



**clements centre**

*for* **FAMILIES**

Sundrops | Adult  
Child Development | Community Living

**Director of Development**

**January 2024**



Clements Centre for Families envisions a community in which all individuals are included, valued, and celebrated. We bring hope, belonging, and independence to children, youth, and adults with developmental disabilities and their families by offering programs and services that promote participation and engagement.



Based in Duncan, in Vancouver Island's beautiful Cowichan Valley, Clements Centre began in 1957 when a group of young parents refused to send their children with developmental disabilities to live in institutions in other communities. Instead, they boldly opened a school for their children and developed the Cowichan Valley's first programs and services to help children like theirs thrive.

Our grassroots story is one of courage, love, and innovation. Today, the Centre supports people "from twinkle to twilight" - living with disabilities from birth through adulthood to live their best lives in our communities.

Clements has grown tremendously in recent years, restructured its operations, and continues to build its profile to meet a growing demand for its services. Clements is primarily government-funded, providing great stability and permanence to its operations.

Clements now seeks a **Director of Development** to develop and implement fundraising plans, build relationships with new and existing donors, support our ambitions for a new children's centre building, and oversee our public-facing marketing and communications activities.

The Director will oversee one staff member and report directly to the CEO as a member of the senior leadership team. With an enthusiastic and supportive CEO and Board, the Director will lead efforts of the board in raising awareness of the vital role Clements Centre plays in our community.

This is an exciting opportunity for a passionate and experienced fundraiser to:

- Leverage Clements's exceptional history and inspiring community impact into solid relationships;
- Join a dynamic and growing organization that values inclusion and diversity, learning and development, trust and respect, and innovation and adaptability;
- Enhance Clements's culture of philanthropy by ensuring the staff and Board's enthusiasm and knowledge of fundraising;
- Live and work in one of Canada's most beautiful, welcoming, and nourishing areas.

**Information for Candidates:**

If you're interested or curious, or know someone who is, please be in touch with Clements's search partner, Christoph Clodius at The Discovery Group, at [christoph@thediscoverygroup.ca](mailto:christoph@thediscoverygroup.ca).

**Applications:** The deadline for applications is February 9, 2024. Please apply with a cover letter and resume/CV to Christoph at the email above.

**Compensation & Benefits:** The Director of Development's salary range is \$90,000 to \$110,000. Clements also offers a competitive benefits package including extended health benefits, dental, group life, LTD, and Municipal Pension Plan.

**Location:** Clements' offices are located in Duncan, in the beautiful Cowichan Valley. Residence in any of the Cowichan Valley communities would be ideal (e.g. Duncan, Mill Bay, Ladysmith, Lake Cowichan), while some staff do reside in Nanaimo or even Victoria. A hybrid office/work from home environment can be supported for the right candidate.

**Diversity and Inclusion:** Clements Centre Society is committed to inclusive hiring practices and is dedicated to building an inclusive community that comprises individuals who have an array of identities, abilities, backgrounds, cultures, skills, perspectives, and experiences.

We feel grateful and honoured to provide our services on the traditional and unceded territories of the Lyackson, Stz'uminus, Penelakut, Halalt, Dididaht, Pacheedaht, Pauquachin, Quw'utsun, Malahat, and Ts'iibaa-asatuz people. We acknowledge the rights, interests, priorities, and concerns of all Indigenous Peoples (First Nations, Métis, and Inuit), respecting and acknowledging their distinct cultures, histories, rights, laws, and governments.

Studies have shown that women and people of colour are less likely to apply to jobs unless they meet every single qualification. If you are excited about this role but your past experience or competencies don't align perfectly with every desired trait listed above, we encourage you to reach out anyway. You may in fact be just the right candidate for this - or other - roles.

**Other Requirements:** Clements serves vulnerable populations, so all successful applicants must consent to a Solicitor General's Criminal Record Check, and we have a mandatory COVID-19 vaccination requirement.



