

2024



STRATEGIC DIRECTIONS 2024-2026

CMTN | foundation

Introduction - CMTN Foundation

Mission: To grow and steward resources to support Coast Mountain College.

Vision: To ensure that every student from the region has access to resources to make Coast Mountain College a part of their post-secondary learning pathway.

Values: Acting with integrity by being transparent, inclusive, and accountable to the College, our partners, and the community.

Building a bridge between communities and students at Coast Mountain College.

Supporting student success

 Scholarships

 Bursaries

 Awards

 Capital Projects

 Programs

Relieving financial barriers

 Tuition

 Books

 Living

 Travel

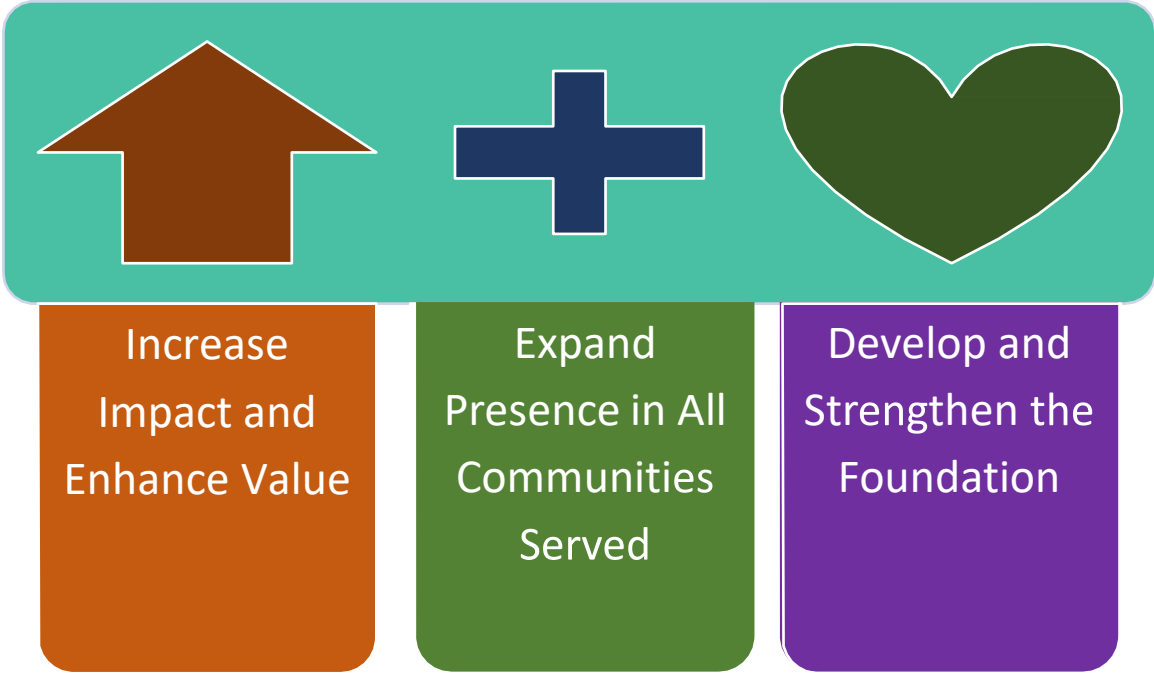
 Emergencies

Three Key Directions 2024-2026

The CMTN Foundation Board has established three key areas of focused growth: growth in funds distributed to students, growth in communities served, and growth in investments.

The Board has a solid base to proceed from, with all leadership in place. As of June 2023, all 12 Board of Director positions were filled, with board members now representing four communities.

Permanent staff are in place, and Coast Mountain College has a permanent President & CEO, Dr. Laurie Waye; this creates the framework needed to move forward and focus on achieving the directions outlined in our strategic plan.



The CMTN Foundation’s three key directions to support focused growth and achievement of its mission, vision, and values have led to the completion of an action plan for the next three years.

