



clements centre

HOPE. BELONGING. INDEPENDENCE.

Annual report
Fiscal 2025/26



The year in review

An annual report looks back at what happened over the past year. Beyond the numbers, it is an opportunity for us to pause and consider the values and vision for which Clements Centre stands. In doing so, we look to the 2025 to 2029 strategic plan.

The strategic plan sets out five goals: expanding services to meet real gaps, deepening partnerships and community engagement, building workforce capacity, strengthening financial sustainability, and bringing discipline to real estate and capital decisions. Our values (equity, access, inclusion, and agency) and our vision of a community in which everyone is included, valued, and celebrated guide us toward those goals.

Expanding services: the Ministry of Children and Family Development is putting new funding into early intervention services. In 2026, Clements Centre applied for the first wave of this funding. This should lead to increases in therapy and navigation services, as well as in mental health and behaviour support services. Supported Employment began a new program with School District 79 to teach pre-employment skills to youth in Grade 12. The program was a success and will continue in 2027. The number of people served continues to grow across all adult service streams, including Community Inclusion Services, Supported Employment Services, Supported Independent Living, Home Share, and Staffed Homes.

Deepening partnerships and community engagement: Clements Centre held a series of engagement sessions with Indigenous communities. Those sessions concluded that a staff position to advise on culturally safe practices and to support relationship building with Indigenous communities in the region would strengthen our commitment to reconciliation.

(continued...)

(continued...) The year in review

Building workforce capacity: along with the increase in people served in 2026, the number of staff employed has also grown. Over the past year, Clements Centre continued to strengthen workforce capacity by investing in the recruitment, retention, and well-being of employees. In 2026, we enhanced workplace culture through staff recognition, professional development opportunities, and initiatives designed to support employee engagement and retention. This included improving psychological health and safety in the workplace through implementation of the “Guarding Minds at Work” framework. Clements Centre also strengthened human resources capacity by creating a new Human Resources Assistant position to support the growing workforce, improve employee support systems, and help foster a positive and inclusive organizational culture.

Strengthening financial sustainability: working with Community Living British Columbia, staff demonstrated that the cost of operating had surpassed existing contract amounts by more than \$300,000. Because funding for many of the programs and budget lines had not increased in years, Community Living British Columbia raised our annual funding by that amount to match current operating costs.

Bringing discipline to real estate and capital decisions: the Board of Directors adopted a rigorous decision-making process for acquiring and disposing of properties, and staff developed a three-year capital expenditures plan. Clements Centre owns 10 properties across the region. In 2026, we made improvements to all three staffed homes, including a driveway upgrade, new gutters, exterior paint, and new windows.

Clements Centre has been part of the community since 1957. This year, we renewed our three-year accreditation from CARF (the Commission on Accreditation of Rehabilitation Facilities) that reflects the quality of the work done by staff and board directors.

The biggest challenge for us was the housing project on Vian Street. Through a dynamic partnership with Parhar Group, land was secured, permits were in place, and the design was complete. In February 2026, BC Housing advised that our funding application through the Community Housing Fund was cancelled. Despite a proactive application to Build Canada Homes, alternative funding was not secured. Clements Centre continues to advocate for the project with both federal and provincial governments.

As we move into our 70th year in the community, none of this would be possible without dedicated and skilled staff, senior and board leadership, community partnerships, donors, funders, and members. Thank you for your support and your care.



Leslie Welin
Board Chair



Dominic Rockall
Chief Executive Officer



Our vision

Clements Centre envisions a Cowichan Region in which all individuals are included, valued, and celebrated.

Our mission

We bring hope, belonging, and independence to children, youth, and adults with developmental needs (and their families) in the Cowichan Region by offering programs and services that promote participation and engagement.



This past February, Her Honour, the Honourable Wendy Cocchia, Lieutenant Governor of British Columbia, graciously accepted the role of Honorary Patron of Clements Centre, a designation reserved for organizations that demonstrate a strong commitment to community service, inclusion, and the public good. Her Honour is a longtime advocate for disability rights, and her values align closely with ours. As Honorary Patron, she strengthens our connection to civic life across the province and helps raise the profile of our work and of the children, youth, and adults we serve in the Cowichan Region. This is a wonderful milestone for us, and we are very appreciative.