## ABOUT CLEMENTS

Clements Centre for Families welcomes infants, children, youth, adults, and their families in 9 locations from Cobble Hill to Duncan, serving more than 1370 families every year. We provide a wide range of community living services for adults with developmental disabilities, child development programs for young children and youth with disabilities or those at risk of developmental delay, and childcare resource and referral services for families across the Cowichan Valley.

**Our Vision:** We envision a community where all individuals are included, valued, and celebrated.

**Our Mission:** To bring hope, belonging and independence to children, youth and adults with developmental needs and their families by offering programs and services that promote participation and engagement.

**Our Values:**

- **Equity** -All people have the right to be treated with dignity and respect.
- **Access** - All people should have access to needed services that achieve maximal outcomes.
- **Inclusion** - All people are entitled to live and participate as full citizens in the community of their choice, with the same rights, obligations, and responsibilities as other citizens.
- **Agency** - All individuals have the power and resources to fulfill their potential.

Clements is guided by our 2022 Strategic Plan (see below). We have approximately 150 employees across all of our programs, and an annual budget of \$11 million.

To align our mission, values, and the evolving landscape, the term “Clements Centre for Families” is used to capture the essence of our organization as a central hub for support, resources, and community engagement. Clements Centre for Families resonates with the community, fostering a stronger



connection and understanding of the valuable work we do. Clements Centre Society is a provincially registered not-for-profit organization and a federally registered charity. All services provided by the Society meet the rigorous international standards set by the Commission on Accreditation of Rehabilitation Facilities.

Clements's programs fall into two broad streams: Child Development and Adult Community Living.

### **Child Development:**

Clements offers comprehensive services for families and their children aged from birth to 18 years. To cater to the diverse needs of the people we serve, these services are adaptable to various settings, including homes, preschools, playgrounds, clinics, and therapy rooms within the Clements Centre for Families. Our primary objective is to deliver optimal care to individuals and their families, ensuring accessibility and excellence regardless of the location.

Our programs include:

- **Infant Development**  
Supports infants in the critical window from birth to three years of age in the areas of motor skills, language, social, play, and learning.
- **Early Intervention**  
Increases independence and enhances development through Physiotherapy, Occupational Therapy, and Speech and Language Therapy.
- **Supported Child Development**  
Assists families of children who require extra supports to access inclusive childcare in the community.
- **Behavioural Support**  
Provides education, consultation, training, and resources for families, individuals and groups that support children with disabilities.
- **Children's Family Support Program**  
Offers after-school, spring and summer programs for children and youth with disabilities.
- **Child Care Resource and Referral**  
Provides information and support to families in their selection of appropriate childcare and provides training and support to childcare providers.



We strive to make access as seamless as possible. Parents and guardians can contact the Centre directly with questions and concerns, and we receive referrals from physicians, health units, and other professionals. Children who have critical care interventions at BC Children's Hospital and Victoria General Hospital come home to their families and are directed to the specialized services at Clements.

Our team of expert Child Development specialists works alongside families to make informed decisions about goals and appropriate supports to ensure every child has the best start possible.

### **Adult Community Living**

Our Adult programs offer a wide array of options and support to meet an individual's social, emotional, mental, and physical development needs through a wide variety of community-oriented services and initiatives, including:

- **Staffed Homes**  
Clements Centre operates three staffed homes, each with unique characteristics but having in common a caring, supportive environment to help people achieve their optimal level of independence. We aim to enhance all areas of life, including satisfaction with the home environment, health and personal care, recreation and leisure, volunteering, work, and participating in the community.
- **Home Sharing Program**  
Provides a residential option for adults who prefer a smaller or more family-based environment. Services are provided by contracted caregivers who share living space and responsibilities around the home and provide whatever level of support is appropriate to the individual's needs.
- **Supported Employment**  
Facilitates the identification and fulfillment of self-directed vocational goals for adults with developmental disabilities who want to integrate into the workforce. We provide an experienced job coach for each placement who assists the employee and business owner or manager in whatever way they need to train the employee to perform the job.
- **Supported Independent Living**  
Offers support and assistance to individuals in developing their unique potential for independent living and provides in-home support to enable individuals to maintain their chosen living situation. Individuals accepted must have a desire to become more independent, either in their current living situation or with the intention of moving to a more independent environment.
- **Community Inclusion**  
Clements Centre community-based programs support adults to pursue recreational and leisure activities of their choosing in a safe and positive manner, with the greatest degree of independence, based on each individual's capacity for growth.

