coast mountain college

COAST MOUNTAIN COLLEGE BOARD OF GOVERNORS REGULAR MEETING AGENDA

November 27, 2026, 3:20pm-4:30pm
Location: Microsoft Teams

Coast Mountain College serves six First Nations in Northwest British Columbia: Gitxsan, Haida, Haisla, Nisga'a, Tsimshian and Wit'suwit'en and acknowledges the traditional territories its campuses reside on. We also collaborate with our close neighbors in the Tahltan Nation.

Board Members	Present	Regrets
Board Chair, C. Butcher, Order-in-Council – July 31, 2027	☐	☐
Board Vice-Chair, D. Allen, Order-in-Council – July 31, 2029	☐	☐
A. Smith, Order-in-Council – July 31, 2027	☐	☐
B. Gibson, First Nations Council Chair – June 20, 2028	☐	☐
Dr. L. Waye, President & CEO	☐	☐
G. Kohuch, Student Representative Elect – August 31, 2027	☐	☐
H. Anjaria, Support Staff Elect – August 31, 2028	☐	☐
J. Rice, Order-in-Council – July 31, 2027	☐	☐
M. Mehr, Order-in-Council – July 31, 2028	☐	☐
R. Riesen, Education Council Chair – March 31, 2027	☐	☐
S. Downs, Faculty Elect – March 31, 2029	☐	☐
T. MacMillan, Order-in-Council Member – July 31, 2027	☐	☐
T. Onuora, Order-in-Council – July 31, 2027	☐	☐

Confidentiality and Privacy
All Board members are reminded of their obligation to uphold the confidentiality and privacy of information in accordance with applicable college policies and legislation. Discussions and meeting materials shared are confidential and intended solely for Board members. No part of the discussions which are held may be disclosed, recorded or distributed outside of the Board meetings.

Declaration of Conflict of Interest
Board members are asked to declare any actual, potential, or perceived conflict of interest related to any item on the agenda.

In addition, if a Board member believes that another Board member may have an actual, potential, or perceived conflict of interest, they are asked to raise the matter with the Board Chair as soon as possible and, wherever practicable, in advance of the meeting. This will allow the Chair sufficient time to consider and address the matter before the applicable agenda item is brought forward.

Any conflict of interest declared or determined will be recorded in the meeting minutes. The affected Board member will refrain from participating in the discussion or decision on the applicable matter, as required.

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3:20pm-3:21pm	**1.0 Call to Order, Territorial Acknowledgement & Introductions**	***For Action***
3:21pm-3:22pm	**2.0 Adoption of the November 27, 2026, Board Regular Meeting Agenda** On the motion proposed by _____ and seconded by _____ **Proposed:** *That the* November 27, 2026*, Board Regular meeting agenda be adopted as presented.*	***For Action***
Consent Agenda		
3:22pm-3:23pm	**3.0 Adoption of the November 27, 2026, Consent Agenda Items** On the motion proposed by _____ and seconded by _____ **Proposed:** *That the* November 27, 2026*, consent agenda items be adopted as presented.* **3.1 Adoption of the September 25, 2026, Board Regular Meeting Minutes**	***For Action***
New Business		
3:23pm-3:30pm	**4.0 Chair's Report to the Board – Board Chair, C. Butcher** **4.1 Key Decisions and Directions from the Closed Door Meeting** *Please note, as this meeting was held in camera, not all decisions or directions are reported in this section. Only information deemed appropriate for disclosure by the Board Chair is included.* **4.2 Correspondence Received**	***For Information*** ***For Information*** ***For Information***
3:30pm–3:40pm	**5.0 Finance & Audit Committee Report to the Board – M. Mehr** *Please see the corresponding document on page 11 of the meeting package for additional information.*	***For Information***
3:40pm–3:50pm	**6.0 Policy Review Committee Report to the Board – D. Allen**	***For Information***

	6.1 Adoption of the Coast Mountain College Board Bylaws On the motion proposed by the Policy Review Committee Chair and seconded by _____ **Proposed:** *That Coast Mountain College Board Bylaws be adopted as presented.* *Please see the corresponding documents on pages 12-34 of the meeting package for additional information.* **6.2 Adoption of the Enterprise Risk Management Policy (ADM-018)** On the motion proposed by the Policy Review Committee Chair and seconded by _____ **Proposed:** *That Enterprise Risk Management policy (ADM-018) be adopted as presented.* *Please see the corresponding documents on pages 35-42 of the meeting package for additional information.*	***For Action*** ***For Action***
3:50pm–4:00pm	**7.0 First Nations Council Report to the Board – B. Gibson** *Please see the corresponding document on page 43 of the meeting package for additional information*	***For Information***
4:00pm–4:10pm	**8.0 Education Council Report to the Board – R. Riesen** *Please see the corresponding document on pages 44-45 of the meeting package for additional information.*	***For Information***
4:10pm-4:20pm	**9.0 President's Report to the Board – President & CEO, Dr. L. Waye** *Please see the corresponding documents on pages 46-54 of the meeting package for additional information.*	***For Information***
4:20pm-4:30pm	**10.0 Risk Report – Vice-President Corporate Services & CFO, M. Doyle**	***For Information***
4:30pm	**11.0 Meeting Adjournment**	***For Adjournment***

	On completion of the agenda, or time for adjournment, the Board Chair may declare the meeting adjourned. *Please note that a Board only post-meeting evaluation survey will be distributed to FNC Chair, EdCo Chair, OIC and elected Board members.*	

COAST MOUNTAIN COLLEGE BOARD OF GOVERNORS REGULAR MEETING MINUTES

September 25, 2026, 1:45pm-3:30pm
In-Person Location: Smithers Campus, Room 122/124
Virtual Location: Microsoft Teams

Coast Mountain College serves six First Nations in Northwest British Columbia: Gitxsan, Haida, Haisla, Nisga'a, Tsimshian and Wit'suwit'en and acknowledges the traditional territories its campuses reside on. We also collaborate with our close neighbors in the Tahltan Nation.

Attendance

Board Chair, C. Butcher, Order-in-Council – July 31, 2027
A. Smith, Order-in-Council – July 31, 2027
B. Gibson, First Nations Council Chair – June 20, 2028
D. Allen, Order-in-Council – July 31, 2029
Dr. L. Waye, President & CEO
H. Anjaria, Support Staff Elect – August 31, 2028
J. Rice, Order-in-Council – July 31, 2027
M. Mehr, Order-in-Council – July 31, 2028
R. Riesen, Education Council Chair – March 31, 2027

Regrets

S. Downs, Faculty Elect – March 31, 2029
T. MacMillan, Order-in-Council Member – July 31, 2027
T. Onuora, Order-in-Council – July 31, 2027

Guests

A. Kang, Director, President's Office
Dr. T. Kunkel, Vice President, Academic, Students & International
M. Doyle, Vice President, Corporate Services & CFO

1.0 Call to Order, Territorial Acknowledgement & Introductions The Board Chair, C. Butcher called the meeting to order at 1:48pm.	***For Action***
2.0 Adoption of the September 25, 2026, Board Regular Meeting Agenda On the motion made by D. Allen and seconded by H. Anjaria **Motion:** *That the* September 25, 2026, Board *Regular Meeting agenda be adopted as presented.*	***Motion Carried***

Consent Agenda	
3.0 Adoption of the September 25, 2026, Consent Agenda Items On the motion made by D. Allen and seconded by J. Rice **Motion:** *That the September 25, 2026, consent agenda items be adopted as presented.* **3.1 Adoption of the June 12, 2026, Board Regular Meeting Minutes**	***Motion Carried***
New Business	
4.0 Chair's Report to the Board – Board Chair, C. Butcher The Board Chair, C. Butcher noted that there were no updates to report. He also provided a content warning regarding sensitive agenda items to be discussed during the meeting and encouraged Board members and the College Community to take care of themselves throughout the discussions.	***For Information***
4.1 Key Decisions and Directions from the Closed Door Meeting *Please note, as this meeting was held in camera, not all decisions or directions are reported in this section. Only information deemed appropriate for disclosure by the Board Chair is included.* The Board Chair, C. Butcher noted that there is nothing to report on from the Closed Door meeting.	***For Information***
4.2 Correspondence Received The Board Chair, C. Butcher noted that the following correspondence were received. • Overdose Prevention and Response: Guidelines for the Post-Secondary Sector – June 15, 2026 • Election Guidelines for Post-Secondary Sector – June 24, 2026	***For Information***
5.0 Finance & Audit Committee Report to the Board – M. Mehr The Finance and Audit Committee Chair, M. Mehr provided a verbal report to the Board. • The Finance and Audit Committee met on September 3. The meeting proceeded for information purposes only, as quorum was not met.	***For Information***

• The Q1 statement of operation was presented.
  ○ No international tuition revenue had been budgeted for the year; however, international tuition revenue is currently projected at approximately $585,501.
  ○ The College is also projecting an overall surplus of approximately $1.3 million.
  ○ The Centre for Community Workforce Development (CCWD) department is intended to operate as a revenue-generating area of the College. While staffing expenditures may result in a short-term cost, the investment is intended to support longer-term financial sustainability.
• It was highlighted that the College received a complimentary letter from the Ministry regarding its financial management. The positive recognition reflects the excellent work of the Finance Department and M. Doyle.	