Land acknowledgement

We feel grateful and honoured to provide our services on the traditional and ancestral territories of the Lyackson, Stz'uminus, Puneluxutth', Meluxuh, Halalt, Dididaht, Pacheedaht, Pauquachin, Quw'utsun, and Ts'uubaa-asatx peoples.

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.

Meet the board



Leslie Welin
Board Chair



Catherine Hudson
Director



Jean Scholefield
Director



Richard Calverley
Vice Chair/Treasurer



Nicole Diachuk
Director



Rob Conway
Director



Carreen Unguran
Secretary



Nancy Dower
Director



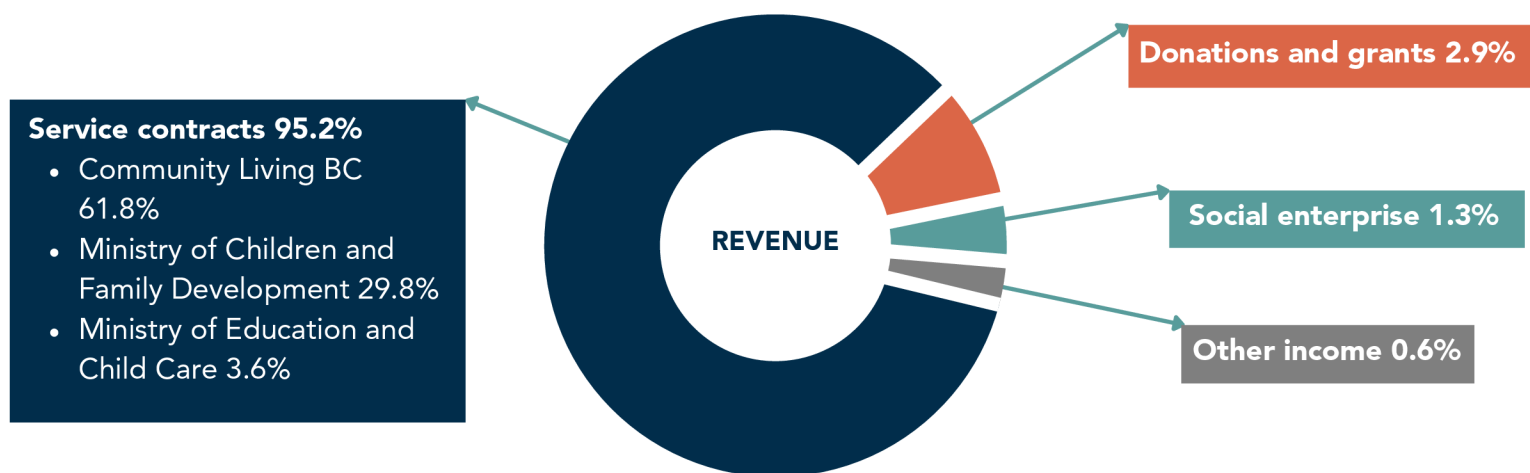
Ray Anthony
Director

Our Board of Directors carries the legal and ethical responsibility for Clements Centre Society. That work falls into three areas: oversight (financial health, legal compliance, and supporting our CEO's leadership), securing resources so the organization can do its work, and setting long-term strategy and direction. Individually, each director is bound by duties of care, loyalty, and obedience. The Board governs in partnership with staff, while the CEO leads day-to-day operations.