Additionally, Clements Centre owns and operates a local bakery as a social enterprise, the Mindful Mouthful (<https://themindfulmouthful.ca/>). It features a large commercial kitchen and in-house and retail sales throughout the community. Buying from The Mindful Mouthful creates opportunities for people with developmental disabilities to experience the freedom, independence and pride that comes with employment.

Learn more about Clements at <https://www.clementscentre.org>.

Clements Strategic Plan:

VALUES	EQUITY	ACCESS	INCLUSION	AGENCY
GOALS	<p><b>Foster collaborative relationships with community organizations and individuals</b></p>	<p><b>Provide quality services responsive to individual/family need</b></p>	<p><b>Foster equity, diversity and inclusion in policy and practices</b></p>	<p><b>Expand, diversity and optimize resources (human, financial, physical and community)</b></p>
STRATEGIES	<p>Host 3 community meetings to explore viability of mutually beneficial partnerships in response to the creation of Family Connection Centres.</p> <p>Strengthen our relationships with community partners through shared educational opportunities.</p> <p>Foster a safe, transparent workplace that encourages diversity, curiosity, optimism, creativity and innovation.</p> <p>Create and implement an external communications strategy to evolve and raise our profile as leaders in community inclusion.</p>	<p>Increase impact of our services across the full range of our programming.</p> <p>Expand our services to address the changing needs of families and persons served.</p> <p>Expand the use of outcome measures in all of our services and use the data to drive improvements</p>	<p>Complete a comprehensive diversity assessment to gauge agency climate and cultural competency.</p> <p>Develop a plan in response to the assessment and implement strategies contained within.</p> <p>Increase culturally safe and appropriate services thru continuous learning, innovation, and reflective practice.</p>	<p>Recruit, retain and support sufficient employees and board directors to fulfill roles and responsibilities.</p> <p>Integrate financial, technological, social, and environmental considerations in planning and decision making.</p> <p>Diversify funding revenues and increase unrestricted revenue by 10%.</p> <p>Optimize physical spaces.</p> <p>Expand and diversify community-based assets accessed by and for the families and individuals we support.</p>

## **Fundraising at Clements:**

Clements has historically been predominantly government-funded, with about 95% of funding coming from government contracts. To complement this funding, Clements fundraises from individuals, corporations, and community groups through direct appeals, grant requests, events, online giving, and other channels.

Over the past three years, total donations and grants have varied between \$200,000 - \$400,000 per year. Between 2020-21 and 2022-23, the number of active donors has increased from 176 to 514, a 192% increase, and the number of new donors acquired annually has grown considerably, from 104 in 2020-21 to 280 in 2022-23. The largest gift the organization has received in the last few years is a \$75,000.

Clements prioritizes investment in fundraising efforts to enhance existing relationships and broaden our revenue streams. Specifically, there is significant growth potential in both major and individual giving programs. Additionally, exploring planned giving is essential, as there are currently no recorded expectancies for planned gifts on file.



Looking ahead, the demand for our specialized care is experiencing rapid growth. The Child Development Program has significantly surpassed its current capacity. To address this issue, Clements is actively considering the construction of a new Child Development Centre. This endeavor will require a capital campaign. A recent feasibility study has indicated that we are not currently fully equipped to initiate a formal fundraising campaign. Consequently, we propose that the Director take the lead in orchestrating this process.

