



**Cameray**  
Child & Family Services

# **LONG TERM PLAN**

**2018-2022**



CAMERAY COMMUNITY FUND  
LONG TERM PLAN 2018-2022

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## **EXECUTIVE SUMMARY**

Cameray Community Fund, commonly known as Cameray Child and Family Services is a community-based agency committed to the strengthening of individuals and families through a spectrum of services including counselling, education, outreach and advocacy. The vision of the agency is stronger children, stronger families, and stronger communities.

The 2018-2022 Long Term Plan was developed in order to provide direction to the agency as we fulfill our mission, to increase our impact in the community, and to assist us in our continuous pursuit of excellence.

The goals for Cameray Community Fund over this four-year period are:

1. **Organizational Excellence**

Through continued work on a responsible resource model and a responsive and professional environment for clients and staff, Cameray will strengthen the organization's depth and resilience.

2. **Program and Service Excellence**

A focus on responding to the changing needs of the client base will ensure that Cameray is responsible and balanced in the approach to service delivery.

3. **Strong Community Profile**

The strategic use of outreach of the local and broader community will enhance Cameray's reputation and ability to leverage support for growth and diversification.

Strategies to achieve these goals have been identified, and the process of implementing the strategies will be carried out by the staff, management, and Board of Directors of Cameray Community Fund through a series of annual short term plans. The ultimate result will be a robust and well-respected community agency that is instrumental in the strengthening of children and families, and the communities of Burnaby and New Westminster.


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AUTHORIZATION

Cameray Community Fund's 2018-2022 Long Term Plan Approved  
on September 17, 2018:

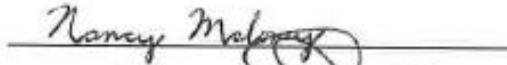
Board President:

Don Macdonald:



Board Executive:

Vice President  
Nancy Maloney:



Secretary  
Nazarina DiSpirito:

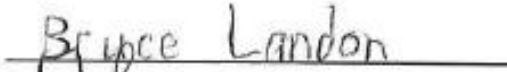


Treasurer  
Brian Shuster:



Board Members:

Bruce Landon:



Tracy Logan:



Sue Montabello:



Executive Director:

Tracey Rusnak:



Date Signed:

September 17, 2018

## **MISSION AND VISION**

A. Vision Statement

Stronger children, stronger families, stronger communities

B. Mission Statement

Cameray Child and Family Services is a community-based agency committed to the strengthening of individuals and families through a spectrum of services including counselling, education, outreach and advocacy.

C. Statement of Values

The core values which guide the agency and its Board / Staff / Management include:

- Healthy Families
- Cooperation and Collaboration
- Accessibility
- Contribution and Service
- Social Justice
- Empowerment
- Authenticity
- Challenging Work
- Hope

D. Organizational Mandate

The mandate of Cameray Community Fund is to provide free counselling, education, outreach and advocacy services to residents of Burnaby and New Westminister in the pursuit of strengthening families.

## ORGANIZATIONAL PROFILE AND HISTORY

### A. Brief History of Cameray Community Fund

Cameray Community Fund, commonly known as Cameray Child and Family Services, began in 1972 when a group of Burnaby citizens came together to apply for a Local Initiative Program grant. The funds from this grant provided counselling, youth drop-in, day care, and senior services. The original programs were operated out of a church basement, and the organization was known as Project Backdoor. In 1974, the L.I.P. funds ceased, but the provincial government provided funds to continue the child and family counselling program. The Stride Youth Worker Program began development in 1973 due to need in the area. Unfortunately this contract was cut in June 2002.

In 1983 the society was incorporated as the "Citizen's Development Fund", and in 1985, the organization changed its name to "Cameray Centre". The legal name was changed to "Cameray Community Fund" in 1995.

Over the years, the organization grew. Program offices were opened in Burnaby and New Westminster. The family counselling program expanded to include more specialized counselling services such as the Sexual Abuse Intervention Program, Trauma Counselling, Family Crisis Counselling, Sexual Health Intervention Program, and Child and Youth Counselling (an adjunct service to Child and Youth Mental Health).