6.0 First Nations Council Report to the Board – B. Gibson The First Nations Council Chair, B. Gibson provided a verbal report to the Board. • First Nations Council met on June 19. The September 16 meeting was cancelled due to a lack of quorum, and the next meeting is scheduled for October 26. • First Nations Council dedicated significant time over the past year to developing its first Strategic Plan, which was finalized at the June 19, 2026 meeting. This marks a significant milestone for FNC, with printed copies anticipated to be available for distribution. • 2026 marks the 30th anniversary of First Nations Council. Dr. L. Waye congratulated First Nations Council on its 30th anniversary and expressed appreciation for the collaboration and valuable recommendations provided by First Nations Council over the past five years.	***For Information***
7.0 Education Council Report to the Board – R. Riesen The Education Council Chair, R. Riesen provided a verbal report to the Board. • Education Council met on May 29, June 26 and September 18. • The Applied Coast Ecology (ACE) Certificate has been approved by Education Council after a review of its ACE course components, and the overall program outlines. • The Post-Degree Diploma in Professional Accounting (PDDPA) has been set as inactive. • Curriculum updates remain ongoing R. Riesen provided additional clarification regarding the ACE Certificate, noting that students can currently only apply for admission to the ACE Diploma program, as there is no direct admission pathway to the Certificate. Students may obtain the ACE Certificate by exiting the Diploma program after completing the Certificate requirements. **7.1 Adoption of the Applied Coastal Ecology (ACE) Certificate Program – R. Riesen**	***For Information*** ***Motion Carried***

On the motion made by M. Mehr and seconded by D. Allen **Motion:** *That pursuant to section 19(1)(d) of the College and Institute Act, the Board of Governors, on the recommendation of Education Council, approve the Applied Coastal Ecology (ACE) Certificate Program as presented.*	
8.0 President's Report to the Board – President & CEO, Dr. L. Waye Dr. L. Waye presented a report to the Board. Financials: • Kudos from Ministry of Post-Secondary Education and Future Skills (PSFS) Executive Director Wendy Gronzil. "… your institution continues to fulfil its educational and financial reporting in an extraordinary manner" "(A)s new requests and changes emerge … your institution continues to prepare and submit these deliverables with the utmost regard to accuracy and quality" • The Centre for Community Workforce Development (CCWD) is the rebranding and reconfiguring of the college's Workforce Training, Contract Services, and Continuing Education department. • An external review found structural vulnerabilities that would limit growth. • In the process of hiring the Dean role. Snap Election: • Asset disposition process is delayed, although all required First Nations consultation has been completed. • The Sector Sustainability Review (Avison Report) had been scheduled to be presented to Cabinet in October and is now paused. First Nations Council Voting Seat: • B. Gibson, the elected Chair of First Nations Council, will be appointed as an OIC member for a two-year term • Our bylaw revisions will make the OIC appointment automatic for 2028 and beyond	***For Information***
9.0 Risk Report – Vice-President Corporate Services & CFO, M. Doyle M. Doyle provided a verbal risk report. • Risk #5 – Government Funding: Presented the risk of a decrease or significant change in government funding for post-secondary education. • Government funding remains a significant risk for colleges and universities across Canada. • Financial sustainability cannot be achieved through reductions alone and that continued advocacy is essential to demonstrate the value and importance of the College, particularly in smaller communities where public sector employment contributes to local economic growth.	***For Information***

• Despite these challenges, the College remains positioned to navigate the current funding environment.	

10.0 Adoption of the CMTN IAPR - Vice-President, Academic, Students & International, Dr. T. Kunkel
 	
On the motion made by A. Smith and seconded by J. Rice
 	
Motion: *That the CMTN IAPR be adopted as presented, subject to any further amendments that may be requested by the Ministry.*
 	
Dr. T. Kunkel presented a summary of revisions.
• Strategic Initiatives:
  ○ Sexual Violence prevention and response report submission to the BOG
  ○ Publication of report on the website
• IAPR Performance Measure Results: Page 107 of Meeting package
  ○ Amendment to text
• IAPR Date to be amended: From July 6, 2026 to September 25, 2026
	Motion Carried

11.0 Presentations
 	
11.1 Past Academic Year Data - Vice-President, Academic, Students & International, Dr. T. Kunkel
 	
Dr. T. Kunkel presented an overview of data from the previous academic year.
• Distinct Student Count: The Distinct Student Count is different from Full Time Equivalent (FTE) Count.
  ○ Overall Student Count: 2,653
  ▪ Non-Indigenous: 1,493
  ▪ Indigenous: 821
  ▪ International: 339
  ○ Continuing Education Student Count: 1,451
  ▪ Non-Indigenous: 925
  ▪ Indigenous: 473
  ▪ International: 53
• Enrolment Count by credit type
  ○ Credit: 5,051
  ○ Non-Credit: 2,412
• Distinct Student Count from Ministry's Central Data Warehouse
  ○ Report is based on fiscal year (April 1 to March 31).
	For Information
	
	For Information

○ 2025-2026: 3,399 (domestic and international) • FTEs from Ministry's Central Data Warehouse ○ Report is based on fiscal year (April 1 to March 31). ○ 2025-2026: 1,111.58 (domestic and international)	
12.0 Policy Review Committee Report to the Board – D. Allen The Policy Review Committee Chair, D. Allen provided a verbal report to the Board. • The Policy Review Committee last met on September 4. • One policy was reviewed by the Committee and is being brought forward to the Board for approval. **6.1 Adoption of the Sexual Violence Prevention and Response Policy (ADM-007)** On the motion made by the Policy Review Committee Chair and seconded by A. Smith **Motion:** *That Sexual Violence Prevention and Response policy (ADM-007) be adopted as presented.*	***For Information*** ***Motion Carried***
13.0 Adoption of the Annual Sexual Violence Prevention and Response Report - President & CEO, Dr. L. Waye On the motion made by H. Anjaria and seconded by B. Gibson **Motion:** *That the Annual Sexual Violence Prevention and Response Report be adopted as presented.*	***Motion Carried***
14.0 Meeting Adjournment On completion of the agenda, the Board Chair, C. Butcher declared the meeting adjourned at 2:59pm.	***For Adjournment***

Coast Mountain College
Statement of Operations
As at September 30, 2026

	Year-to-Date Actuals September 30, 2026	Approved Budget 2026-2027	%
Operating Revenues			
Province of British Columbia	12,333,454	24,017,227	51%
Skilled Trades BC	950,333	1,637,280	58%
Tuition & Other Student Fees	1,645,575	1,962,594	84%
Ancillary Services	689,940	1,183,900	58%
Miscellaneous Revenue	455,201	694,381	66%
International Education	870,365	0	
Centre for Community Workforce Devel	234,020	508,900	46%
Contracts	2,124,310	3,896,000	55%
Amortization	2,577,479	5,100,000	51%
Total Revenue	21,880,678	39,000,282	56%
Operating Expenses			
Wages & Benefits	11,065,813	25,091,543	44%
Service Contracts	1,351,342	1,321,500	102%
Supplies	415,750	1,113,996	37%
Cost of Goods Sold	223,491	205,710	109%
Advertising & Promotion	30,038	112,991	27%
Building & Equipment Costs	271,287	917,577	30%
Janitorial	393,700	839,000	47%
Other	214,874	303,184	71%
Telecommunications	114,206	317,312	36%
Travel	183,904	564,169	33%
Utilities	232,179	608,400	38%
International Education	9,219	0	
Centre for Community Workforce Devel	176,506	458,900	38%
Contracts	1,774,001	3,346,000	53%
Amortization - Capital	2,659,474	5,100,000	52%
Amortization - Operating	0	200,000	
Total Base Operating Expenses	19,115,783	40,500,282	47%
Operating Surplus (Deficit)	2,764,894	(1,500,000)	

DECISION-MAKING BRIEFING NOTE

Presented To Policy Review Committee

DATE: October 26, 2026 **File No.: N/A**

DECISION TO BE MADE: To approve the revised Coast Mountain College Board of Governors Bylaws.

CURRENT STATUS

The Coast Mountain College Board Bylaws were last approved on December 10, 1996. In the nearly 30 years since their approval, Board governance practices, committee structures, meeting processes, legislative requirements, and expectations for public-sector governance have evolved significantly.

Following the Board's approval of the Board Governance Handbook in February 2026, it became clear that a comprehensive review of the Bylaws was necessary to ensure the College's core governance documents reflected current practice, provided clear direction, and were aligned with the *College and Institute Act*.

From March through October 2026, the Bylaws underwent a detailed review with legal counsel and the President & CEO. This work considered the existing Bylaws, current legislation, the Board Governance Handbook, established Board and committee practices, and areas where the existing wording was outdated, unclear, or no longer reflected how the Board operates.

Given the length of time since the Bylaws were last comprehensively reviewed, the proposed amendments are extensive. The revisions are not simply administrative updates; they represent a modernization of the Board's governance framework and provide greater clarity around Board authority, member responsibilities, committee structures, delegation, and meeting processes.

Approval of the revised Bylaws will provide the Board with a clearer, more current, and more practical governance framework that better reflects both legislative requirements and the way the Board conducts its business today.

The revised Bylaws should be read together with the Board Governance Handbook and the *College and Institute Act*, which collectively establish the governance framework for the Board.

ANALYSIS/CAUTIONARY NOTES

The revised Board Bylaws include a combination of legislative updates, governance clarifications, modernization of existing provisions, and changes intended to reflect current Board practices. The amendments are extensive because the Bylaws have not undergone a comprehensive review since 1996. The table below summarizes the key changes and the rationale for each amendment.

Area	Summary of Change
Legislative Alignment	The Bylaws have been revised throughout to better align with the *College and Institute Act*. A provision has been added confirming that where the Bylaws are inconsistent with the *College and Institute Act* or regulations established under the Act, the legislation will prevail to the extent of the inconsistency.
Definitions	The definitions section has been updated and expanded to provide greater consistency throughout the document. Definitions have been added or refined for terms including the *Act*, College, Board, Board Chair/Chair, Vice-Chair, President & CEO, Officer, Minister/Ministry, Order-in-Council, and Delegation of Authority.
Removal of Bursar Provisions	References to the Bursar have been removed. The previous legislative requirement for a Board to appoint a bursar to advise on financial matters was repealed in 2004 and no longer reflects the current *College and Institute Act* or the College's administrative structure.
Board Member Voting Rights	Voting provisions have been clarified to reflect section 13 of the *College and Institute Act*. Each Board member, except the President & CEO and the Chair of Education Council, is entitled to one vote.
Board Chair and Vice-Chair	The Bylaws clarify that the Chair and Vice-Chair are elected from among Order-in-Council appointed members at the annual meeting of the Board. A Board Member serving as Chair of the First Nations Council is not eligible to serve as Chair of the Board of Governors.
Board Committee Structure	Committee provisions have been revised to clarify membership and governance requirements. Board Executive and the Finance and Audit Committee are limited to Order-in-Council appointed members, while the Policy Review Committee and Risk Committee may include broader Board membership in accordance with their Terms of Reference.
Delegation of Authority to Committees	The Bylaws now more clearly recognize that the Board may delegate authority to its committees through approved Terms of Reference. Where delegated authority is exercised, the Committee Chair is expected to report those decisions back to the Board.
Delegation to the President & CEO	The President & CEO provisions have been refined to clarify authorities assigned under the *College and Institute Act*, the Bylaws, the Board Governance Handbook, and resolutions of the Board.
Delegation to the Coast Mountain College Foundation	The Bylaws have been updated to recognize the Board's ability to delegate certain responsibilities to the Coast Mountain College Foundation where permitted under the *College and Institute Act*. This includes legislative authority related to the establishment and administration of trust funds for scholarships, fellowships, exhibitions, bursaries, prizes, and student loans.