## **Primary Position Responsibilities**

### Fundraising Strategy & Execution

- Develop and implement a comprehensive fundraising strategy and plan aligned with Clements's goals, which may include (but is not limited to) annual giving; prospect identification, cultivation and solicitation of foundations, corporations, and individuals; events; legacy giving.
- Execute the plan, including strategic development, implementation, and effective oversight of all fundraising programs.
- Develop and monitor activity goals, strategies, benchmarks, and timelines.
- Where appropriate, identify new funding opportunities and innovative approaches to fundraising.



- Ensure buy-in and excitement for the plan, enabling a culture of philanthropy across internal and external constituents.

#### Donor Cultivation and Relations

- Clearly articulate, prepare, and promote a strong case for support that grows the donor base and giving level; develop a keen sense of awareness of Clements's needs and priorities.
- Cultivate and steward relationships with current and potential donors, including individuals, corporations, foundations, and relevant government agencies.
- Develop personalized engagement strategies to deepen donor commitment and support.
- Represent Clements Centre at community events, networking opportunities, or other engagement activities.
- Identify and build relationships with potential donors, including securing commitments of donations, stewardship, and/or participation in events.
- Develop and implement strategies to identify, cultivate, and solicit major donors.
- Research, write, and submit grant proposals to foundations and corporate donors; collaborate with program staff to gather information for compelling proposals.
- Collaborate closely with the CEO on strategic direction, partnership development, and donor engagement.

#### Communication and Reporting

- Collaborate with the Communications and Engagement Manager to create compelling materials that showcase the impact of donor support.
- Partner with the Communications and Engagement Manager to ensure Clements's public outreach and communications strategy and tactics are effective, including media relations, web site needs, and social media campaigns.
- Ensure leadership, including but not limited to the CEO, Staff and Board of Directors, are fully engaged with a culture of philanthropy, leveraging their time as efficiently and strategically as possible.

#### Staff and Volunteer Leadership

- Supervise and coach the Communications and Engagement Manager, ensuring their goals, and professional and personal development needs are met.
- Collaborate with colleagues in service delivery, operations, finance, and other areas to develop the necessary administrative functions and processes, procedures, and policies.
- Prepare reports for the CEO and Board of Directors and support relevant committees.
- Collaborate with other directors to foster a culture of respect, positivity, and trust, as well as an environment that supports teamwork and cooperation.

#### Financial and Database Management

- Oversee the implementation of policies and procedures for gift processing and timely donor acknowledgement, database management, and financial reports.
- Develop and manage the development budget, ensuring effective allocation of resources.
- Utilize database systems within a data-driven and evidence-based organization.
- Accountable for ensuring the accuracy and entry of all data, receiving, processing, tracking, and issuing receipts for all donor contributions including individual gifts, pledges, in-kind donations, grants, and data from third-party sources.
- Work closely with the Finance department to ensure gifts are entered accurately; assist with timely records for financial statements and auditing; provide reports as required.
- Ensure systems are compliant with the Personal Information Protection & Electronic Documents Act and Canada Anti-Spam Legislation, and CCS Fund Development Policies.

**This position is a great opportunity for a fundraising leader who is:**

- A true people-person, keen to support the people we serve and build relationships with donors, staff, and the communities we work in;
- Experienced in both the art and science of fundraising;
- A natural storyteller, who can make a compelling case for Clements with conviction and authenticity;
- A genuine and keen collaborator with tact, poise, and empathy for people who may not yet have experienced what a comprehensive and effective fundraising program looks like;
- Thoughtful, reflective, and has a lively sense of humour;
- Professional, yet down to earth and casual; adaptable to different circumstances, needs, and audiences;
- Action-oriented, and leads with energy, passion, and exuberance.