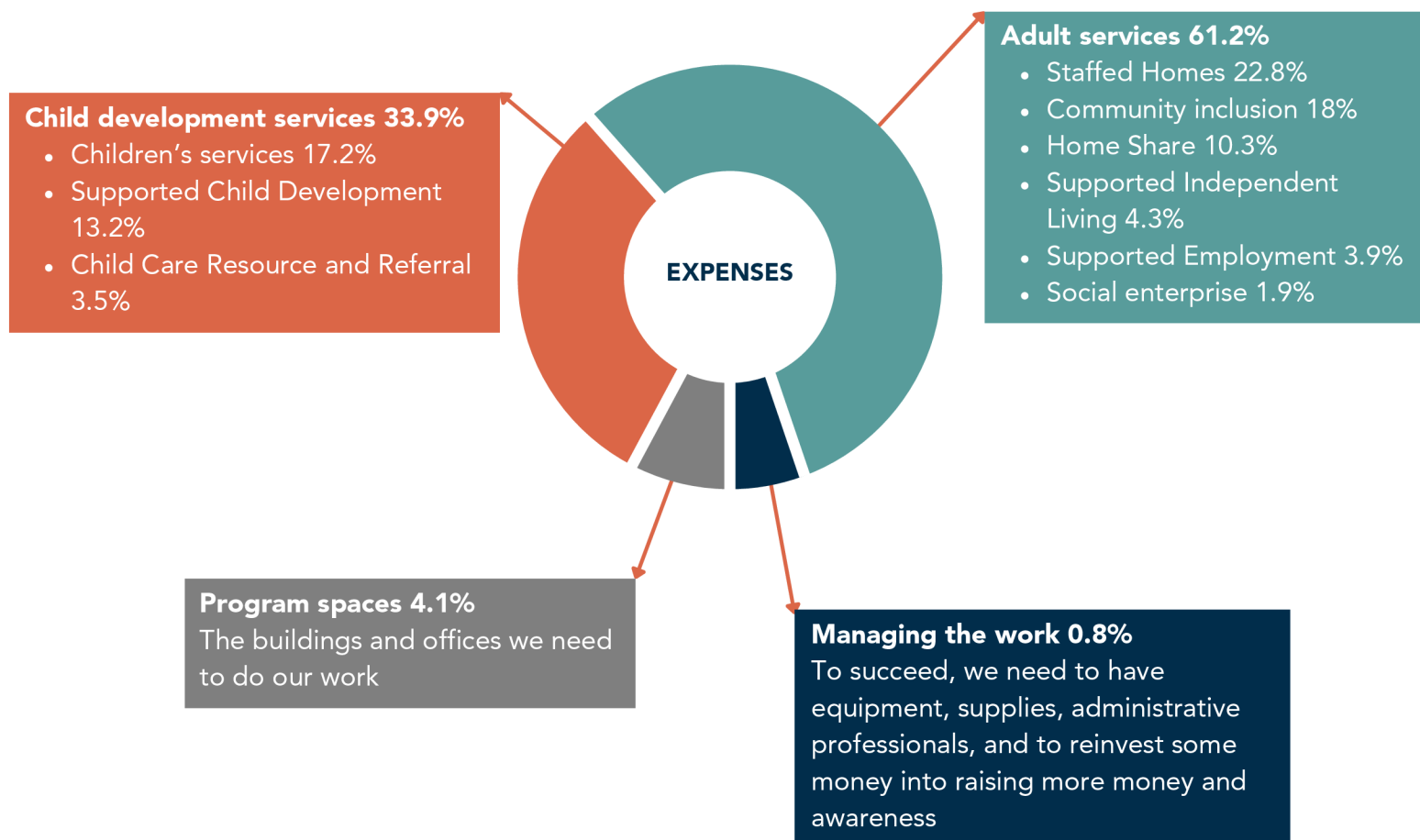
Financial summary and service statistics

Since 1957, we have served our Cowichan Region community by offering programs and services to individuals (and provider, we are contracted by Community Living BC, the Ministry of Children and Family Development, and the receive through these service contracts. We work hard to go above and beyond to do everything we can to help the volunteers, and staff all come together to make our work possible and touch lives every day. Accordingly, we are