The Partners in Parenting Program began development in 1997. It was a Building Blocks initiative, based on the "Healthy Start" parenting program in Hawaii, USA, and was funded by the provincial government. The program was terminated in October 2005 and was revised into the Early Intervention Parenting Program, which included individual support and group training modules for parents of children under the age of five. The name of the program changed to the Parent Support Program in 2007.

The Child and Youth Victim Support Service Program began in 2000, funded by the Ministry of Justice, to provide criminal justice information and support, safety planning, information and referrals, and emotional and practical support to child victims of physical and sexual abuse and child witnesses.

The ACTS program (Assisting the Community with Transitioning Students) was developed by Bev Ogilvie and Joanna Doonan, District Counsellors with the Burnaby School District, to provide Homework Clubs with at-risk grade 5-7 students to assist them with the transition to secondary school. The program was originally funded through a National Crime Prevention Grant, and the Ministry of Children and Family Development funded it in 2004.

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The agency underwent its first accreditation with Council on Accreditation in 2003, and has successfully completed the re-accreditation process three times since then. The agency is currently accredited through October 31, 2019.

In 2009 Cameray received the Burnaby Business Excellence Award for Not-for-Profit Organization of the Year.

In 2013, due to financial constraints, the agency was forced to close the doors of the New Westminster program office and the administration office, and amalgamate all programs into one location at 5623 Imperial Street in Burnaby. However, programs continue to serve children and families in both Burnaby and New Westminster. All of our programs are free of charge and voluntary, and we see approximately 1,900 children, youth and families per year.

B. Cameray Programs and Services

Cameray offers services to children, youth, and their families in Burnaby and New Westminster, BC. All the services are free of charge, and they include:

- Counselling Program - Provides professional counselling services to children, youth, and their families. The services include the Sexual Abuse Intervention Program, Trauma Counselling Program, Family Counselling Program, Sexual Health Intervention Program, High-Risk Youth Support Program, Brief Family Program (for families experiencing a situational crisis), and the Child and Youth Mental Health Program.
- Parent Support Program - Provides prevention and early intervention services to parents with children aged 0-5, and parents-to-be. The services include individual support and group training modules.
- Child and Youth Victim Support Services - Provides support and advocacy to children and youth who are victims or witnesses of a crime. The services include court preparation and accompaniment, education around the justice system, practical assistance and emotional support throughout the entire legal process, assistance with Victim Impact Statements and Crime Victim Assistance Program applications, and accompaniment to meetings such as investigative interviews and medical exams.
- Assisting the Community with Transitioning Students (ACTS) - Provides support to children in grades 5-7 to facilitate a more successful transition to high school. The program includes homework/dinner clubs in select schools in Burnaby, individual outreach and support with at-risk children, small group activities, and a mentorship component with high school student volunteer mentors.

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- Community Kitchens - Provides opportunity for people to learn to cook low-cost, nutritious meals and take them home for their families.

Cameray's funding comes primarily from BC Ministry of Children and Family Development, BC Ministry of Public Safety and Solicitor General, and various grants and donations. While some of our programs give priority to clients referred by the Ministry of Children and Family Development, we strive to be barrier-free, and therefore all of our programs take referrals from any source, including self-referrals.

C. Description of Service Population

Cameray offers services to children, youth, and their families in Burnaby and New Westminster, BC. The only criteria for families are that the children are under the age of 19 and that they reside in Burnaby or New Westminster. The service population is culturally diverse, as there is a high immigrant population in these two communities. Many of the clients are low-income, but this is not a criterion for service.



## STRATEGIC GOALS AND OBJECTIVES

### A. **GOAL 1: ORGANIZATIONAL EXCELLENCE**

Through continued work on a responsible resource model and a responsive and professional environment for clients and staff, Cameray will strengthen the organization's depth and resilience.