**Desired Qualifications (Education, Skills, Abilities):**

- Commitment to Clements Centre mission, vision, and strategic goals; strong values alignment.
- Experience in a broad and comprehensive fundraising program, ideally including some combination of annual giving, major gifts, grant writing, planned giving, and events.
- First-hand experience in cultivation, solicitation, and closing gifts.
- Experience growing fundraising programs; campaign experience would be a great asset.
- Nonprofit marketing/communications expertise an asset.
- A thoughtful and strategic leader with the capacity to think creatively to solve problems.
- Strong communication abilities. Demonstrated skills in relationship-building.
- Experience in managing and coordinating activities involving senior leadership and community leadership volunteers.
- Excellent interpersonal, organizational, and problem-solving skills.
- Highly organized with an aptitude for detail-oriented work.
- Strong time management and prioritizing skills and ability to meet deadlines.

- Flexibility for some evening and weekend work.
- Valid BC Driver's license and ability to travel throughout the region for donor meetings.
- Proficiency with Microsoft Office suite, electronic mail, and donor database programs.
- Completion of a Bachelor's degree or equivalent training and experience is required.
- Knowledge of Society legislation, CRA guidelines and regulations.
- CFRE designation is an asset.

### **Leadership Bio: Dominic Rockall, CEO**

Dominic was appointed CEO of the Clements Centre for Families in January 2023. Prior to joining Clements Centre, he was the Executive Director of the Nanaimo Child Development Centre. His professional background includes more than 15 years of executive and senior leadership positions in the community social services sector.

In addition to his role as CEO, Dominic currently serves as Board President of the Family Support Institute of BC and Board Co-Chair of the British Columbia Association of Child Development and Intervention.

Prior to his leadership roles, Dominic ran a private counselling practice through which he delivered services for Indigenous organizations and worked with Indigenous children in care. Dominic holds an MA in Counselling Psychology from the University of British Columbia and a Bachelor of Arts in psychology from Carleton University.

Dominic's leadership is grounded in a philosophy of collaboration and lifelong learning. Whether working with children in care or individuals with developmental disabilities, he firmly believes that all people, regardless of their background or the nature of their disability, possesses the potential for growth and development and that everyone should be afforded opportunities to learn and thrive.



### **Living in the Cowichan Valley**

Cowichan is located on the southern end of Vancouver Island, between Nanaimo (30 minutes by car) and Victoria (1 hour by car); Cowichan's coastal communities immediately face Saltspring Island. Communities include Duncan, Mill Bay, Chemainus, and Lake Shawnigan, each with their own character and beauty. For more see <https://www.tourismcowichan.com/explore/communities/>

Originally named The Warm Land by the First Nations peoples, the Cowichan offers one of Canada's finest climates. A truly unique combination of warmth and moisture throughout the year has resulted in lush plant growth and spectacular vistas. The Cowichan Valley is located in Canada's only Maritime Mediterranean climatic zone, resulting in the warmest mean year-round temperature anywhere in Canada.

This is an outdoor lovers' paradise where quality of life is paramount. The area is characterized by a variety of natural and rural landscapes that are open to exploration. These landscapes range from open farmlands and extensive ocean coastlines within the southern region, to the cool mystic valleys of the Koksilah, Cowichan and Chemainus Rivers. The parks and trails of the Cowichan Valley region offer something for everyone to appreciate: golf, hiking, downhill biking, camping and other benefits of coastal living. Referred to as "Canada's Provence," Cowichan is home to an extraordinary number of craft beverage producers, bakeries, organic growers, and artisanal producers.

Duncan serves as an economic hub for the Cowichan Region and provides healthcare, retail and professional services, and cultural tourism. It is a major business centre for the fishing, farming, forestry, and tourism industries; key drivers of the regional economy. Downtown Duncan features several



heritage and vintage buildings, and a large array of small, exquisite shops and restaurants catering to all tastes. Enjoy the cultural comings and goings in busy City Square or tour the world's largest collection of outdoor totems.

A number of new capital initiatives will greatly impact residents: a new hospital is scheduled to open in 2027, a high school in 2024, and a new police station is underway too.

For more, see:

<https://duncan.ca/>

<https://www.tourismcowichan.com/>

<https://www.downtownduncan.ca/>