



Outcomes Management Report

January 1 2024 – Dec 31 2024

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Introduction

This Outcomes Management Report - Results Summary is based on data collected by Clements Centre Society and covers the period January 1, 2024, to December 31, 2024.

A copy of the Outcomes Report is provided in its entirety to members of the Board of Directors, the CEO, Program Directors and Managers and to key funding and community stakeholders. It is posted on the agency web site and is made available to others upon request.

Findings from the Outcomes Management Report are available to employees, to persons served and other stakeholders.

Quality Improvement Plan – Highlights of 2024

Community Inclusion, LOCAL

- New Seniors Program

The new program has been a big improvement for our seniors. They all regularly state how much they like it there and for a couple of individuals there have been significant improvements. For one person, they have gone from last year being described on their Emergency Profile as being "non-verbal" to talking up a storm, both at the Centre and at home. Caregivers report that they used to have to always initiate conversation with the person and now the person is initiating conversation with them. For another individual, who is showing increasing dementia, there has been a significant shift from being very staff-focused to having a peer group to interact with. The individual is very happy to have lots of friends at the program who enjoy doing the same things as they do.

- Resuming doing larger trips/events/outings

We had groups travel to Vancouver to visit the Aquarium and another to visit Science World, as well as a third group traveling to Langley to visit the Glow holiday attraction. Groups traveled to Victoria for a Harbour Cats baseball game, for pinball and pizza, to Hatley Castle, while other groups ventured up-Island for mini-golf in Parksville, to the Nanaimo Exhibition and also to the North Island Wildlife Recovery Centre.

- New Stove in LOCAL

This has made a huge difference to what our groups are able to do. Groups now regularly plan baking days or hot lunches, with people being able to learn new skills (or practice existing ones!). Several groups baked squares at Christmas to take home to their families, and they also baked all of the cookies to serve following our Christmas Variety show.

Community Inclusion, Next Step

- Clements Centre acquired new program space by purchase of property.
- The program grew by 3 participants
- Participants adjusted very well to the new space and are really enjoying it.
- Our new central location helps our individuals go out and achieve (most) of their goals without any transportation barriers.
- New activities this year include equine therapy, horseback riding, cool communicators, and entering the art gallery, amongst other great opportunities.
- Added a program vehicle to resources
- Renovated washroom to make accessible.

SILP

- Moved downstairs in the building to be more visible and accessible to clients.
- Created client “lounge” that encourages marginalized clients to come in for service as there is a dry and warm space, often with a meal or food and coffee available.
- Multiple clients indicated on their satisfaction survey that SILP has helped them to stay away from hard street drugs and to make good choices about their lives. (this made me so happy to read last week!)
- Increased team capacity, by hiring additional staff and serving new clients
- Began social enterprise “Mindful Home and Garden” (on hiatus currently) that supports at-risk clients to work on days that they are prepared and able to do so.
- Developing a space where our marginalized clients can access warmth and snacks and find a place of acceptance and community.

Home Share

- Jenni and Krista presented at Burnaby RENT conference in May 2024
- We have onboarded 4 new Home Share providers
- We have accepted 4 new referrals

Homes

- Campbell has renovated upstairs bathroom to make it more accessible, and we also installed ramp for the front entrance
- Campbell deck got new coating and
- Marchmont apartment got painted
- Ryall walls got repaired and painted
- Ryall got a new electrical vehicle
- New resident moved to Ryall in July

Child Development Team

Increase in contracts:

- FTE Clinical Counselor
 - FTE SLP
 - P/T IDP
 - 3 FTE South End CFS
- With the increases in contracts we have had a lot of staff movement and we were able to mostly internally hire and we have grown our team and we are now working on building a strong cohesive team.

Grants:

- **Prenatal Infant Development Program** - (1 year pilot) 10 families expecting receiving the service.
- **Responsive Feeding Program** - received grant to offer the 6-week Responsive Feeding Program to 9 of our families who would otherwise not have access to the program and provide training to our therapeutic feeding team to have the ability to follow up with these families after they have completed the course.
- Increase to our BC Gaming grant. This will create an extra part time position as a resource to families.

Professional Development:

- Whole team became trained in the F-words and we are working on integrating this philosophy into our policies and procedures.
- IDP attended the Infant Mental Health Conference in Toronto (May 2025).
- SCD attended ECEBC Conference (May 2025).
- Members of IDP and SCD completed updated training in ASQ delivery.