#### **OUTCOMES:**

#### **1. Diversification of Funding**

##### Strategies:

- Develop ad-hoc committee to develop a plan to acquire additional and diversified funding
- Prioritize potential best uses of additional funding
- Research options for additional sources of funding
- Assess outcomes and determine allocation and implementation of resources

#### **2. Professional Working and Service Environment**

##### Strategies:

- Retain use and application of stay surveys
- Advocacy by the Board for improved compensation levels for staff at any and all available opportunities with funders
- Retain and enhance training for counsellors
- Retain and develop leadership on the management team
- Develop a succession plan for the management team
- Invest in a Board Development Strategy focused on leadership, governance training, succession planning and recruitment of Board members reflective of community diversity

**B. GOAL 2: PROGRAM AND SERVICE EXCELLENCE**

A focus on responding to the changing needs of the client base will ensure that Cameray is responsive and balanced in the approach to service delivery.

**OUTCOMES:**

**1. Restructured Accessibility**

Strategies:

- Establish a presence in New Westminster
- Investigate possibilities for co-location in New Westminster or collaboration with New Westminster agencies, City of New Westminster, New Westminster School District, and others
- Continue to review and examine intake and referral process to manage and mitigate waiting list of clients and potential delivery models, ie. tele-service

**2. Outreach Services and Partnerships**

Strategies:

- Align with other agencies to support specific communities, ie. Aboriginal, LGBTQ community, those with developmental differences
- Enhanced staff knowledge, awareness and engagement of specific and unique communities
- Continue the established practice of staff recruitment, reflective of a diverse community

**3. Effective Organizational Procedures**

Strategies:

- Research options for case management system
- Decide on digital or hard copy case management going forward as an outcome of the research
- Nurture and sustain the established training program for counsellors
- Nurture and sustain the positive and constructive relationships between staff, management, and Board of Directors

**C. GOAL 3: STRONG COMMUNITY PROFILE**

The strategic use of outreach to the local and broader community will enhance Cameray's reputation and ability to leverage support for growth and diversification.

**OUTCOMES:**

**1. Strategic Community Partnerships**

Strategies:

- Develop a strong Cameray presence in the local community
- Further develop the marketing research undertaken in 2016-17
- Develop an action plan for the Board on strategic community outreach to partners who can strengthen Cameray's profile

**2. Use of Technology to Enhance the Reputation of Cameray**

Strategies:

- Define the most effective role, purpose and potential use of social media for Cameray
- Develop a manageable social media platform

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**APPENDIX A:**

**Goal Timelines and Priorities**

<b>Cameray Strategic Plan Organizational Excellence</b>			
<b>Goal Statement:</b> Through continued work on a responsible resource model and a responsive and professional environment for clients and staff, Cameray will strengthen the organization's depth and resilience.			
Strategy Statements	Priority	Ownership	Timeline
<b>Diversification of Funding</b>			
<ul style="list-style-type: none"> <li>• Develop ad-hoc committee to develop a plan to acquire additional and diversified funding</li> <li>• Prioritize potential best uses of additional funding</li> <li>• Research options for additional sources of funding</li> <li>• Assess outcomes and determine allocation and implementation of resources</li> </ul>	High High High High	Staff/Management Staff/Management Management/Board Management/Board	Years 1-2 Years 1-2 Years 1-2 Years 1-2
<b>Professional Working and Service Environment</b>			
<ul style="list-style-type: none"> <li>• Retain use and application of stay surveys</li> <li>• Advocacy by the Board for improved compensation levels for staff at any and all available opportunities with funders</li> <li>• Retain and enhance training for counsellors</li> <li>• Retain and develop leadership on the management team</li> <li>• Develop a succession plan for the management team</li> <li>• Invest in a Board Development Strategy focused on leadership, governance training, succession planning and recruitment of Board members reflective of community diversity</li> </ul>	High High High Medium Medium High	Management Board/Management Management Management Management Board	Years 1-4 Years 1-4 Years 1-4 Years 1-2 Years 1-2 Years 1-2