Remote Participation	The Bylaws have been updated to reflect current remote meeting practices. Members participating remotely are deemed to be present, are counted toward quorum, and may speak and vote. The revised wording also confirms that no Board member may object to or prevent another member from participating remotely where the requirements of the Bylaws are met.
Open Session Minutes	The provisions relating to Board minutes have been updated to reflect current practice. Approved open session minutes are posted publicly on the Coast Mountain College website rather than being provided only upon request.
Closed and In Camera Matters	The provisions relating to confidential Board business have been refined to better reflect the types of matters appropriately considered in closed or in camera sessions, including written complaints and other confidential matters relating to the College.
Conflict of Interest	The previous appeal process related to declarations of conflict of interest has been removed following legal review. The *College and Institute Act* requires the Board to establish duties for members in conflict-of-interest situations but does not require an appeal process. Removing the appeal provision reduces unnecessary procedural complexity and potential delays in Board decision-making.
Board Composition and Representation	Board composition provisions have been added to improve alignment with the *College and Institute Act* and current governance structures.
Education Council Chair	The Bylaws now clearly state that the Chair of Education Council serves as a member of the Board but does not have a vote, consistent with the *College and Institute Act*.
First Nations Council Chair	The Bylaws have been updated to more clearly reflect the role of the First Nations Council Chair within the Board's composition and governance structure, including the nomination of the First Nations Council Chair as a Board member.
Oath of Office	The oath of office process has been modernized to reflect current practice. The Bylaws now allow the oath to be administered electronically, including through an online swearing-in process or by email, while maintaining the requirement for Board members to complete the oath of office.
Board Member Resignations	The provisions relating to Board member resignations have been updated to clarify the roles responsible for receiving, processing, and communicating resignations.
Response to Member Conduct	A section addressing response to Board member conduct has been added to provide a clearer process where concerns arise regarding a member's conduct, responsibilities, or adherence to Board expectations.

OPTIONS/RECOMMENDATION

Recommendation to approve the revised Coast Mountain College Board Bylaws as presented, or with revisions based on discussions at the Policy Review Committee on November 6 and the Board of Governors meeting on November 27.

CONCLUSION/NEXT STEPS

If any changes are required through the Policy Review Committee or Board review, Aman Kang will incorporate the revisions into the final Bylaws.

Following approval, the revised Board Bylaws will replace the previous version. The Bylaws approved on December 10, 1996 will be archived for institutional record-keeping and historical reference.

CONTACT: Aman Kang, akang@coastmountaincollege.ca

Date	Author's Name and Role	Presented To	Approved (Y/N)
November 6, 2026	A. Kang, Director, President's Office	Policy Review Committee	Y
November 27, 2026	A. Kang, Director, President's Office	Board of Governors	

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Coast Mountain College
Board of Governors Bylaws



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PART I – INTERPRETATION

I.1 Definitions

1. In these Bylaws, unless the context requires otherwise, the definitions are:
   a. **Act:** refers to the *College and Institute Act*, RSBC 1996, c 52 as amended from time to time.
   b. **College:** Coast Mountain College.
   c. **Board:** refers to the Board of Governors of Coast Mountain College.
   d. **Internal Member:** means the President & Chief Executive Officer (CEO), Education Council Chair, faculty, support staff, or students elected by their respective constituency.
   e. **Delegation of Authority:** means the formal assignment by the Board of specific powers, duties, or decision-making authority to a Board Committee, the President & CEO, or the Coast Mountain College Foundation, within the scope and limits established by the Board. The Board retains overall accountability for all delegated authority and may amend or revoke a delegation at any time.
   f. **Member:** refers to a duly elected, appointed, or ex-officio Member of the Board.
   g. **Minister/Ministry:** means the Minister and Ministry within the Government of the Province of British Columbia that is responsible for colleges and institutes.
   h. **Officer:** means the President & Chief Executive Officer (CEO) or Vice-President, Corporate Services & Chief Financial Officer (CFO).
   i. **Chair/Board Chair**: Chair of the Coast Mountain College Board of Governors.
   j. **Vice-Chair**: Vice-Chair of the Coast Mountain College Board of Govenors.
   k. **Order-in-Council Member or OIC Member:** refers to a community Member appointed by the Lieutenant Governor in Council.
   l. **Related Person:** refers to a spouse, child, parent, or sibling of the Member.

PART II – FORMALITIES

II.1 College and Institute Act

1. Where the Bylaws of the Board are inconsistent with a requirement under the Act or regulations established pursuant to the Act, the Act or the applicable regulations will prevail to the extent of the inconsistency.

II.2 Head Office

1. The mailing address of the Head Office of Coast Mountain College (CMTN) shall be 5331 McConnell Avenue, Terrace, BC, V8G 4X2.

II.3 The Coast Mountain College Seals

1. The Corporate Seal of Coast Mountain College shall be kept in the custody of the Vice President, Corporate Services & Chief Financial Officer (CFO).

2. The Corporate Seal shall be affixed only in the presence of either the President & Chief Executive Officer (CEO) or the Vice-President, Corporate Services & CFO, or by motion of the Board.
3. The Registrar's Seal shall be the official stamp affixed to all certificates, diplomas, and official transcripts of academic record. The Registrar's Seal shall be in the custody of the Registrar.
4. The Registrar's Seal shall be affixed only in the presence of either the Registrar, or the President & CEO.

II.4 Books and Records

1. The Board shall see that all necessary books and records of the College, which are required by the Bylaws of the Board or by an applicable statute or law, are regularly and properly kept.
2. Such books and records that pertain to financial matters shall be kept in the custody of the Vice-President, Corporate Services & CFO, and all other books and records shall be kept in the custody of the President & CEO. Access shall be determined from time-to-time by motion of the Board.

PART III – THE BOARD

III.1 Powers and Duties

1. The powers and duties of the Board shall be as determined by the Act.

III.2 Composition of the Board

1. The affairs of the College shall be managed by the Board, the Members of which shall be appointed in the manner provided in the Act.
2. The Coast Mountain College Board is composed of:
    a. eight or more persons appointed by the Lieutenant Governor in Council, one of whom shall be the elected Chair of First Nations Council.
    b. one person from the instructional staff, elected by instructional staff Members;
    c. two students elected by the students;
    d. one person from the support staff, elected by the support staff;
    e. the President;
    f. the Chair of the Education Council.

III.3 Board Vacancies

1. Board vacancies will be publicly posted.
2. Using the competency skills matrix, the Board Chair will identify suitable candidates, considering the skills, experience, perspectives, geographic representation, equity, inclusion, and Indigenization needed to support an effective and balanced Board.
    a. The Chair of the First Nations Council and other suitable candidates will be nominated and submitted to the applicable appointing agency.

3. The nomination of Members will support a balanced and representative Board that reflects the College's provincial mandate.

III.4 Board Chair and Vice-Chair

1. The Board shall elect annually (or when the position is vacated) from amongst its OIC Members a Chair and a Vice Chair who shall be eligible for re-election.
2. A Board Member serving as Chair of the First Nations Council is not eligible to serve as Chair of the Board of Governors.

III.5 Code of Conduct

1. The effective governance of British Columbia's colleges and institutes is contingent on Board Members fulfilling their roles and responsibilities with the highest standards of conduct. The following outlines the duties demanded of Members:
   a. Duty of Integrity – to act honestly and in good faith
   b. Duty of Loyalty – to give their loyalty to the College when Acting on behalf of the Board
   c. Duty of Care – to act in a prudent and diligent manner, keeping themselves informed as to the policies, business and affairs of the College
   d. Duty of Confidentiality – notwithstanding the need of Members to make an informed decision on an issue before the Board by obtaining input for internal and external communities, Members are to ensure that information which is normally considered confidential (i.e. financial and personnel issues) remains so.
   e. Duty of Skill – to use one's level of knowledge and one's expertise effectively in dealing with the affairs of the College.
2. If a Member breaches these Bylaws, including by acting contrary to the above duties, their conduct may be subject to review by the Board, and subsequent punitive action similar to the Conflict of Interest guidelines may be imposed.

III.6 Oath of Office

1. The following Oath of Office shall be sworn, affirmed, signed and dated by all Board Members upon their appointment.
2. The Oath of Office may be completed electronically by email prior to the next scheduled Board meeting or verbally before the Board Chair at a Board meeting.
3. The Board Chair or a Commissioner of Oaths are appropriate administrators of the oath:

   I, *(insert name of Member)*, sincerely promise and affirm that I will truly, faithfully and impartially, to the best of my ability execute the duties and responsibilities of my position as a Member of the Board of Governors of Coast Mountain College.

III.7 Delegation of Authority

1. Subject to the Act and these Bylaws, the Board may delegate specific powers, duties, and decision-making authority to:

a. Committees of the Board

b. the President & CEO

c. the Coast Mountain College Foundation.

2. The Board may delegate authority to a Board committee to make decisions and approve matters on behalf of the Board.

   a. The scope and limits of delegated authority will be established in the committee's Terms of Reference.

   b. Decisions made by a committee under delegated authority do not require further approval of the Board unless otherwise specified.

   c. Committee Chairs will report to the Board at each Board meeting on decisions made under delegated authority.

3. The Board delegates to the President & CEO those powers and duties assigned to the President under the Act, these Bylaws, the Board Governance Handbook, and any additional authority delegated by resolution of the Board.

4. The Board delegates authority to the Coast Mountain College Foundation to establish and administer trust funds for scholarships, fellowships, exhibitions, bursaries, prizes, and student loans out of money donated or made available for that purpose, in accordance with the Act.