Business Functions

- Technology:

The new Bamboo HRIS is relied on throughout the recruitment and hiring process, and has had a very positive impact on effectiveness, efficiency, and information management in the area of HR.

BeanWorks, also new, is now fully integrated into our accounting workflow in the area of accounts payable processes (invoice and payment approval and syncing with our accounting software).

- WorkSafe BC claims analysis:

Annually, our organization is compared with others in our rate group for injury-related claims, and a three year rolling analysis is provided. For three years in a row (from 2021 to 2023), our organization was rated better than average for all three of our classification units

- Employee satisfaction:

A third-party consulting firm was engaged for the third year in a row to run our annual employee satisfaction survey. Surveys were based on the Guarding Minds at Work resource. Following data collection, our consultant provided an overview of trends, which included concerns regarding work-life balance; burnout; loneliness; psychological well-being; civility and respect; and lack of involvement and influence in organizational decision-making and change. Our HR team plans to hold focus groups to delve further into staff responses, and solicit feedback regarding potential improvements the employer could make in identified areas of concern. Program coordinators and leadership will not attend sessions for staff, and leadership will not attend sessions for program coordinators. We also saw some positive trends in our employee survey results, including in the areas of physical safety, and employee engagement related to mission and purpose.

Outcomes Tables

Community Inclusion Jan-Dec 2024

Domain	Objective	Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Participants engage in weekly Community Inclusion activities that are responsive to their *Desired Outcomes.	% of weekly scheduled activities that are in alignment with key areas of desired outcomes	All clients	Semi-Annual	Team/ participant weekly schedules	Program Director and Program Coordinators	90%	100% All CI participants engaged in weekly activities that met their *Desired Outcomes.
Efficiency	Under-delivery of services in Next Step program will be utilized to address unmet need, either in services for participants of other programs or in purchase of capital assets.	% of under delivery reallocated.	Next Step contract and budget	annually	Ibex and financial statements of Next Step budget	COO and Program director	95%	Achieved. undelivered hours were redirected (at the request of funder) to serve two individuals in a 1:1 capacity. The remaining hours were able to be converted to capital

								request offsets, resulting in the purchase of a new accessible van.
Access	Participants are provided with services that are responsive to age-related changes or needs.	Creation of Seniors program for CI within 2024 year. % of identified "Senior" participants who join CCS seniors program or adopt modified seniors program within their own current program.	All *Senior participants.	annually	CLBC contract lists, Annual ISP form	Program Director	100%	Delayed. Seniors launch Jan 2025- all identified *Seniors were offered space in the Seniors program, in 2024. Achieved.
Satisfaction	Participants and stakeholders are satisfied with the current level of service	% of participants who are satisfied with the current level of service % of families are satisfied overall with the services they receive	All clients and families/ caregivers.	annually	Survey	Program Director	90%	Participants: 100% indicated satisfaction (91% very, 9% somewhat) with services. Families/ Caregivers: 91% indicate they are "satisfied" (34.4%) or "very

								satisfied” (56.2%) with services Achieved.
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- **“Desired Outcomes”** are key areas of service delivery as follows:
 - Build social networks and connections.
 - Engage in Community events and activities
 - Contribute to/ Volunteer in community
 - Develop and/ or build skills (life skills, interpersonal, etc)
 - Health and safety needs addressed (implementation of health or behaviour-support protocols).
 - Other
- **“Senior”**: May be an individual aged 60 years or older, or 45 years and older with Down Syndrome. A person whose health-related declines are best supported by a less stimulating environment or slower-paced schedule.

Supported Independent Living
Jan-Dec 2024

Domain	Objective	Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Clients have at least one achieved goal in the year.	% of clients who achieve one goal in the annual time period.	All SILP clients	Annual	Annual ISP Forms	Program Director and Program Coordinator	80%	79% Achieved and 2% goal partially achieved/extended. 81% total
Efficiency	Cross train regular staff on caseloads, so that staff absences do not disrupt service delivery.	All SILP clients will have at least two staff who can support them.	All SILP clients	ongoing	SILP client list.	Program Coordinator.	95%	100% Achieved.
Access	Increase client engagement by modifying program spaces and providing options to meet the needs of clients.	<ol style="list-style-type: none"> 1. Move SILP program office to lower floor, front office. 2. Move lease tenant to rear office space. 3. Create drop in lounge for clients to come in to meet, particularly 	149 Canada ave- SILP team	Annual 2024	Review with COO and Maintenance Coordinator.	Program Director	80%	Achieved. All accessibility goals were obtained in 2024, with the exception of the accessible power doors, which were not able to be installed until 2025.