Where the money came from in 2025/26



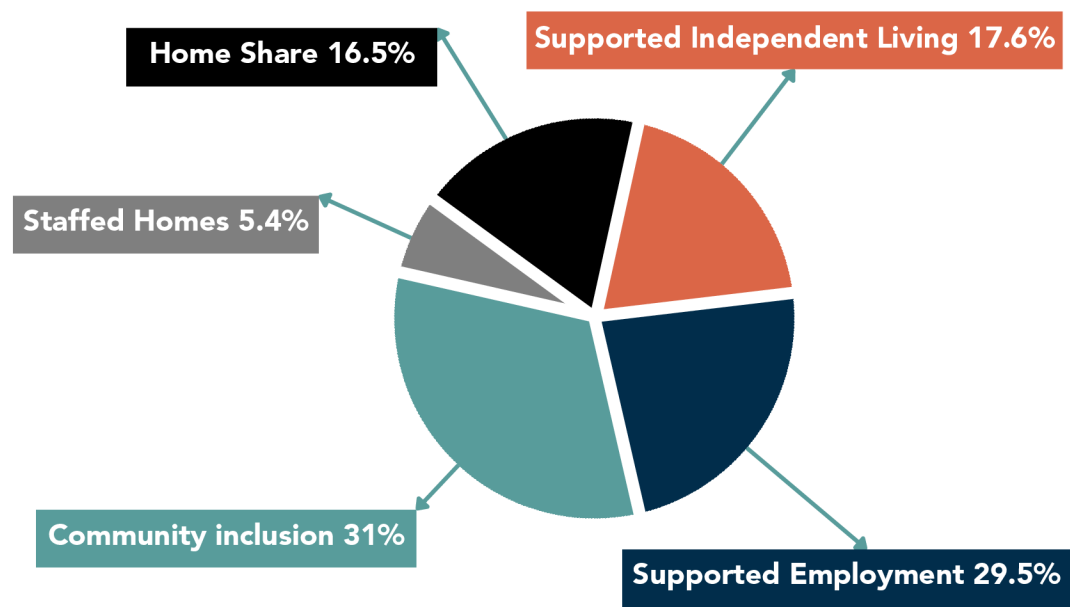
How we used the money to accomplish our mission



their families) who have developmental delays and disabilities. As a registered charity and accredited social services Ministry of Education and Child Care. The reality is the demand for our specialized care exceeds the funding we people we serve and add value to our community. In turn, our community rallies around us. Our donors, partners, committed to managing our finances transparently, judiciously, and to the highest possible standard.

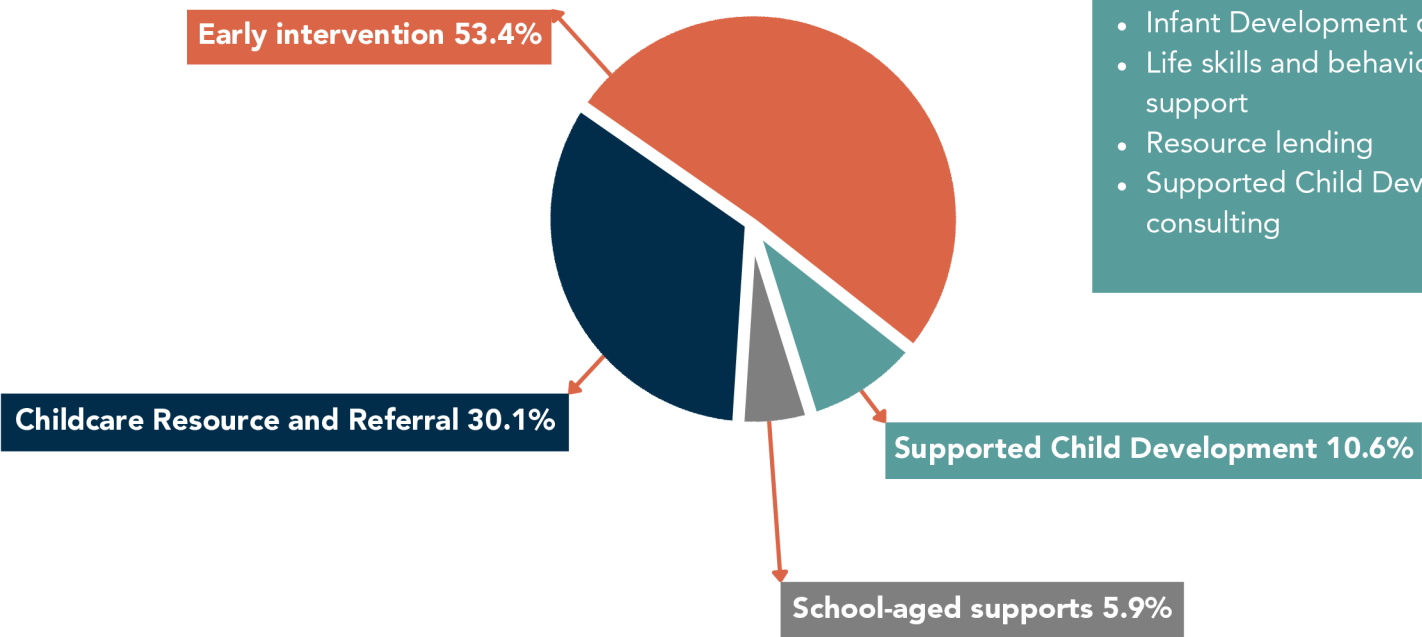
Adult services

261 people were served through 10 service locations.



