

## Overall Financial Report

Over the past decade the Association has continued to grow overall, and now has a budget of more than \$7.5 million.

In almost every year, the Association has seen its net assets increase, building a strong fiscal base for the future.

Revenues from fees (i.e. rents and sale of services) have increased throughout the past decade and are in line with the Association's strategic priorities.

## We Want Your Feedback!!

What do you see are the key strengths and positive characteristics of Canadian Mental Health Association Kootenays?

---

---

---

What do you see as the challenges, concerns, or issues that should be priorities for us to work on in order to strive to continually improve our services?

---

---

---

Overall, what is your assessment or evaluation of how we are doing?

---

---

Please detach and drop off, mail to:  
CMHA Kootenays, 39 — 13<sup>th</sup> Avenue South  
Cranbrook BC V1C 2V4  
Email: [reception@cmhakootenays.org](mailto:reception@cmhakootenays.org)

## CMHA—Kootenays Programs

Abbott Gardens / Haven Gardens / Sonja's Gardens / Molnar Gardens / Gatehouse Gardens / Silver City Gardens / Baker Gardens / Crestbrook Gardens / McBeth Manor / Anderson Gardens / Rosewood Manor / Maranatha Court / Pine Ridge Court / Riverview Court

East Kootenay Employment Centres  
Job Options BC

Volunteer Kootenays / Senior Friendly Visitors / Seniors Check-in / Volunteer Assisted Shopping

Youth Outreach and Family Support / Children Who Witness Abuse / Kootenay Haven Transition House / Community Outreach / Public Education

Crisis Line / Ca'MocHA Coffee Kiosk / Bounce-Back

## Membership Helps

Make a difference to those we serve by becoming a member! Annual membership fees are: \$5 (for subsidized / limited income), \$20 individual, and \$50 for corporate. Membership bestows rights such as voting at annual meetings, specialized opportunities to volunteer in branch initiatives, receipt of Visions magazine and includes membership with BC Division and National.

## CMHA Kootenays

**Cranbrook:** 39 — 13<sup>th</sup> Avenue South, V1C 2V4  
Phone: (250) 426-5222 | Fax: (250) 426-2134

**Trail:** 1939 Columbia Avenue, V1R 1K5  
Phone: (250) 368-5223 | Fax: (250) 368-5230

**Nelson:** 302 Anderson Street, V1L 4Y1  
Phone: (250) 354-1236 | Fax: (250) 352-3652

**Elk Valley:** 302c — 2<sup>nd</sup> Avenue, Fernie V0B 1M0  
Phone: (250) 423-4204 | Fax: (250) 423-6238



# 2015 — 2017 Strategic Plan Report

*As published by the Board of Directors*



## Mandate

"To promote the mental health, wellness and emotional stability of all individuals within the communities we serve."

[www.kootenays.cmha.bc.ca](http://www.kootenays.cmha.bc.ca)

## Key Priorities for 2015-17

- i. Develop and implement the “capital re-build” project in Cranbrook. The goal is to have a renewed building in Cranbrook that provides more housing units and a one-stop home for both administration and program staff, increases program accessibility for clients, leads to new administrative efficiencies, and enhances the public image in the Cranbrook area.
- ii. Strengthen the staff and the management team further through orienting, training, mentoring, and professional development opportunities. The goal is to enhance existing competencies, and develop competencies in new growth or potential growth areas.
- iii. Enhance the hub strategy. The goal is to strengthen the current hubs in Cranbrook/Kimberley and Greater Trail, further establish the emerging hub in the Elk Valley, and initiate a hub in Castlegar (and maybe also in Nelson and Golden). This will require taking on new services and projects in Fernie and the Elk Valley, and in Castlegar.
- iv. Drill down the organizational culture so that it is consistently reflected in the daily behaviours of all staff and volunteers. The goal is to strengthen the organization’s robustness and consistency.
- v. Develop and implement a more proactive marketing and community relations strategy that is outcome focused, and efficient in using organizational resources. In particular, connect Board members with community and business leaders. The goal is to protect CMHA, increase accessibility for clients and potential clients, and generate new opportunities for CMHA.
- vi. Continue to work closely with others in considering new housing projects, and in seeing CMHA Kootenays as the organization that could positively take on smaller and older housing societies and their projects. The goal is to build CMHA’s housing portfolio.

## Key Priorities for 2015-17 (Continued)

- vii. Be more transparent and open about the role that CMHA Kootenays plays, and can play, in leading informal and formal case management processes, and become more proactive in engaging others in de-briefing exercises where these case management processes seemingly fail. The goal is to improve the processes and to identify community issues and service gaps that need to be somehow addressed at a broader level.

## Strategic Framework

The Association is committed to continuing to provide diverse, quality, accessible, and needed community services across the Kootenays and the Boundary Area.

The Association is committed to providing cohesive, well planned, diverse, and fiscally sound contract management services to funders and community partners.

## New Opportunities Framework

The Association is committed to looking at new service opportunities in different local communities where there is a demonstrated community need, the community has expressed an interest in the Association becoming involved and other, more local, service providers are not able to respond well.

- i. Focus on those areas where the Association has already developed and demonstrated experience and expertise, and can deliver the service well.
- ii. Focus on those community populations where the Association has already developed and demonstrated experience and expertise, and can deliver the service well, including: tenants, seniors, youth, women facing violence, people with mental illness, and job seekers.
- iii. Avoid growth for growth’s sake and avoid services that are more clinical in nature.

## On-Going Strategic Directions

- i. Deliver services in the Kootenays and Boundary area communities.
- ii. Focus on areas of experience and competency: mental health, housing, employment, family violence, crisis, youth at risk, and primary healthcare services.
- iii. Learn about ways to work with more diverse and complex client populations, and develop strong community partnerships in order to participate in community case management plans where CMHA is only one of many services accessed by clients.
- iv. Deliver services under contract to diverse Provincial Ministries, the Interior Health Authority, and Federal departments.
- v. Continue to develop and deliver services on a fee basis, and/or using private sector capital investments.
- vi. Remain accredited through CARF and recognized by funders and contractors as the place to go to have community services developed and delivered.
- vii. Promote mental health as a positive choice for all people and advocate for people with mental health concerns.
- viii. Be a preferred and competitive employer in the Kootenays, balancing the needs of existing services and staff, with the work of developing and implementing services.
- ix. Continue to recruit and help develop excellent staff and volunteers, including providing career stepping stones for young adults and leadership and learning opportunities for current staff.