		<p>those who are unhoused.</p> <p>4. Provide non-perishable snacks and drinks to clients in office, when requested</p> <p>5. Install accessible doors to the front of building.</p>						
Satisfaction	Clients indicate satisfaction with support received from the SILP team.	% of participants who are satisfied with their current supports.	All supported individuals in SILP who agree to complete form.	annually	Paper Survey/questionnaire	Program Director	80%	<p>Achieved. 82% satisfied. 55% indicated they were “very satisfied” 27% indicate they were somewhat satisfied and 18% indicated a neutral response.</p> <p>Approx. 1/3 of clients agreed to provide feedback.</p>

Supported Employment Services Jan-Dec 2024

Domain	Objective	Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Individuals will find employment.	% of people who find work.	Everyone in the program	Annually	Individual Files	Manager	75%	91%
Efficiency	Maximize number of persons served in a year.	Number of persons served.	Everyone in the program	Annually	Periodic Reports	Manager	43	100%
Access	Worksite accessibility needs related to health and mobility will be accommodated.	Percentage of accessibility requests successfully accommodated.	All individuals requesting a health or mobility accommodation	Annually	Client File	Manager	90%	100%
Satisfaction	Individuals are satisfied with service	% of individuals who indicate overall satisfaction	All individuals completing the survey	Annually	Satisfaction Survey	Program Director	90%	94%

Interpretation of Results

In this fiscal year, 91% of job seekers successfully secured meaningful employment. Additionally, some participants have requested support in obtaining more than one job, and we were able to assist 27% of them in achieving this goal.

Out of 288 goals set, 192 were successfully achieved. Several job seekers required additional education and training to pursue their desired employment, and we worked closely with our clients to complete the following certifications: 4 Serving It Right certifications, 2 forklift tickets, and 1 Food Safe certification.

****Accommodations made by employers included:**

Flexible Work Hours: Allowing employees to adjust their work hours or work remotely to accommodate medical appointments or specific needs related to their disability.

Job Restructuring: Adjusting job duties or reallocating certain tasks to make them more manageable for employees with specific limitations.

Staffed Living Services Jan-Dec 2024

Domain	Objective	Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Staff will be provided with adequate training to enhance person served care	# of staff who attended training	All relevant staff	Annually	Bamboo software, staff files	Program Director HR department	100%	Campbell – 85% Marchmont – 90% Ryall – 90%
Efficiency	Maintain the required number of service hours provided to persons served.	Number of service hours per residence	All staffed homes	Annually	CLBC Service Level Hour reports	Program Director and COO	100%	Ryall – undelivered 3% We met delivered hours at Marchmont and Campbell Homes
Access	Accessibility needs related to health and mobility will be accommodated.	% of accessibility requests successfully accommodated	All individuals requesting health or mobility accommodation	Annually	Individual file review	Manager	100%	Campbell – 1 request Marchmont – 0 requests Ryall -1 request
Satisfaction	Individuals are satisfied with service and living arrangements	% of individuals who indicate overall satisfaction with living arrangements	All residents	Annually	Survey	Program Director	100%	Campbell 99% Marchmont 99% Ryall 100%

Interpretation of Results

Effectiveness: Ensuring that staff are adequately trained is crucial for providing high-quality care. The staff received comprehensive in-person training aimed at enhancing the care provided to individuals served. This training covered a variety of critical areas, including Understanding Dementia, Feeding Techniques, Trauma Informed Practices and Dealing with grief.

Efficiency: In spite of a staffing shortage over the past year, Clements managed to meet our efficiency targets.

Access: The bathroom at the Campbell St. home was renovated. The bathtub was removed, and a walk-in shower was installed to better meet residents' needs. Additionally, a ramp was installed to improve accessibility. Thanks to a generous donation, Ryall Home was able to purchase a second vehicle, allowing for increased community access and more frequent outings.

Satisfaction: One resident at Campbell St. home is exploring Home Share services as they feel that model would be more suitable to their needs.