Child development services

2,346 children and families from across the Cowichan Region accessed one or more services.



Across our programs and services, and behind all the statistics, lives are impacted every day. The range of services we offer includes:

Adult services

- Community Inclusion Services
- Home Share
- Outreach
- Seniors' programming
- Social enterprise
- Staffed Homes
- Supported Employment
- Supported Independent Living

Child development services

- Child Care Resource and Referral
- Children and Family Support
- Early intervention therapies:
 - Clinical counselling
 - Occupational therapy
 - Physiotherapy
 - Speech language therapy
- Infant Development consulting
- Life skills and behavioural support
- Resource lending
- Supported Child Development consulting

Community Inclusion Services

Growth and change best describe the past year across community inclusion, Supported Employment, and Supported Independent Living. All three areas saw a significant increase in referrals and, by extension, in staffing. Teams continued to deliver innovative programming and experiences while remaining person centred in all they do.

Each team experienced staffing changes, with some employees moving on to new opportunities inside and outside the agency. We also saw change at the director level, with Amber Woodworth departing and Sheila Coogan stepping into the director position.

Growth brings the challenge of recruitment. Clements Centre, like many agencies, continues to work to attract sufficient staff. With the ongoing efforts of our Human Resources Department, we expect to meet these challenges as demand for our services grows.



Home Share and Staffed Living

Both programs continued to provide supportive, welcoming environments in which people could thrive. Home Share providers took part in training, supported successful transitions, and welcomed six new people into service. Additional funding was secured for eight people, strengthening supports and promoting long-term stability.

Staffed Homes met service hour targets, achieved accessibility goals, and maintained a 99 percent satisfaction rate. Property improvements included a gravel parking area and driveway, backyard lawn upgrades, new garage gutters, exterior painting, updated windows, a new Arjo tub, and the removal of stumps and curbs.

We were able to secure additional support hours. Residents enjoyed community activities, vacations, and social events. Challenges included increasing care needs, staffing changes, and equipment delays.



This past year has been a year of change and anticipation of change. Our funder, the Ministry of Children and Family Development, announced foundational changes to the sector along with an increase in funding over the next three years, and the team and members of the community have been buzzing. As a team, we are working hard to prepare for the road ahead while staying focused and present in the work we do.

We have been involved in multiple projects this past year, including receiving two innovation grants from the British Columbia Association for Child Development and Intervention. With one of these grants, we created and facilitated a prenatal Infant Development Program, which provided first-time expecting parents with education and coaching on child development. With the other, in partnership with the Responsive Feeding Centre of British Columbia, we were able to offer a cohort of Clements Centre families access to the Responsive Feeding online parent education group. Without this funding, many of the families who participated would not have been able to access this program.

We also saw our Child and Family Services (South End) expansion complete a full year. We were quite proud to offer programming to children in the southern end of the Cowichan Region who were not able to access an after-school program operating in the Duncan area. This increases the accessibility of programming for children and youth with support needs.

As we move into the next year, we have a great deal of excitement on the horizon, and we look forward to reporting on it at next year's annual general meeting.



Program highlights



The Mindful Mouthful

Our bakers continued to drive our social enterprise forward with energy, enthusiasm, and a commitment to top-quality products. Six new Country Grocer stores joined our customer list, and this community-minded company agreed to deliver our cookies throughout its network. The Mindful Mouthful now reaches customers from Victoria through Nanaimo, on Thetis Island, and beyond.

Grant funding from the University of Victoria and the federal government allowed us to hire a commerce co-op student in summer 2025. Also, Island Savings, a division of Tru Cooperative Bank, approved funding for a cookie depositor—equipment that will help us meet growing demand while reducing physical strain on our bakers.