III.8 Resignation of Board Members

1. No Member of the Board may resign as a Member of the Board except in accordance with the procedure provided in this Bylaw.

2. The resignation of a Member of the Board shall be made by a notice in writing, addressed and delivered to the Board Chair and Director of the President's Office, who shall immediately notify the President & CEO and the appointing agency or electorate.

PART IV – MEETINGS

IV.1 Board and Committee Meetings

1. The meetings of the Board shall be governed by the Act.

2. Annual Meeting

   a. Where the position of Chair or Vice-Chair is vacant, the Board shall elect an OIC appointed member to fill the position. The Chair and Vice-Chair will normally serve for the remainder of their current OIC appointment term.

3. Regular Meeting

   a. Regular meetings of the Board shall be held as often as necessary to transact the business of the Board and in any event not less than once every quarter.

4. Committee Meetings

a. There shall be such committees of the Board as the Board may deem necessary. The Chair, and the Board by motion, may assign duties to such committees. Meetings shall be at the call of the Chair of such committee or as directed by the Board.

b. Membership on Board committees shall be determined in accordance with these Bylaws and the applicable committee Terms of Reference.

c. Membership on the Board Executive Committee and the Finance and Audit Committee shall be limited to OIC Members.

d. Membership on the Policy Review Committee and the Risk Committee may include any Member of the Board.

e. For any future committee established by the Board, eligibility for membership, including whether membership is limited to OIC Members or is open to all Members, shall be determined by the Chair, subject to any requirements established by the Board or set out in the applicable Terms of Reference.

5. Special Meetings

a. Special Meetings of the Board may be called by the Chair or by a majority of the Members of the Board in writing to the President to address a particular issue. Only that business for which the special meeting has been called may be dealt with at the special meeting.

6. Open and In Camera Sessions

a. All Board meetings shall be considered as open to observers from the public unless the Board Chair determines otherwise.

b. The following specific matters shall be considered as matters to be discussed at an in-camera session of the Board only, and not for discussion at regular meetings of the Board:

i. matters relating to salaries, conditions of employment, and collective bargaining

ii. matters relating to individual students, including, but not limited to, the conduct, discipline, or suspension of students

iii. matters where Board liability may arise and legal opinions respecting the liability of interest to the Board

iv. matters of a contractual nature where it is in the interest of the College to maintain confidentiality

v. matters relating to personnel

vi. matters arising from written complaints related to the College

vii. official tributes

viii. other matters that may, from time to time, be decided by the Board.

7. College Board Conference Meetings

a. A Member of the Board may participate in a meeting of the Board, or in a meeting of a committee of which they are a Member, by means of teleconference, videoconference, or other communication facilities provided that all Members participating in the meeting can hear each other. A Member participating in accordance with this article shall be deemed to be present at the meeting and to have so agreed and shall be counted in the quorum therefore and be entitled to speak thereat.

i. No Member of the Board may object to or prevent another Member of the Board from participating in a meeting by such means.

IV.2 Voting

1. Meetings of the Board shall be conducted in accordance with *Robert's Rules of Order*. At all meetings of the Board, all questions shall be decided by a majority vote of the Members present and entitled to vote. The Chair shall not vote except in the event of a tie.
2. Each Member of the Board, except the President & CEO and the Chair of Education Council, is entitled to one vote.
3. A Member who has declared, or has been determined to have, a Conflict of Interest with respect to a matter before the Board shall not vote on that matter and shall not be counted as a voting Member for the purpose of determining the outcome of that vote.
4. At meetings of a committee of the Board, only Members appointed to the committee and entitled to vote in accordance with the applicable Terms of Reference may vote. Ex-officio Members are not entitled to vote. A committee Member who has declared, or has been determined to have, a Conflict of Interest with respect to a matter shall not vote on that matter.

IV.3 Quorum

1. Quorum at Board meetings is as defined in the Act.
2. If there is no quorum present, then the meeting shall stand adjourned to a date fixed by the Chair. The names of the Members present at said meeting shall be recorded

IV.4 Meeting Notice

1. At least forty-eight (48) hours notice shall be given of any regular meeting of the Board. Written notice, with agenda, shall be given to each Member at least forty-eight (48) hours prior to the regular meeting excepting in extenuating circumstances.

IV.5 Actions of the Board

1. Unless required to be exercised by Bylaw, the action of the Board upon any matter coming before it shall be evidenced by motion, and the entry thereof in the approved minutes of the Board shall be accepted as evidence of the action taken.

IV.6 Circulation of Minutes

1. Copies of the minutes of Board meetings shall be provided to Members of the Board, the President & CEO and the Vice-President, Corporate Services & CFO.
2. Open session minutes shall be posted on the College website and made publicly available.

PART V – INDEMNIFICATION

V.1 Indemnification of Board Members and Officers

1. The Board hereby agrees that every Member and Officer of the Board shall be deemed to have assumed office on the express understanding, agreement, and condition that every Member and Officer of the Board and the heirs,

executors, and administrators, and estate and effects of every Member respectively, shall be indemnified and saved harmless out of funds of the College from and against:

a. all costs, charges, and expenses whatsoever sustained or incurred by a Member or Officer in or about any action, suit, or proceeding which is brought, commenced, or prosecuted against such a Member or Officer, for or in respect of any act, deed, matter, or thing whatsoever, made, done, or permitted by that Member or Officer, in or about the execution of the duties performed by that individual as a Member or Officer of the Board

b. all other costs, charges, and expenses sustained or incurred in or about or in relating to the affairs thereof, except such costs, charges, or expenses, as are occasioned by the Member's own wilful neglect or default.

PART VI – HONORARIA AND EXPENSES

VI.1 Honoraria and Expenses of Board Members

1. Each appointed and each elected student Member of the Board shall be paid an honorarium as established by the Lieutenant Governor.

2. Each Member of the Board shall be reimbursed by the College for reasonable travel and other out-of-pocket expenses necessarily incurred in the discharge of their duties, provided that such expenses have received prior approval from the Board Chair and are in accordance with guidelines established by the Minister and the Board.

PART VII – CONFLICT OF INTEREST

VII.1 Conflict of Interest

1. A Member of the Board holds a position of trust and owes a fiduciary duty to the College. Members are required to act honestly and in good faith with a view to serving the best interests of the College. As such, there is a general obligation on Members to avoid situations of Conflict of Interest. Each Member, regardless of how they become a Member, has a responsibility first and foremost to the welfare of the College and must function primarily as a Member of the Board, not as a Member of any particular constituency.
2. Given the nature of Board activities, elected Members will occasionally find themselves in potential Conflict of Interest situations dissimilar to most appointed Board Members. The Conflict of Interest and other associated sections outlined in this document are intended to clarify both general areas of conflict for all Members as well as address situations in which Internal Members could expect to find themselves in conflict. The constituent specific guidelines are intended to be parallel to the historical nature of interest conflicts. Such conflicts are primarily those of a pecuniary interest.

VII.2 Conflict of Interest Defined

1. A Conflict of Interest arises when a Member's private interests supersede or compete with their dedication to the interests of the College. This could arise from Real, Potential or Apparent Conflict of Interest for a Member or Related Persons and may be financial or otherwise. For this purpose:

a. A "Real Conflict of Interest" occurs when a Member exercises an official power or performs an official duty or function, and at the same time knows that in the performance of this duty or function or in the exercise of this power, there is the opportunity to further private interest.

b. A “Potential Conflict of Interest” occurs when a private interest could influence the performance of a duty or function, or the exercise of a power, provided that the duty or function has not yet been performed or the power exercised.

c. An "Apparent Conflict of Interest" exists when there is a reasonable apprehension which reasonably well-informed persons could properly have that a Real Conflict of Interest exists on the part of the Member.

VII.3 Declaration of Conflict

1. Members must arrange their private affairs and conduct themselves in a manner to avoid a Conflict of Interest. In cases where conflict cannot be avoided, a Member has an obligation to declare a Conflict of Interest prior to discussion or decision of an issue. Upon declaration of a conflict, the person recording the events of the meeting should duly note the declaration and the Member must:

   a. in an in-camera session or committee meeting, absent themself from the proceedings during discussion or voting on that particular matter, contract, or arrangement

   b. in an open session, refrain from discussion or voting on that particular matter, contract, or arrangement.

2. Where a Member is unsure of whether they are in conflict, that Member should raise the potential conflict with the Board, and the Board should determine by majority vote whether or not a Conflict of Interest exists. The Member possibly in conflict must refrain from voting on the issue.

3. Where a Conflict of Interest is discovered after the consideration of a matter, the conflict must be declared to the Board and appropriately recorded at first opportunity. If the Board determines that involvement of said Member influenced the decision of the matter, the Board shall re-examine the matter and may rescind, vary, or confirm its decision.

4. Any Member who perceives another Member to be in Conflict of Interest in a matter under consideration, must identify the conflict to the Board at the first opportunity. The Board should determine by majority vote whether or not a Conflict of Interest exists. The Member whose Real, Potential, or Apparent Conflict of Interest is at issue should refrain from voting.

5. At the discretion of the Board, the Board may invite the Member in conflict to state their position on the issue prior to absenting themself.

VII.4 General Guidelines for Declaring Conflict of Interest

1. The following examples of Conflict of Interest are intended to provide general guidelines for declaring Conflict of Interest. These examples should not necessarily be considered exhaustive. Instead, the definitions of conflict as described in VII.2 should be used as the ultimate measure of conflict.

   a. A pecuniary interest exists when a contract or other matter of monetary nature is before the Board which:

      i. affects a private company in which a Member or Related Person is a proprietor or shareholder

      ii. affects a public company in which the Member or Related Person holds more than ten (10) percent of the shares issued of that public company

iii. affects a partnership or firm in which the Member or Related Person is a Member

iv. affects a corporation in which the Member is a director

v. affects an organization in which the Member is a senior officer

vi. affects a private society, crown corporation, or other organization in which the Member, by virtue of office, holds a position of influence.