Action Plan

Campbell Residence: We have successfully obtained an Accessibility Grant and are planning to install an elevator and make the upstairs apartment wheelchair accessible.

There are currently two vacancies at the Campbell Home due to the passing of two residents. Our goal is to ensure that new referrals are compatible with the current residents to promote long-term stability.

Marchmont Residence: We plan to install an elevator and make both upstairs apartments' wheelchair accessible.

Ryall Residence: We will be applying for a grant to create accessible, wheelchair-friendly gardens with raised beds, allowing residents and other participants to enjoy and explore their hobbies and passion.

Child Development Team
Jan -Dec 2024

Domain	Objective	Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Families are better able to care for their child with a disability.	% that report they are better able to follow through with the recommended activities in the Family Service Plan	All clients	annually	Survey	Program Director	90%	90%
		% feel that staff explain their child's development in a way that they can understand					90%	87%
Efficiency	All families will be contacted within two weeks of referral.	% of families contacted within two weeks by the intake coordinator.	All clients	annually	Nucleus Data Survey	Intake coordinator	90%	100%
Access	Families feel that the service is accessible.	% of families indicate that there are no accessibility issues	All clients	annually	Survey	Program Director	90%	87%
		% of families report that appointments are scheduled with consideration of their family's schedule					90%	94%
Satisfaction	Families are satisfied with the current level of service	% of families who are satisfied with the current level of service	All clients	annually	Survey	Program Director	90%	87%
		% of families are satisfied overall with the services they receive					90%	80%

Home Share Apr-Dec 2023

Domain	Objective	Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Home share contractors will feel supported by CCS and given necessary information on new standards.	% of home share contractors that feel support and information offered by CCS meets their needs.	Home share contractors who have provided services for three months or more	Annually	Monitoring visit	Home share coordinators And shared with program director	90%	100%
Efficiency	Individuals will be supported to achieve goals	% of individuals who achieve at least one goal indicated in ISP.	All individuals supported by homeshare	Annually	Quality of Life Reports & Individualized service plan.	Home share coordinators	85%	86%
Access	Supported individuals are placed in homes with providers that have skill set to meet their indicated needs.	% of individuals who move into homeshare and remain there for longer than 6 months.	All new home shares	Annually	Files of persons served.	Home Share coordinators	75%	83%
Satisfaction	Individuals are satisfied with their living arrangement	% of individuals who indicate overall satisfaction	All individuals supported by home share	Annually	Quality of life report & Monitoring visits	Home Share Coordinators	90%	90%

Interpretation of Results

Effectiveness:

During our annual monitoring and health and safety visits we ask our home share providers if they need information or training on any topics and ask if they have questions for us. When there is a need indicated by the provider, we support them with promptly accessing resources and relevant training. We have had several recent changes to our contracts and standards which we have been forthcoming in sharing with our providers via e-mail and mail. Many of them we have met in person to discuss further and answer any questions they have. We have endeavored to foster a collaborative and supportive relationship with our home share providers so that they can feel comfortable coming to us with questions, feedback, concerns or requests.

Efficiency:

83% of participants were able to achieve at least one of the goals indicated on their individualized service plan. Many individuals have achieved more than one goal and/or have a goal that is ongoing with a more long-term timeline for completion. 7% of supported individuals opted out of service planning and signed an exemption. It is also worth noting that we see the highest success rate of achieved goals for individuals with collaborative support networks that include their caregiver, family members and other natural supports within their community.

Access:

Out of 6 new home share placements, 5 have been living in the home successfully for over 6 months and indicate satisfaction and compatibility with their home share providers and other members of the household. 1 individual determined early on that home share was not suitable for their needs and lifestyle. With the aid of their community supports they instead opted to live independently.

Satisfaction:

90% of individuals are satisfied with their home share living arrangements. We have had 3 supported individuals internally move to another home share within our program in the past year as individual's needs change and as availability of new skilled providers comes up. We saw 1 individual who after many years with the same home share provider decide to move back home with family and exit the home share program.

Action Plan:

To revise our home study questionnaire so that it is more accessible and allows for flexibility in information gathering. We would also like to streamline our documentation processes and reduce redundancies. We will also continue to work towards a goal of in person learning and networking opportunities for current home share providers.