In December, a feature by the Canadian Broadcasting Corporation shared the work our team does every day. Thank you to everyone who supports The Mindful Mouthful. Because of you, our social enterprise continues to grow.



Operations

The operations team made important strides this year. Moving our information management systems and documentation to digital formats has improved access to critical information while maintaining security.

Thanks to the generosity of our community, we completed accessibility upgrades across our facilities, including a newly renovated washroom for our Seniors Program, a washroom retrofit at our Marchmont home, and a new accessible bathtub at our Ryall home. Our Campbell home received new windows throughout, and a new accessible kitchen door is coming, funded by donations and a City of Duncan grant.

“Understanding the Village,” our fall experiential workshop, reached maximum attendance. Staff described the training as invaluable. Other charities we invited brought their learnings back to their own organizations.

This work ensures that those we serve can live with dignity, pride, and purpose.



This past fiscal year marked the first full year together for the fundraising team we assembled in late 2024—and it was a busy one. During the year, the total number of annual donors almost doubled. Key drivers of that growth were the two most successful seasonal direct mail campaigns our charity has undertaken. In late spring of 2025, we fundraised for new iPads for speech language therapy, and we were helped immensely by the participation of 100+ Who Care Cowichan. In late autumn, we launched our **"Your support. Their potential."** campaign in support of our children's therapies, including physiotherapy, occupational therapy, and speech language therapy. The result was just under \$90,000 received from 117 individuals for an average gift of more than \$740 per donor. Amazing! The impact from these campaigns was felt almost immediately by the families we serve.

Another important barometer of our donors' belief in our charity is that 67% renewed their annual support this year. That number has increased significantly over the past two years (54% last fiscal year and 19% two fiscal years ago), and it is considerably higher than the national average of 43% for supporters of all charities.

The fundraising team's primary goal is to connect great people with a great cause. So, to help grow the community of support for Clements Centre, we created three giving clubs last year, including the "Circle of Hope" for those who give gifts of \$500 or more during the year; "GEMs" (give every month) for those who wish to donate in convenient, smaller monthly installments, and the "Legacy of Love" for those individuals who include our charity in their wills. These giving clubs bring together like-minded people who share our values and a belief in our mission. In turn, we seek to provide them with unique events and engagement opportunities in order to inspire, expand, and enrich our donor base and, ultimately, increase the impact on the lives of the people we serve.



be a G.E.M.
give every month

Our work simply would not be possible without the financial contributions of everyone in our community who supports our charity's vision and mission. The demand for our services exceeds the funding we receive from our service contracts. Without our generous and kind donors, grantors, and sponsors, we simply would not be able to have and do everything we need for the people we serve. Their demonstrated commitment to our cause touches lives every day and enriches the entire community.

We thank everyone who supported us during the past fiscal year.

\$50,000+

Inclusion BC
The Province of BC Community Gaming Grant

\$10,000 - \$49,999

100+ Who Care Cowichan	Island Savings, a division
Allen and Loreen Vandekerkhove	of Tru Cooperative Bank
Family Foundation	The Municipality of North Cowichan
Patricia Angus	Patrick Priestner and
Charitable Gift Funds Canada	Island Ford Superstore
Foundation	Tim Hortons Advertising and
The City of Duncan	Promotion Fund (Canada) Inc.

\$5,000 - \$9,999

Chemainus Health Care Foundation	Robert and Carrie Hokanson
Food Processing Skills Canada	The University of Victoria
Student Work Placement Program	Krystyna Thomson

\$1,000 - \$4,999

Bev Angus	Dryco Systems	Knights of Columbus	Royal Bank of Canada
Nancy Brennan	Duncan Volunteer Fire	Lucille and Alfred Kocurek	Royal Canadian Legion
Alex Brocklebank	Department	Ladysmith Health Care Auxiliary	Branch 134
John Burgess	Kendall Gross	Mary Beth Mackenzie	Donald Smillie
Grant and Lynne Clement	Dr. Jonathan Hamilton-Irving	Mill Bay Lions	Leslie and Darrel Welin
James Cosh	John Howells	Our Cowichan Communities	Melissa Windsor
Sean and Nancy Davison-	Catherine Hudson	Health Network	Randy Young
Van der Weide	Norma Irving	Recreation Committee of Silver Park	Wendy Zeer