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<b>Cameray Strategic Plan Program and Service Excellence</b>			
<b>Goal Statement:</b> A focus on responding to the changing needs of the client base will ensure that Cameray is responsive and balanced in the approach to service delivery.			
Strategy Statements	Priority	Ownership	Timeline
<b>Restructured Accessibility</b>			
• Establish a presence in New Westminster	Medium	Management	Years 1-3
• Investigate possibilities for co-location in New Westminster or collaboration with New Westminster agencies; City of New Westminster, New Westminster School District and others	Medium	Management	Years 1-3
• Continue to review and examine intake and referral processes to manage and mitigate waiting list of clients and potential delivery models i.e. tele-service	High	Staff/Management	Years 1-3
<b>Outreach Services and Partnerships</b>			
• Align with other agencies to support specific communities i.e.: Aboriginal, LGBTQ community, those with developmental differences	Medium	Staff/Management	Years 2-3
• Enhanced staff knowledge, awareness and engagement of specific and unique communities	Medium	Staff/Management	Years 1-4
• Continue the established practice of staff recruitment, reflective of a diverse community	Medium	Staff/Management	Years 1-4
<b>Effective Organizational Procedures</b>			
• Research options for case management system	High	Management	Years 1-2
• Decide on digital or hard copy case management going forward as an outcome of the research	High	Board	Years 2-3
• Nurture and sustain the established training program for counsellors	High	Management	Years 1-4
• Nurture and sustain the positive and constructive relationships between staff, management and Board of Directors	High	Board/Management/ Staff	Years 1-4

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**Cameray Strategic Plan  
Strong Community Profile**

**Goal Statement:**

The strategic use of outreach to the local and broader community will enhance Cameray's reputation and ability to leverage support for growth and diversification.

Strategy Statements	Priority	Ownership	Timeline
<b>Strategic Community Partnerships</b>			
•Develop a strong Cameray presence in the local community	High	Board/Management/ Staff	Years 1-4
• Further develop the marketing research undertaken in 2016-17	High	Management	Years 2-3
• Develop an action plan for the Board on strategic community outreach to partners who can strengthen Cameray's profile	High	Management/Board	Years 2-3
<b>Use of Technology to Enhance the Reputation of Cameray</b>			
• Define the most effective role, purpose and potential use of social media for Cameray	Medium	Management	Years 2-3
• Develop a manageable social media platform	Medium	Management	Years 2-3

## **APPENDIX B:**

### **Description of Strategic Planning Process**

The strategic planning process was facilitated in June 2018 by Cheryle Beaumont (knowledge philanthropist with *The Vantage Point*), and it consisted of three 3-hour sessions.

The first session on June 5, 2018 was with all agency staff. The session agenda included:

- The role and purpose of strategic and long-range planning;
- An activity to identify strengths/opportunities and challenges/barriers;
- Review of the status of the goals of the previous plan (2014-2018);
- Identification of previous goals to adjust and/or retrain in the next plan; and
- Suggestion of major goal areas for the next plan.

The second session on June 11, 2018 was with the Board of Directors. The session agenda included:

- The role and purpose of strategic and long-range planning;
- An activity to identify strengths/opportunities and challenges/barriers;
- Review of the status of the goals of the previous plan (2014-2018);
- Identification of previous goals to adjust and/or retrain in the next plan;
- Review input from staff from June 5 session; and
- Suggestion of major goal areas for the next plan