2. A Conflict of Interest due to representation of, or relation to, a specific constituency may occasionally arise. In general, voting on matters which have an effect on a broad group (i.e. students, staff, faculty) by a Member of that group is not considered to be a Conflict of Interest. Conflict could reasonably be considered to exist, however, for the following identified groups when considering these matters:

   a. decisions directly affecting a specific instructional program where

      i. student Members are enrolled in the program

      ii. faculty or support staff Members are employed in the program

      iii. Related Persons of Members are enrolled in or employed in the program.

   b. decisions related to labour negotiations and labour relations

      i. for faculty and support staff Members

      ii. for Members with Related Persons who hold faculty and/or support staff positions at the College

      iii. for Members with Related Persons who hold positions at other institutions who could be seen to gain benefit from information divulged on these matters.

3. For purposes of clarification, these bylaws recommend that student Members be permitted to vote on issues related to tuition and fees.

PART VIII – RESPONSE TO MEMBER CONDUCT

VIII.1 Actions for Non-Compliance

1. Where a Member is determined to have acted contrary to these Bylaws, the Board shall take action in response to the Member's conduct. Such conduct may include, but is not limited to:

   a. failure to disclose or appropriately manage an actual, potential, or perceived Conflict of Interest

   b. failure to comply with the Code of Conduct

   c. breach of confidentiality

   d. disrespectful, inappropriate, or disruptive conduct

   e. failure to comply with these Bylaws or other requirements applicable to Members

   f. conduct that materially interferes with the effective functioning of the Board.

2. The Board may take one or more of the following actions, as appropriate:

   a. letter of reprimand

   b. suspension of a Board Member(s) from the Board for a determined period of time

   c. recommendation that a Member(s) resign from the Board

d. for OIC Members, recommendation that the appointment be rescinded.

PART IX – EDUCATION COUNCIL

IX.1 Education Council

1. The Education Council shall be established to perform those functions as established in the Act.
2. Composition of the Education Council shall be consistent with the Act.
3. The Chair of the Education Council shall not concurrently be a voting Member of the Board.

PART X – PRESIDENT & CEO

X.1 Appointment and Duties of the President & CEO

1. The Board shall establish a hiring committee. The hiring committee shall conduct the selection process and make a recommendation to the Board for the appointment of a President.
2. Upon recommendation of the hiring committee, the Board shall, by motion, appoint the President, who shall serve as the Chief Executive Officer (CEO) of the College.
3. The President & CEO shall supervise and direct, subject to the bylaws, the instructional, administrative, and other staff of the College and exercise the powers and perform the duties assigned by the Board.
4. The President & CEO must advise the Board on all matters concerning the operation of the College. Each year and at other times on the request of the Board, the President & CEO must report to the Board on the progress of the College and make recommendations for the benefit and advancement of the College.
5. The President & CEO may authorize a person who is not a Member of the instructional staff of the College to give instruction at the College in a course authorized by the Board.

PART XI – FEES

XI.1 Fees and Charges for Instruction

1. In the event the Board contemplates an increase in tuition and fees, it will consult with students through the Executive of the Student Association and shall give general notice of its intent at least one month prior to the meeting at which the Bylaw amendment to increase fees is considered for adoption.

PART XII – AMENDMENT OF THE BYLAWS

XII.1 Motion to Amend Bylaws

1. Unless otherwise stated herein, bylaws may be amended at any regular or special meeting of the Board by a two-third majority vote of attending Members, provided that a notice of motion has been served and posted at all College locations at least ten (10) days prior to the amendment being considered by the Board.

PART XIII – HISTORY

Created/Revised/ Reviewed		Approval Date	Author's Role	Approved By
Created		December 10, 1996		Minister of Education, Skills & Training
Revised		XXXX, XX, 2026	Director, President's Office	Board of Governors

DECISION-MAKING BRIEFING NOTE

Presented To The Board of Governors

DATE: October 19, 2026 **File No.: N/A**

DECISION TO BE MADE: To approve the revised Enterprise Risk Management policy (ADM-018), changing the policy review cycle from one year to five years.

CURRENT STATUS

- As part of the policy audit, ADM-018 was identified for review.
- The policy has been reviewed by Yvonne Koerner, who identified no additional changes at this time.
- The only proposed substantive change is to update the policy review cycle from one year to five years.
- The policy history table has also been updated to reflect the current review.
- The unions were notified of the proposed change and have indicated that they have no concerns with moving to a five-year review cycle.

ANALYSIS/CAUTIONARY NOTES

- No changes are being proposed to the purpose, scope, responsibilities, or requirements of ADM-018.
- A five-year review cycle is considered appropriate for this policy, while still allowing for an earlier review if changes required.

OPTIONS/RECOMMENDATION

- Recommendation to approve ADM-018 as is, or with revisions, based on discussions at the Policy Review Committee on November 6 and the Board of Governor's meeting on November 27.

CONCLUSION/NEXT STEPS

- If any changes are required by the board, Aman Kang will action them.
- The approved policy will be posted to the CMTN website.

CONTACT: Aman Kang, akang@coastmountaincollege.ca

Date	Author's Name and Role	Presented To	Approved (Y/N)
October 27, 2026	A. Kang, Director, President's Office	President's Council	Y
November 6, 2026	A. Kang, Director, President's Office	Policy Review Committee	Y

Date	Author's Name and Role	Presented To	Approved (Y/N)
November 27, 2026	A. Kang, Director, President's Office	Board of Governors	

Policy Name:	ENTERPRISE RISK MANAGEMENT
Approved By:	Board of Governors
Approval Date:	April 11, 2025
Next Scheduled Renewal Date:	November 2031
Policy Holder:	VP, Corporate Services & CFO
Operational Lead:	AVP, Corporate Services
Policy Number:	ADM-018

ENTERPRISE RISK MANAGEMENT POLICY

1.00 PURPOSE

1.1 The purpose of this policy is to establish the risk management philosophy, principles, roles and responsibilities, review process, and communication expectations for Coast Mountain College (CMTN).

2.00 DEFINITIONS

2.1 **Enterprise Risk Management (ERM)**: A process designed to identify key potential events and/or risks that may significantly affect an organization's ability to achieve its overall mandate, strategy, and objectives.

3.00 POLICY STATEMENT

3.1 CMTN is committed to ensuring that appropriate risk management practices are embedded into key processes and operations to drive consistent, effective, and accountable actions and decision-making in management practice.

3.2 CMTN will identify and manage its key enterprise risks in support of its mandate and objectives. CMTN cannot seek to eliminate risk; rather, it will work to ensure that existing and emerging risks are identified, communicated, and effectively managed within its risk philosophy.

4.00 RATIONALE

4.1 A focused, systematic, and integrated approach recognizes that all decisions involve the management of risks. Whether in routine operations or for major initiatives involving significant resources, it is important that the risk management process be appropriately applied at all levels of operation.

4.2 This policy is intended to ensure that a regular, documented process is in place for the management of CMTN's foreseeable key risks. Documenting the rationale for arriving at key decisions, including the evaluation of relevant risks, strengthens accountability and demonstrates due diligence.

5.00 ENTERPRISE RISK MANAGEMENT

5.1 Organizations of all types and sizes face internal and external factors and influences that make it uncertain whether and when objectives will be achieved. The effect of this uncertainty on an organization's objectives is "risk."

5.2 All activities of an organization involve risk. Organizations manage risk by identifying it, analyzing it, and then evaluating whether the risk should be modified by risk treatment to satisfy their risk appetite. Throughout this process, organizations typically communicate and consult with relevant stakeholders and monitor and review the risk and the controls that modify the risk to ensure that no further risk treatment is required.

5.3 Risk management can be applied to an entire organization, at its many areas and levels, at any time, as well as to specific functions, projects, and activities. Enterprise risk management (ERM) refers to a process designed to identify key potential events and/or risks that may significantly affect an organization's ability to achieve its overall mandate, strategy and objectives.

5.4 ERM can assist in assessing CMTN's appetite for risk and identifying gaps where identified risks are either over- or under-mitigated. This can lead to the identification of opportunities and strategies to either close gaps where residual risk is higher than risk appetite or to reallocate resources from areas where residual risk is lower than risk appetite.

5.5 The end result of ERM includes a ranked risk register that is used to help develop the strategic plan and budget (i.e., assist with resource allocation), as well as support the analysis of key decisions. ERM is an ongoing process with outcomes typically revisited and reported at least annually.

6.00 RISK PHILOSOPHY

6.1 CMTN is committed to creating and maintaining value for its stakeholders, and it faces risks as it fulfills this commitment. As a public post-secondary education institution, CMTN is held to a very high standard, and unexpected or negative events could quickly draw the attention of its students, the public, and the government.

6.2 As such, CMTN is committed to ensuring that risk management practices are embedded into key processes and operations to drive consistent, effective, and accountable actions, optimal allocation of resources, and decision-making in management practice.

6.3 CMTN has not adopted a specific ERM framework but has based its strategy and approach on leading ERM practices for organizations of its type and size.

a. Note that there is no procedure accompanying this policy. Instead, the ERM framework contains procedural steps as well as other information.

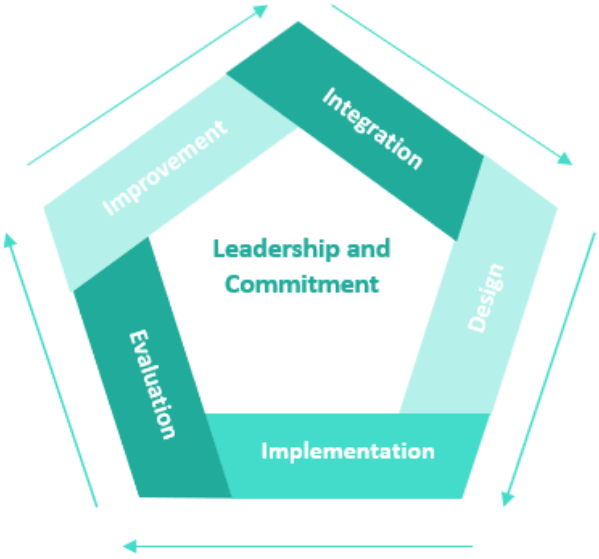
7.00 RISK MANAGEMENT PRINCIPLES

7.1 Through its ERM program, CMTN will strive to achieve the following risk management principles:

a. Integrated – Risk management is an integral part of all organizational activities.

b. Structured and Comprehensive – A structured and comprehensive approach to risk management contributes to consistent and comparable results.

c. Customized – The risk management framework and process are customized and proportionate to the organization's external and internal context related to its objectives.



d. Inclusive – Appropriate and timely involvement of stakeholders enables their knowledge, views, and perceptions to be considered. This results in improved awareness and informed risk management.

e. Dynamic – Risks can emerge, change, or disappear as an organization's external and internal context changes. Risk management anticipates, detects, acknowledges, and responds to those changes and events in an appropriate and timely manner.

f. Best Available Information – The inputs to risk management are based on historical and current information, as well as on future expectations. Risk management explicitly considers any limitations and uncertainties associated with such information and expectations. Information should be timely, clear, and available to relevant stakeholders.

g. Human and Cultural Factors – Human behaviour and culture significantly influence all aspects of risk management at each level and stage.

h. Continual Improvement – Risk management is continually improved through learning and experience.