\$500 - \$999

Beverly Corners Show	Rob Conway	Muriel Heggie	Urban Valley Tees
and Shine Society	Cowichan Bay Seniors and	Adriana M. Palasz	Xinying Wang
Joanne Bodard	Community Association	St. Andrew's Presbyterian Church	Raymond Wheeler
Jill Boileau	Alan and Alison Crisp	Stone Pacific	Angela Williams
Roger Bruce	Zoe Dalton	Darlene Taylor	
Robert Cairns	Nancy Dower	Karen Thorington	
Kayla Clarke	Michael Hartwick	Carreen Unguran	



Our **Circle of Hope** donors are champions of our mission and vision. They share our values, lead by example, help to create impact and change, and gather together to enjoy special events. Everyone who donates \$500 or more annually to our charity is a part of the Circle of Hope. If you are inspired to join this movement, please contact us at **250.746.4135** or **donations@clementscentre.org**.

Are you inspired to join our family of supporters?

\$250 - \$499

Anonymous (2)	Sheila Galley	Joanna Neilson	St. Johns Church-Seniors
Ray Anthony	Alison Garnett	Simon Norris	Exercise Group
Jacqueline Barker	Donna Hobson	Diane and Ron Olaussen	Sunset Chapter 44 Order
Kathleen (Birnie) Braithwaite	Leah Hokanson	Judith Olsson	of the Eastern Star
Susan Cairns	Jennifer Jones	Sharleen and James	Helen Towe
Joan M. Clement	Laura King	Phelan	Debra K. M. Underhill
Jonathan Dallison	Sonia Latter	Jennifer Polack	United Way of British
Stephen Fischer	Lori Mackenzie	Dominic Rockall	Columbia
Ian Fraser	Roy and Dorothy Napier	Marie-Claire Seymour	Amber Woodworth

\$100 - \$249

Anonymous (1)	Linda Dohmeier	Kelly Henault	Guy Lundstrom
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Hilary Abbott	Cam Drew	Jessica Hodgins	Shelley Mackenzie
Laura Aitken	Maeve Drew	Michael Hogg	Madrone Environmental Services Limited
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Sheelagh Anderson	Garrett Elliott	Gordy and Sandy Howes	Lee Anne Mansueti
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Chris Wilkinson Coaching	Victor Gamble	Elise Ketch	Bruce Muir
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Peter Dewaal	Jeanne Hardy	Naomi Low	Stacy Paton
Eileen Dirom-Cline	Jayne Hardy Cathro	Michael Lowery	Janice Patzwald
Megan Doerksen	Gary Hartwig	Sandra Lowery	
	Sparkle Hayter	Charles Lumgair	

\$100 - \$249 (continued...)

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*Thank
you!*

This list is based on contributions received between April 1st, 2025 and March 31st, 2026. To add your support, please contact us at 250.746.4135.

Thank you to our core funders



Ministry of
Children and Family
Development



Ministry of
Education and
Child Care

Canada

Find us at www.clementscentre.org and info@clementscentre.org



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CLEMENTS CENTRE SOCIETY

Charitable Registration Number: **107269466 RR0001**

5856 Clements Street, Duncan BC V9L 3W3

250.746.4135



Years of service

To all our employees: we are deeply grateful to you for your dedication and service. Your commitment, hard work, and passion have shaped our community and made a lasting impact on the people we serve. Thank you for bringing your skills, compassion, and spirit to our team every day. We are especially pleased to congratulate those of you who have achieved milestone anniversaries with Clements Centre.

Celebrating 25 years

Jackie DeJong

Celebrating 20 years

Catherine Carter-Clark
Kimberlee McLeod

Celebrating 15 years

Lynne Bourgeois
Melanie Paradis
Libby Searle

Celebrating 10 years

Tawney Ahdemar
Jennifer Fox
Kelly Henault
Susie Peterson

Celebrating 5 years

Steven Elskens
Jody Fostvelt
Aaron MacDonald
Sarah Erickson
Lee-Ann Sylvester