1. Increase Impact and Enhance Value

a. Build a comprehensive fundraising strategy and business plan congruent with College priorities.

- Work with the College to identify the projects that require fundraising.
- Build custom business plans and fundraising strategies for each project.
- Obtain professional assistance, as required, for larger projects.
- Develop new opportunities for engagement and fundraising with all communities beyond special events.

b. Articulate the tangible benefits of supporting students through enhanced access to teaching and learning.

- Develop new print materials for prospective donors.
- Update the website.
- Elevate the Foundation's presence to inspire community stakeholders and donors through storytelling.

c. Increase financial aid to students through increased donations.

- Develop new awards.
- Hold successful fundraising events.
- Elicit direct donations.
- Maximize use of matching funds.



2. Expand Presence in All Communities Served, with Focus on Relationships

a. Grow and diversify the Foundation's connections with community groups, including non-profits and granting agencies.

- Inventory the directors' involvement in other groups.

b. Develop strategic alliances and sponsorships with industry partners.

- Develop a prospect identification process and clearance protocol.
- Strengthen the connections with employers and their employees who are College alums.

c. Strengthen the connections within the College.

- Engage with deans, faculty, and College leadership on emerging capital lists and project priorities.

3. Develop and Strengthen the Foundation

a. Set achievable, inspiring, quantitative, and qualitative goals to measure and evaluate performance (ROI) and impact.

- Create a scorecard with measurable indicators.
- Share results with stakeholders.

b. Enhance governance capabilities and board training.

- Focus recruitment efforts on regional representation.
- Use skills matrix to evaluate diversity with board members when reviewing new applications.
- Provide board members with leadership development training.
- Improve the interconnectedness and collaboration with the College.
- Refresh the memorandum of understanding (MOU) with the College.

c. Ensure resources are in place to drive growth and improve processes.

- Ensure funds come from College advancement budget, not fundraising.
- Implement all Donor Perfect and DocuSign features.
- Work with College on award management system.
- Prepare process maps.
- Develop step-by-step documentation.
- Develop a continuity plan, particularly at the staff level.

Background and Key Milestones

- February 2, 2017, incorporation of Northwest Community College (NWCC) Foundation
- March 29, 2017, signing of an MOU between the College and NWCC Foundation
- June 13, 2017, NWCC Foundation receives registered charity status with Canada Revenue Agency (CRA)
- August 29, 2017, NWCC kick starts “matching funds” campaign with \$200,000 contribution to the Foundation
- June 18, 2018, College changes name and re-brands to Coast Mountain College (CMTN)
- August 2018, first audit with MNP
- October 17, 2018, name change to CMTN Foundation
- April 2023, Board Retreat and refreshing of Strategic Plan for 2023-26

Achievements and Gains

- Complementing Coast Mountain College on its support of students through scholarships, awards, bursaries, and capital projects
- Creating opportunities for education and access to people in our communities
- Building skills and capacity – keeping people and resources in the North
- Building and nurturing relationships in communities
- Making the connection between donors and students
- Growing employee contributions and engagement
- Attracting a collegial and engaged board with varied backgrounds, gender diversity, and Indigenous Peoples ancestry
- Successfully managing incorporation with solid policies and processes in place
- Effectively managing resources and assets
- Purchasing land in Smithers and Terrace – a strategic use of the Foundation’s resources

- Increasing the presence of the Foundation, resulting in increased fundraising revenues (\$2 million)
- Elevating the College’s visibility and profile in the communities it serves

Greatest Impacts

- Providing greater access to education for people who live in the North – transforming lives
- Building capacity and attracting and retaining people in the North
- Supporting the College to be more innovative, especially around teaching and learning spaces and infrastructure
- Elevating the college’s reputation and brand as a transformative organization in the communities it serves
- Assisting benefactors to realize the tangible benefits of donating to the College
- Building relationships and generating goodwill through community events



Financial Performance 2019/2020 – 2022/2023