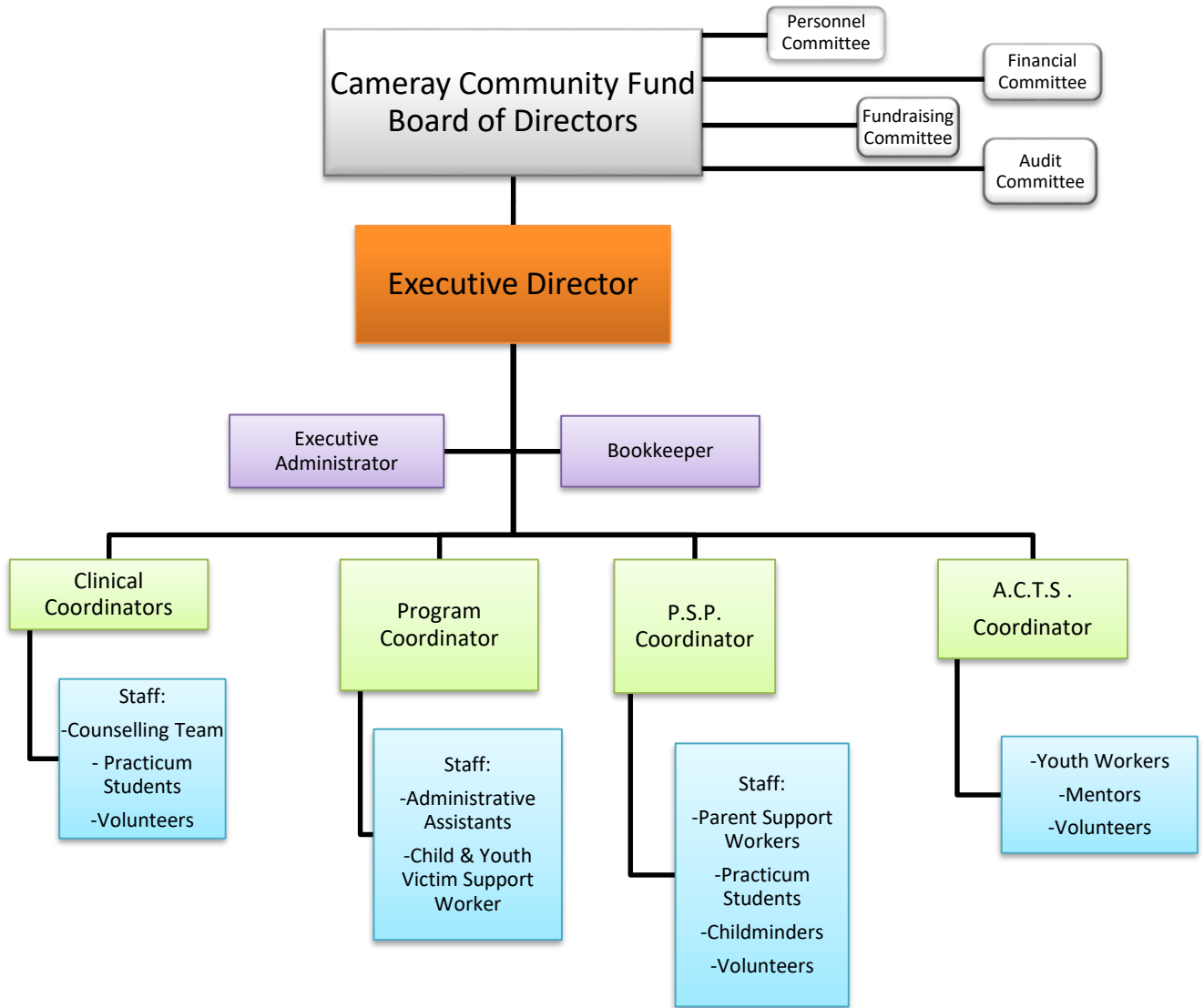
The final session on June 26, 2018 was with the Board of Directors, the management team, and the PQI (Performance and Quality Improvement) Committee. In this session:

- Major goal statements were refined;
- Objectives were identified for each goal statement;
- Strategy statements were developed; and
- Priorities, timelines, and task ownership were established.

Following the facilitated sessions, the information was compiled into a cohesive document. The final plan was presented to the Board of Directors and was approved on September 17, 2018. The strategies and priorities then formed the basis for the annual short term planning process later in September.

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**APPENDIX C:**  
**Organizational Chart**





**APPENDIX D:**

**Short Term Plans  
(Working Document)**

**\*\* See Short Term Plan documents for more detailed information (ie. tasks and timelines) and updates**

**2018-2019 Short Term Plans - Board:**

- Goal 1: Make a decision around a case management system based on staff research and recommendations, and support the purchase and implementation of the system
- Goal 2: Create a strategy to develop the Board and recruit members, including the development of a stakeholder advisory group
- Goal 3: Create a Board planning task force to identify fundraising goals and opportunities, possibly jointly with a staff committee

**2018-2019 Short Term Plans - Management:**

- Goal 1: Develop a succession plan for the management team
- Goal 2: Retain and develop leadership on the management team
- Goal 3: Research options for a case management system
- Goal 4: Establish a presence in New Westminster