8.00 RISK MANAGEMENT ROLES AND RESPONSIBILITIES

8.1 Board of Governors

a. The Board of Governors has ultimate responsibility for risk. It provides governance oversight of CMTN's ERM program, as well as its risks and the responses to them.

b. This responsibility is demonstrated through the review and approval of, but not limited to, the following items:

   i. CMTN's ERM policy and framework (initially with updates as required)
   ii. Management's risk register and risk assessment results for CMTN's top enterprise-wide risks (annually)
   iii. Management's risk appetite and tolerance levels, if formally developed (annually)
   iv. a review of the risk appetite, if formally developed, including ensuring that it is in line with the organization's strategy.

c. The Board has delegated certain responsibilities for day-to-day oversight of the ERM program to the President & CEO.

8.2 President & CEO

a. The President & CEO of CMTN is accountable to the Board of Governors and is responsible for ensuring that the ERM policy and framework approved by the Board are implemented and operational through:

i. championing risk management within CMTN to ensure CMTN remains focused on risk
ii. recommending the ERM policy and framework for Board approval
iii. ensuring effective risk identification, risk assessment, risk management, and risk monitoring processes within CMTN
iv. integrating ERM results in the development of strategic and operational plans
v. consulting, as required, with CMTN's employees or external consultants to manage all aspects of risk effectively
vi. providing status updates at least once per year to the Board of Governors on risk management activities, as well as when any significant risk changes or issues arise.

8.3 Associate Vice-President, Corporate Services (ERM Manager)

a. The AVP, Corporate Services is responsible for facilitating the implementation and maintenance of the ERM policy and framework by:

i. monitoring and suggesting revisions to the ERM policy or framework as necessary
ii. coordinating the risk identification, assessment, management, and monitoring processes in accordance with the ERM framework
iii. preparing the ERM reporting to communicate the results of risk assessments and ongoing risk monitoring
iv. preparing status updates at least once per year for the President & CEO on risk management activities, as well as when any significant risk changes or issues arise.

8.4 Risk Owners

a. For the key risks assigned to them, Risk Owners will have overall accountability for managing those risks, regardless of the risk treatment selected and where responsibility for that treatment lies.

b. Risk Owners' responsibilities with respect to their assigned risks are:

i. ensuring the risks are subject to agreed-upon controls, mitigation, and risk treatments that are implemented, effective, and reported upon
ii. aligning business and operational strategies with the risk culture and risk appetite of the organization
iii. monitoring progress in managing risks, including tracking any risk measures that have been developed, and implementing necessary improvements which include identifying opportunities for risk reduction or transfer
iv. reporting to the Executive and/or Senior Management, as required, on the status of risk items assigned to them.

8.5 All Employees

a. All CMTN employees are responsible for:

i. effectively managing risks in their area of responsibility
ii. identifying and advising their manager or supervisor of potential key risks
iii. looking for opportunities to improve operational efficiencies and optimize outcomes to better manage risk.

9.00 COMMUNICATION AND REPORTING

9.1 Communication

a. Relevant risk management information is to be communicated to both internal and external stakeholders.

b. Communication should include processes to consolidate risk information where appropriate from a variety of sources within the organization, considering its sensitivity.

c. Internal risk management communication and reporting ensures that:

i. key components of the ERM framework, and any subsequent modifications, are communicated appropriately
ii. adequate internal reporting on the framework, as well as its effectiveness and the outcomes, is done
iii. relevant information derived from the application of risk management is available at appropriate levels and times
iv. processes are in place for consultation with internal stakeholders.

d. External risk management communication and reporting involve:

i. engaging appropriate external stakeholders and ensuring an effective exchange of information
ii. reporting externally to comply with legal, regulatory, and corporate governance requirements
iii. making legally required disclosures
iv. providing feedback and reporting on communication and consultations
v. using communication to build confidence in the organization
vi. communicating with stakeholders in the event of a crisis or contingency.

9.2 Minimum Reporting Requirements

a. Annually, CMTN will produce and report internally:

i. a list of currently identified key risks (e.g., a risk register and heat map) and the corresponding risk mitigation strategies for those key risks for the upcoming year
ii. a summary report on the status of any specific risk management strategies undertaken for each of the identified key risks for the previous year.

10.00 ENTERPRISE RISK MANAGEMENT FRAMEWORK

10.1 To assist with the identification, assessment, management, monitoring, and reporting of key ERM risks in a thorough and systematic fashion, CMTN has developed an Enterprise Risk Management Framework document.

10.2 The ERM Framework document contains definitions, procedures, and guidance to assist Management in executing the risk management responsibilities required by this policy.

11.00 REVISION

11.1 This policy may be assessed as necessary to reflect organizational or business changes.

11.2 The President & CEO is responsible for suggesting revisions to this policy, which shall be submitted to the Board of Governors for review and approval.

12.00 RELATED POLICIES, PROCEDURES, AND SUPPORTING DOCUMENTS

12.1 CMTN's *Enterprise Risk Management Framework*

12.2 *Coast Mountain College Risk Register*

13.00 HISTORY

Created/Revised/ Reviewed	Date	Author's Name and Role	Approved By
Created	April 11, 2025	Vice-President Corporate Services & CFO	Board of Governors
Revised	2026	Associate Vice-President, Corporate Services	

FIRST NATIONS COUNCIL REPORT TO THE BOARD OF GOVERNORS

Date of report:	November 13, 2026

First Nations Council (FNC) Information

FNC Chair:	Brianna Gibson
FNC Meeting Date(s):	None
Next FNC Meeting Date(s):	November 18, 2026

Purpose

This report provides the Board of Governors with an update on the work of FNC and highlights key matters arising from its meeting held on **No Meetings held this year yet**

Key Updates and Discussion

Provide a brief summary of the discussion, including any key information, considerations, or outcomes the Board should be aware of.

Holding our first FNC meeting on November 18th – Unable to have a meeting in Sept/Oct due to lack of quorum.

The FNC Five-Year Strategic Plan has now been fully approved and meetings going forward will be focused on implementation.

Recommendations to the Board

Include any matters requiring Board approval or decision. Any motions being brought forward for consideration must be submitted to the Director of the President's Office at least two weeks before the scheduled Board meeting.

None

Items for Information

Include significant items being brought forward for the Board's awareness that do not require a decision.

None

EDUCATION COUNCIL REPORT TO THE BOARD OF GOVERNORS

Date of report:	Nov 19, 2026

Education Council (EdCo) Information

EdCo Chair:	Reto Riesen
EdCo Meeting Date(s):	Sept 18, 2026; Oct 16, 2026
Next EdCo Meeting Date(s):	Nov 20, 2026

Purpose

This report provides the Board of Governors with an update on the work of EdCo and highlights key matters arising from its meeting held on September 18, 2026 and October 16, 2026.

Key Updates and Discussion

Provide a brief summary of the discussion, including any key information, considerations, or outcomes the Board should be aware of.

An updated Grading and Progression Policy and Procedure has been approved.
These documents are defining how student progress is measured, documented and communicated.
Most visible change is a change from a grade of P (Pass) to D. This puts CMTN in line with other institutions and avoids confusion.

Accepted the final report from Task Force on Curriculum Guidelines and Expectations.
This report was created to help curriculum developer through the steps from identifying a need for a new or updated course or program, through the different steps where it gets considered and refined against different criteria, before it will come to EDCO for approval.

Curriculum updates are ongoing; see below for list of courses that have been approved by EDCO.

Despite holding by-elections, EDCO is still short of student representatives.

Recommendations to the Board

Include any matters requiring Board approval or decision. Any motions being brought forward for consideration must be submitted to the Director of the President's Office at least two weeks before the scheduled Board meeting.

No decisions necessary.

Items for Information

Include significant items being brought forward for the Board's awareness that do not require a decision.

Approved Curriculum updates:
University Credit program cluster brought forward four Geography, one History, and three Psychology courses:
GEOG 112 – Communities, Sustainability, & Planning

GEOG 210 – Environments and Society
GEOG 225 – Regional Geography of British Columbia
GEOL 157 – Introduction to Northwest Geology
HIST 106 – Creating Canada: Colonies to Country
PSYC 203 – Sex and Gender
PSYC 205 – Drugs and Substance Use
PSYC 207 – Introduction to Counselling Psychology

Health Cluster brought forward five NURS courses:
NURS 102 – Communication Theory and Practice
NURS 201 – Introduction to Health Assessment
NURS 203 – Health Promotion in Families
NURS 205 – Intro to First Nations Health
NURS 215 – Care of the Adult

The annual summary of all motions passed in 2025/26 is now available on the CMTN site.

President's Board Report for November 27, 2026

Laurie Waye, PhD Submitted November 18, 2026

1. Summary and key metrics

a. Budget

As can be seen in the Finance & Audit Committee's report, Q2 shows good results for the college. While the college is currently in a surplus position, Q3 and Q4 are our most expensive quarters. It is expected that the college will be in the predicted, approved deficit by March 31, due to key investments is the website, the strategic plan, and the start-up of the Centre for Community Workforce Development (CCWD). It is fully anticipated that the college will run a balanced budget in 2027/2028. The full $1.5M of deficit room may not be required.

