy Joe
	Hot Lunch Cook	Penny Toodlican, Joyce Cisco
HeadStart Program	Coordinator	Chelsea Skofleck



LNIB Development Corporation



Board of Directors:

- Chief Aaron Sam
- Councillor Robert Sterling
- Chris Scott
- Dennis Coates
- Ruth Williams

Chief Operating Officer

Sean Maloney

Executive Assistant



LNIB-Owned Businesses Team

Company	Position	Name
LNIB Development Corporation	Chair Board of Directors	Chief Aaron Sam
	Director	Chris Scott
	Director	Dennis Coates
	Director	Councillor Robert Sterling
	Director	Ruth Williams
	Chief Operating Officer	Sean Maloney
	Executive Assistant	
Shulus Forest Enterprises	General Manager	Todd Chamberlain
Shulus Cattle Co.	General Manager	TBA
LNIB Site Services J V	HVC Crushing Contract	
Civeo NVIT Catering J V	NVIT Catering Contract	



Next Steps

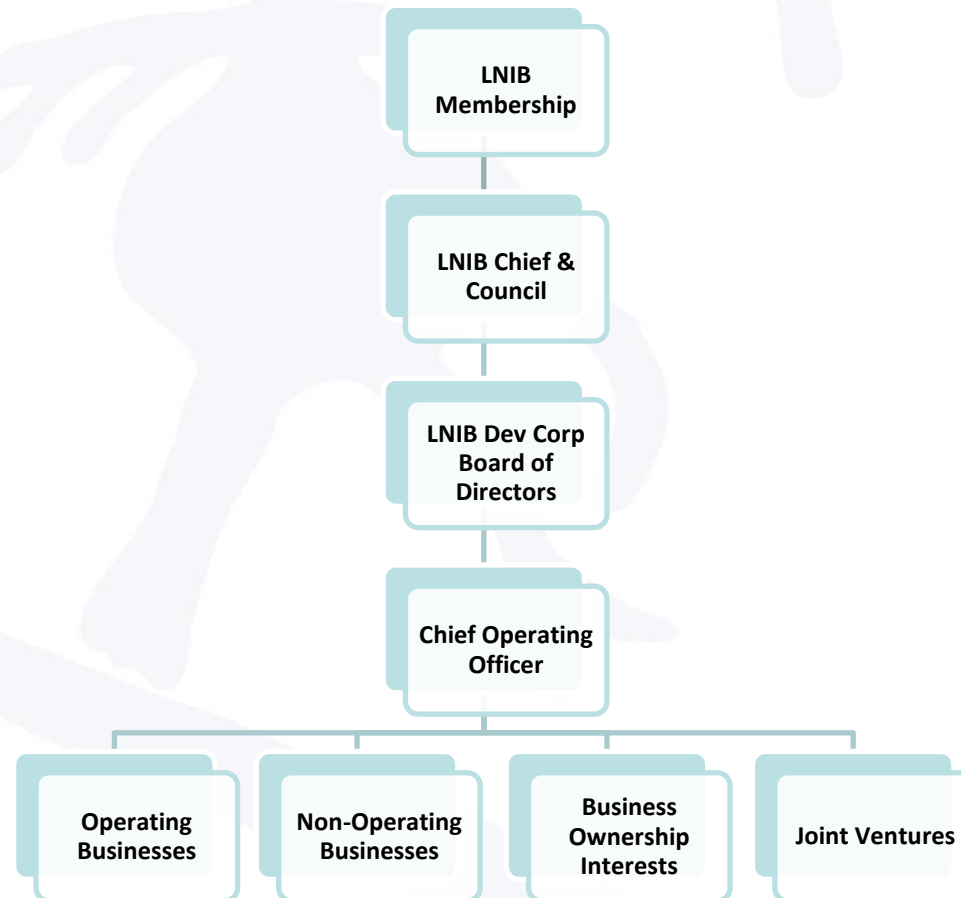
- ☒ Develop Fundamentals for each sector
 - ☒ Vision & Mission Statements
 - ☒ Guiding Principles
 - ☒ Update organization chart
 - ☒ Core Services
- ☒ Update Directors' job descriptions
- ☒ Develop Sector Business Model
- ☒ Develop Sector Business Plan
- ☒ Confirm financial resources
- ☒ Appointment of directors
- ☒ Program Management
 - ☒ Planning framework
 - ☒ Workplans, business plans, strategic plans, budgets, & calendars
 - ☒ Staff management
 - ☒ Staffing requirements
 - ☒ Staff recruitment, selection & hiring
 - ☒ Staff development & training
 - ☒ Staff discipline
- ☒ Financial management & budget control



LNIB Owned Business Ownership & Responsibility Structure

LNIB Board of Directors:

Chief Aaron Sam
Councillor Robert Sterling
Chris Scott
Dennis Coates
Ruth Williams



LNIB Business Operational Structure