**2018-2019 Short Term Plans - Staff:**

- Goal 1: To increase cohesion amongst all team members
- Goal 2: To address the waitlist by identifying and implementing ways to manage and mitigate it
- Goal 3: To support and enhance current fundraising activities

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**2019-2020 Short Term Plans - Board:**

- Goal 1:
- Goal 2:
- Goal 3:

**2019-2020 Short Term Plans - Management:**

- Goal 1:
- Goal 2:
- Goal 3:

**2019-2020 Short Term Plans - Staff:**

- Goal 1:
- Goal 2:
- Goal 3:

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**2020-2021 Short Term Plans - Board:**

- Goal 1:
- Goal 2:
- Goal 3:

**2020-2021 Short Term Plans - Management:**

- Goal 1:
- Goal 2:
- Goal 3:

**2020-2021 Short Term Plans - Staff:**

- Goal 1:
- Goal 2:
- Goal 3:

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**2021-2022 Short Term Plans - Board:**

- Goal 1:
- Goal 2:
- Goal 3:

**2021-2022 Short Term Plans - Management:**

- Goal 1:
- Goal 2:
- Goal 3:

**2021-2022 Short Term Plans - Staff:**

- Goal 1:
  - Goal 2:
  - Goal 3:
-

**APPENDIX E:**

**Goals Achieved  
(Working Document)**

**Goal 1: Organizational Excellence**

*Through continued work on a responsible resource model and a responsive and professional environment for clients and staff, Cameray will strengthen the organization's depth and resilience.*

**1. Diversification of Funding**

**(a) Develop ad-hoc committee to develop a plan to acquire additional and diversified funding**  Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(b) Prioritize potential best uses of funding**  Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(c) Research options for additional sources of funding**  Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

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**(d) Assess outcomes and determine allocation and implementation of resources**

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**2. Professional Working and Service Environment**

**(a) Retain use and application of stay surveys**

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(b) Advocacy by the Board for improved compensation levels for staff at any and all available opportunities with funders**

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(c) Retain and enhance training for counsellors**

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

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**(d) Retain and develop leadership on the management team**

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(e) Develop a succession plan for the management team**

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(f) Invest in a Board Development Strategy focused on leadership, governance training, succession planning and recruitment of Board members reflective of community diversity**

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**Goal 2: Program and Service Excellence**

*A focus on responding to the changing needs of the client base will ensure that Cameray is responsive and balanced in the approach to service delivery.*

**1. Restructured Accessibility**

**(a) Establish a presence in New Westminster** Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(b) Investigate possibilities for co-location in New Westminster or collaboration with New Westminster agencies, City of New Westminster, New Westminster School District, and others** Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(c) Continue to review and examine intake and referral processes to manage and mitigate waiting list of clients and potential delivery models, i.e. tele-service** Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

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**2. Outreach Services and Partnerships**

**(a) Align with other agencies to support specific communities, i.e.: Aboriginal, LGBTQ community, those with developmental differences**   
Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(b) Enhanced staff knowledge, awareness and engagement of specific and unique communities**   
Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(c) Continue the established practice of staff recruitment, reflective of a diverse community**   
Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**3. Effective Organizational Procedures**

**(a) Research options for case management system**  Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

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**(b) Decide on digital or hard copy case management going forward as an outcome of the research**   
Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(c) Nurture and sustain the established training program for counsellors**   
Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(d) Nurture and sustain the positive and constructive relationships between staff, management, and Board of Directors**   
Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	



**Goal 3: Strong Community Profile**

*The strategic use of outreach to the local and broader community will enhance Cameray’s reputation and ability to leverage support for growth and diversification.*

**1. Strategic Community Partnerships**

**(a) Develop a strong Cameray presence in the local community**   
 Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(b) Further develop the marketing research undertaken in 2016-2017**   
 Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(c) Develop an action plan for the Board on strategic community outreach to partners who can strengthen Cameray’s profile**   
 Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

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**2. Use of Technology to Enhance the Reputation of Cameray**

**(a) Define the most effective role, purpose and potential use of social media for Cameray**   
Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

**(b) Develop a manageable social media platform**   
Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	