At this point, the sale of the three properties – Kitimat campus, Houston campus, and Hazelton campus – is still going ahead. A new government can mean a pause on current activities or a reversing of course on policies and directions. If the college is no longer allowed to sell the properties, we will rent them to community groups, as we are doing now (with the exception of Hazelton), until we once again have permission to sell them. However, because the money received from the property transactions was intended to bolster the retained earnings, it would mean that the college has a less stable financial footing. It would also mean ongoing increased costs for maintaining the properties.

b. Student enrolment

Domestic enrolment in the college is not where it should be, although we have plans and actions in place to improve enrolment throughout the current year and into the future. I would like to thank Dr. Titi Kunkel for pulling this data together, from the Ministry of Post-Secondary Education and Future Skills' (PSFS) Data Warehouse. Note that PSFS does not count international students in its targets and Skilled Trades BC sets the Trades targets.

Fiscal Year 2025/2026: Unique student counts

Student Type	Domestic	International	Grand Total
Advanced Education*	2226	318	2544
Developmental**	222		222
Health	134		134
Trades	493	6	499
Total	3075	324	3399

*Advanced Education includes Business, Sciences, Arts, First Nations Fine Arts, Education Assistant, etc.
**Developmental is the PSFS term for Adult Upgrading and the Link to Employment and Academic Pathway (LEAP) program

Fiscal Year 2025/2026: Full-time equivalencies (FTEs)

Student Type	PSFS/Skilled Trades BC target FTE	Actual FTE	Percentage Achieved
Advanced Education*	1436	294.9	20.5%
Developmental**	131	102.81	78.4%
Health	161	78.69	48.9%
Trades	576	413.89	71.9%
Total Overall Target***	1756	476.40	27.1%

*** **Not** the sum of the previous rows, but the overall target as stated in the Mandate Letter, which does not include Trades training.

As VP Corporate Services Michael Doyle often tells the Board of Governors, the college is able to provide the level of student care it does *because* it does not meet the FTE targets. If the college had 1,756 full-time students, plus the equivalent of 576 full-time Trades students (bearing in mind that Levels 2 – 4 of trades training is of short duration), then we would quickly be unable to offer enough student supports, afford the additional teaching sections, and would be out of classroom space. That said, we want to have more students attend Coast Mountain College, and if possible, we want them to attend full-time. Attending full-time allows students to return or enter full-time work more quickly, ensures timely completion of a credential, and allows for ease of scheduling for both the department and the student.

When looking at the column titled "percentage achieved," above, I see that Trades and Developmental programming numbers are very strong. The Health numbers for the current fiscal year will be improved by a 97% full first-year Nursing cohort and by attempts to improve enrolments in the Practical Nursing program. Advanced Education is where the most enrolment growth needs to happen, and is also where it is most challenging; since the pandemic, universities in BC have worked hard to attract learners directly from high school to bolster their own enrolments.

There are many teams at CMTN which have sharpened their focus on increasing enrolment. The Student Recruitment, Marketing, and Communications teams are working collaboratively with staff and faculty throughout the region to bolster registration in this current fiscal year and beyond. The Registrar's Office is working hand-in-hand with Student Recruitment to follow up on applications that are submitted. And, the Deans are exploring potential new programs, to provide different learning opportunities to students in northwestern BC.

c. Strategic plan

The consulting firm, Higher Education Strategy Associates (HESA), has been hired and has started work on the strategic plan consultation process. They were at the Prince Rupert, Terrace, and Smithers campuses November 16 – 19 and met with students, staff and faculty, leadership, First Nations Council, industry, and community members. In addition to the in-person sessions, HESA will offer virtual

consultation options to the union leads, the school district superintendents, and other community and industry groups.

Following the consultation sessions, HESA will distribute a survey and there will be a page on the CMTN website that allows for written feedback.

Guiding this process is the Advisory Committee, which is composed of twelve staff, faculty, and leadership members across the campuses, program areas, and services offered at CMTN. The Advisory Committee has had its initial meeting and will have its next meeting with HESA in December.

2. Key discussions and decisions

Looking back over the past 50 years of this college, it is important to note the contributions of First Nations Council, which is celebrating its 30th anniversary this year. First Nations Council (FNC) was created in 1996 to provide a means for collaboration with and feedback for the college. Over the years, FNC has been instrumental in helping shape the direction and interactions of the college with communities. Of note, the approval of funding for the new student housing development in Terrace, Wii Gyemsiga Siwilaawksat, was largely due to the advocacy by the FNC Chair at the time. Earlier in 2026, FNC launched a strategic planning process to guide its work, focus, and discussions at the table – a first for FNC. The five-year plan was approved in June 2026. Congratulations to FNC, a true partner in the success of CMTN! As well, I am deeply grateful for the many years of service the members of FNC have provided to the college, for the betterment of the student experience. For your reference, the FNC Five-Year Strategic Plan can be found in Appendix A.

3. Key financials

I am confident that the college is strategically investing in its future through the creation of the Centre for Community Workforce Development (CCWD), a new website, and a new strategic plan. This use of the approved deficit will support the college's return to a balanced budget for FY (fiscal year) 2027/2028. In the meantime, Workforce Training and Contract Services, along with Continuing Education, continue to generate revenue and extend both the reach and impact of CMTN.

4. CEO concerns

The snap election this fall brought a radical change of provincial government. In the coming months, we will see what this might mean for the post-secondary sector, and for a rural, northern college. I am in the midst of preparing for whatever pivot might need to be made.

Another preparation that is underway is in regards to safety. The tragedy at Tumbler Ridge brought home the reality that a threat on campus, and particularly an active shooter on campus, can happen anywhere. I have worked with the University of Alberta to license an informational video for post-secondary institutions and the college has now inserted its own resources and logo into the video. I have now shared the video with the leadership team and asked them to think about how those in their portfolios (staff, faculty, and students) will need to watch the video and learn its lesson of "run-hide-fight." This is particularly important when considering that students who have recently left high school

may be used to the protocol of "hide" first, as well dual credit students. The video will be shared with all of the CMTN community in the coming weeks.

5. Future plans and trends

Until the new Ministers have been announced, it is challenging to set future plans. However, I am attending the Natural Resources Forum in Prince George in January, as a member of the Northern Post-Secondary Collaborative. This is a good opportunity to meet new Minister, MLAs, members of local government, and industry. I am also preparing to engage in other government relations activities, once Cabinet is sworn in and dates for the Legislature are set.

6. Achievements

a. President & CEO achievements

Government Relations: The interregnum period limits opportunities for me to engage in government relations, a key part of my role. However, I handwrote cards of congratulations for the thirteen new or re-elected mayors, and a week later, cards of congratulations to the four newly elected or re-elected MLAs, in our catchment region. At the time of report submission, I am prepared to write cards of congratulations to the MLAs in our region who were awarded Minister or Critic roles, as well as to the newly sworn-in Minister of Post-Secondary Education and Future Skills, and the Ministers of adjacent ministries, including Jobs and Economic Growth, and Infrastructure. I have found in my five plus years of being President that a hand-written card is memorable and creates an opportunity for follow-up conversations. It is not a usual way of reaching out in the technologically-oriented time we are in and it seems to resonate with some.

Strategic Plan: Another achievement is the hiring of Higher Education Strategy Associates (HESA) to create our draft strategic plan for us. In the five or more conversations that I have had with them, I have been impressed with their understanding of rural Canada and small community colleges. As project sponsor, I am regularly in contact with the consultants and feel that they are doing an excellent job in consulting broadly for input. I have asked HESA for a 15-year horizon to the plan, to ensure we have the ability to pivot as we have had to do in the past ten years. A broader, over-arching goal, set of values, and metrics will help the college adjust to external factors while maintaining a tight focus on the mission of the institution.

b. Institutional achievements

Nursing Program: This Fall Semester the CMTN Nursing Program welcomed 31 first-year Nursing Students to the Northern Collaborative Baccalaureate Nursing Program (NCBNP), the largest cohort of students this program has enrolled since its inception. This means that 31 of a total of 32 seats have been filled in the Nursing program. This is good news for our region! Of note, all three Northern Learner Award Winners (an $8,300 entrance award offered by the CMTN Foundation) are Nursing students, coming from Prince Rupert, Terrace, and Smithers.

Programs in Partnership: CMTN partnered with BCIT (BC Institute of Technology) this fall for delivery of heat pump training. When the program completed, the President received a thank-you note from BCIT that indicated what a pleasure it was to partner with CMTN.

In partnership with TRICORP (Tribal Resource Investment Corporation), Business Administration has started a Business Administration Certificate in Hazelton. Twelve students have started their classes. This program is designed and timed to meet the needs of the learners. As well, this partnership has launched the Business Administration Certificate in Prince Rupert. These two offerings are in addition to a previous offering in Kitimat.

In addition, the Workforce Training and Contract Services (WTCS) Department, soon to be the Centre for Community Workforce Development (CCWD) Department, has the following contract training programs that started in September and October:

- Heavy Equipment Operator Training (Terrace Campus) – Kitselas 5 Tier (K5T), Thompson Rivers University (TRU), TRICORP and Nisga'a Employment and Skills Training
- Friday Trades (Terrace Campus) – Centennial Christian School
- Professional Cook Level 1 Direct Entry (Terrace Campus) – K5T/Nisga'a Lisims Government
- Landscape Horticulture Level 3 (Terrace at Kulspai Learning Village) – K5T
- Intro to Automotive (Prince Rupert at Charles Hayes Secondary School) – School District 52
- Carpentry Level 1 (Prince Rupert Campus) – TRICORP
- Youth Explore Trades Sampler (Gitwangak at Gitksan West Secondary School)

Program Anniversary: The Freda Diesing School of Northwest Coast Art is celebrating its 20th anniversary. An alumni exhibit titled *Thread of Our Culture: The Legacy of Freda Diesing* is being held at the Terrace Art Gallery from November 6 to December 6, 2026. I attended the opening on November 6 and it was a magnificent evening of remembering how the "school within a school" began, acknowledging the founders for their vision and persistence, and noting the many talented graduates – of which there are approximately 200 – who continue to revive, and evolve, the traditional formline style of Northwest Coast art.

Community Newsletter Launch: The marketing team will be launching a Prince Rupert Community Newsletter next month. Building on the positive feedback received from community partners in Smithers, the email newsletter will highlight programs, services, and opportunities at the Prince Rupert campus and help local organizations and prospective students stay connected with the college.

7. External Engagements

This list covers the period of September 17 until November 18, 2026 and focuses on my external engagements and sectoral meetings. This two-month period was marked with fewer external engagements partly because of the snap election and the resulting interregnum period, as well as the end of my three-year term on the Executive of BC Colleges.

Date	Event
September 24	With Director of Indigenization Ali McDougall, met with Wilps Nikate'en regarding the sale of the Hazelton campus
October 5	Met with Cindy Heitman, President of College of New Caledonia (CNC), to discuss potential collaborations between the two institutions
October 7	Met with the team from Higher Education Strategy Associates (HESA) for the kick-off meeting of the new strategic plan process
October 21	Joined the Northern Post-Secondary Collaborative meeting, along with the Presidents of UNBC, CNC, and Northern Lights College, to plan for our attendance at the Natural Resources Forum in Prince George in January and our potential collaboration with the North Central Local Government Association (NCLGA)
October 26	Sent congratulations cards to the 14 new and returning mayors in the college catchment area, along with four cards to the three returning MLAs and the one new one
October 30	Met with consultants from HESA for a project sponsor update on the information and themes they had gathered so far
November 2	Attended the strategic plan steering committee meeting as the project sponsor
November 3	Met with the Ministry of Infrastructure to discuss the asset disposition process
November 5	Attended the CMTN Foundation Board meeting as a Director
November 5	Attended the Freda Diesing School of Northwest Coast Art 20th Anniversary celebration, featuring the founders of the School and alumni, at the Terrace Art Gallery
November 17	Attended the BC Colleges Presidents' meeting online
November 18	Met with the HESA consultants while they were at the Terrace campus conducting strategic planning input sessions
November 18	Attended First Nations Council



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Appendix A

First Nations Council Five-Year Strategic Plan

2026–2031

PURPOSE

The Coast Mountain College (CMTN) First Nations Council (FNC) creates a respectful space for northern First Nations to work together in advancing shared priorities in educationand capacity building. Through collective guidance and recommendations to the CMTN Board of Governors and President, FNC helps ensure that learning at CMTN reflects, uplifts, and responds to the strengths and needs of Indigenous learners, families, and communities.

VISION

To strengthen partnerships with First Nations communities by advancing equitable access, cultural inclusion, and collaborative opportunities for education and capacity building.

MISSION

To revitalize and honour local First Nations values by fostering relationships, supporting capacity building, and promoting land-based, community-driven learning across all programs and services—including academics, trades, cultural, and student supports.

CORE VALUES

EQUALITY, RESPECT, AND INCLUSION

We champion these principles through culture, collaboration, and innovation—empowering learners and shaping lasting change.

EMPOWERMENT AND COLLABORATION

We amplify student voices and empower learners to be actively engaged in their education. We foster collaboration among families, communities, and Nations to support student success.

EQUITABLE ACCESS

We ensure that every student has access to education, resources, and opportunities, regardless of ability, geography, or circumstance.

INTEGRITY AND ACCOUNTABILITY

We act with honesty and accountability while honouring who we are. We value culture, tradition, and belonging as the foundation of our shared identity.

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First Nations Council
Five-Year Strategic Plan 2026–2031

1 Governance, Leadership, and Relationships

Strategic Goal 1: Implement traditional governance and decision-making processes practised by First Nations communities and Nations.

Year 1: 2026–2027 Short-Term Objectives	• First Nations Council (FNC) members share best practices in traditional governance and decision-making. • Conduct additional research and develop a Governance Policy and Procedures document to guide Council decision-making. • Continue working with the Board of Governors and the President to build meaningful and cooperative relationships and partnerships.
Year 2: 2027–2028 Mid-Term Objectives	• Implement the Governance Policy and decision-making processes. • Clarify and finalize the organizational chart, including roles, responsibilities, and communication pathways between the Board of Governors and the FNC.
Year 3: 2028–2029 Mid-Term Objectives	• Practise and operationalize the Governance Policy and decision-making processes; revise as required. • Identify opportunities to strengthen partnerships between the Board of Governors and the FNC.
Year 4: 2029–2030 Long-Term Objectives	• Evaluate the Governance Policy and Procedures and develop recommendations for improvement.
Year 5: 2030–2031 Long-Term Objectives	• Review recommendations and implement approved changes. • Continue strengthening collaborative governance relationships with the Board of Governors and Coast Mountain College (CMTN) leadership.

2 Indigenous Student Access

Strategic Goal 2: Enhance access to affordable housing, holistic supports, and community engagement to increase enrolment, retention, and overall success of First Nations, Inuit, and Métis students at CMTN.

Year 1: 2026–2027 Short-Term Objectives	***Target: Increase Indigenous student enrolment by 5% relative to the Fall 2025 baseline of 489 students (41% of total enrolment) who self-identify as Indigenous.*** • Conduct a survey of Indigenous students (on- and off-campus) to identify housing, financial, cultural, and academic support needs. • Review survey findings and develop a comprehensive Indigenous Student Success Plan. • Examine affordable housing options (on- and off-campus) and available funding opportunities. • Research annual First Nations, Inuit, and Métis application numbers, including unsuccessful applicants, to assess housing demand and barriers to access. • Based on research findings, assist CMTN in developing a Student Housing Strategy to expand affordable housing options. • Support CMTN education advisors and counsellors in delivering community information sessions, including career and education fairs.
Year 2: 2027–2028 Mid-Term Objectives	***Target: Increase Indigenous student enrolment by an additional 5%.*** • Based on research findings, assist CMTN in developing an innovative Student Housing Strategy to explore and expand future affordable housing options. • Begin implementation of the Indigenous Student Success Plan, including identified holistic supports. • Continue community outreach and recruitment efforts.
Year 3: 2028–2029 Mid-Term Objectives	***Target: Increase Indigenous student enrolment by an additional 5%.*** • Explore holistic supports (housing, financial, cultural, academic, and wellness services) to promote student retention and completion. • Monitor implementation of housing and support initiatives. • Receive a written progress report: "How Are We Doing?" assessing enrolment growth and student success indicators.
Year 4: 2029–2030 Long-Term Objectives	***Target: Increase Indigenous student enrolment by an additional 5%.*** • Review a two-year progress report evaluating the impact of housing and holistic supports on access, retention, and completion. • Refine and strengthen strategies based on data and student feedback. • Continue targeted recruitment and community engagement efforts.
Year 5: 2030–2031 Long-Term Objectives	• Conduct a comprehensive five-year analysis of enrolment growth, retention rates, housing access, and support effectiveness. • Report on multi-year growth trends and student success outcomes. • Provide recommendations for the next five-year strategy to further increase Indigenous student enrolment and success.

First Nations Council

Five-Year Strategic Plan

2026–2031



3 Community Partnerships and Strengthening Cultural Understanding

Strategic Goal 3: Strengthen sustainable partnerships between First Nations communities and CMTN while advancing culturally grounded practices, including meaningful and ongoing cultural awareness training.

Year 1: 2026–2027 Short-Term Objectives	• Identify communities currently partnering with CMTN and establish a collaborative joint review process on the partnerships. • FNC members provide best practices and recommendations to strengthen partnerships between communities and CMTN. • Review current cultural awareness training expectations for employees and facilitators/contractors. • Provide recommendations to improve the quality, relevance, and delivery of cultural awareness training.
Year 2: 2027–2028 Mid-Term Objectives	• Based on Year 1 recommendations, identify potential partnerships and strategies to enhance collaboration between communities and CMTN. • Establish clear goals, objectives, and outcomes for cultural awareness training. • Identify qualified facilitators/contractors to support delivery of training.
Year 3: 2028–2029 Mid-Term Objectives	• Recommend ways to enhance, expand, and deepen community partnerships. • Review participant feedback from mandatory cultural awareness training and provide recommendations for improvement.
Year 4: 2029–2030 Long-Term Objectives	• Support implementation of strengthened partnership strategies and joint community initiatives. • CMTN implements FNC recommendations to enhance cultural awareness training.
Year 5: 2030–2031 Long-Term Objectives	• Evaluate strengthened partnerships and identify further opportunities for long-term, sustainable collaboration. • Conduct an annual review of cultural awareness training feedback and provide recommendations to ensure training remains relevant, meaningful, culturally grounded, and responsive to community needs.

4 Programs and Services

Strategic Goal 4: FNC collaborates with CMTN to identify flexible, culturally responsive programs and holistic services that reflect First Nations priorities to support learner success, employment, and long-term sustainability.

Year 1: 2026–2027 Short-Term Objectives	• Collaborate with CMTN to develop and implement a community survey to prioritize education needs, identify culturally responsive program opportunities, and determine preferred delivery models. • Conduct consultations with First Nations communities to identify emerging employment needs, skill gaps, and workforce opportunities.
Year 2: 2027–2028 Mid-Term Objectives	• Review survey and consultation findings and provide recommendations to guide program design, delivery priorities, and culturally responsive approaches. • Strengthen and enhance culturally grounded student support services (academic advising, financial aid, tutoring, mentorship, and wraparound supports), ensuring services align with identified student needs.
Year 3: 2028–2029 Mid-Term Objectives	• FNC provides recommendations on further developing and/or expanding programs aligned with local and regional priorities (e.g., LNG, trades, environmental stewardship, tourism, digital media, and emerging technologies). • Integrate holistic supports—including access to Elders, cultural teachings, wellness services—within all First Nations programs.
Year 4: 2029–2030 Long-Term Objectives	• Partner with local employers and community organizations to provide work-integrated learning, relevant training opportunities, and entrepreneurship pathways. • Embed career awareness, workforce readiness, digital skills, and creative pathways into all First Nations programming.
Year 5: 2030–2031 Long-Term Objectives	• Participate in assessing program and service impact using retention, engagement, completion, and employment outcomes; make recommendations to CMTN for continuous improvement. • Strengthen long-term sustainability through innovation, community-driven program models, strategic partnerships, and new funding or revenue-generating opportunities that support First Nations programming and contribute to the overall sustainability of CMTN.