Business Functions: Global Efficiency Measures

In 2024 we included measures of the efficiency of specific business function for the Outcomes Management Report. While individual programs continue to have efficiency measures specific to those programs, global efficiency measures will reflect the operations of the whole agency. The functions we measured affect the financial bottom line of the Society's budget in a tangible way. They are also functions that we can positively impact through administrative and management operations. The business functions we measured are the WCB Statistics, the Employee Engagement Survey and the use of technology to support operations. All of these have a significant financial and operational impact on the Society.

Worksafe BC

WCB Insurance rates are affected by the number of claims that are made and so it is in the best interest of the society and our employees, both for financial reasons and for staffing requirements, to keep employees safe from harm. Current results and future objectives are included in this report.

Employee Engagement: Psychological Health and Safety

A positive workplace culture and psychological health and safety are crucial effective operations and impact everything from the quality of service, to absentee rates, to recruitment and retention.

Technology

Use of technology can have dramatic effects on efficiency and effectiveness. In 2023 and 2024 year the organization invested in a number of new applications to improve operations in service provision, HR management, Board processes, and financial administration. Clements Centre also produces a technology plan to guide our work in this respect. The new software applications and a list of our technology goals are included in this report.

WCB Report

WorkSafe BC claims analysis:

Annually, our organization is compared with others in our rate group for injury-related claims, and a three year rolling analysis is provided. For three years in a row (from 2021 to 2023), our organization was rated better than average for all three of our classification units. There are 3 WCB classification units – experience rating determined by how our firm compares to average figures. The following are the results for the three classification units.

Staffed Homes

Better than average for three years running (2021 and 2022, 2023).

Therapies

We moved from worse than average in 2020 to better than average for three years running (2021 and 2022, 2023).

Social Services

We moved from worse than average in 2020 to better than average for three years running (2021 and 2022, 2023).

Interpretation of Results

Over the past few years there has been a steady improvement in our rating which indicates less injuries and an increase in safety in the workplace.

Action Plan

- Continue to develop the training tracking system to ensure all staff are receiving the required training.
- Maintain or better than average rating.

Employee Engagement

Employee satisfaction:

A third-party consulting firm was engaged for the third year in a row to run our annual employee satisfaction survey. Surveys were based on the Guarding Minds at Work resource. Following data collection, our consultant provided an overview of trends, which included concerns regarding work-life balance; burnout; loneliness; psychological wellbeing; civility and respect; and lack of involvement and influence in organizational decision-making and change. We also saw some positive trends in our employee survey results, including in the areas of physical safety, and employee engagement related to mission and purpose.

Interpretation of Results

Six areas were identified as being particularly concerning (work-life balance; burnout; loneliness; psychological wellbeing; civility and respect; and lack of involvement and influence in organizational decision-making and change).

Action Plan

Our HR team will hold focus groups to delve further into staff responses and solicit feedback regarding potential improvements the employer could make in identified areas of concern. Program coordinators and leadership will not attend sessions for staff and leadership will not attend sessions for program coordinators.

Information Technology: New Software

In 2023 Clements Centre purchased a number of software platforms to increase efficiency and digitalize the workflow. Following are descriptions for these new software platforms.

Bamboo/Ibex/Schedule Anywhere

Bamboo HRIS was brought on in 2023. It is relied on throughout the recruitment and hiring process, and has had a very positive impact on effectiveness, efficiency, and information management in HR. While it has had this positive impact it has also highlighted the inefficiencies of having multiple platforms to address different aspects of administrative and HR operations. In order to meet our needs we now have three platforms that perform tasks related to HR and staffing. We recently became aware that ADP, which we use for accounting, has modules that can perform all the tasks currently being performed by Bamboo, Ibex, and Schedule Anywhere. Consequently, our goal for 2025 is to investigate the potential of replacing all three of those platforms with ADP and to take steps to implement those modules.

Onboard

Onboard is an information management platform for board resources. Onboard has the ability to manage meetings, memberships, and meeting documentation. Recent upgrades include board assessments, skill tracking, questionnaires, and one on one training for directors and executives.

BeanWorks

BeanWorks is fully integrated into our accounting workflow in the area of accounts payable processes (invoice and payment approval, and syncing with our accounting software). Using this platform for expense reimbursement has not yet occurred, but will be an important next step in improving efficiency in the Finance department.

ShareVision

Sharevision is an online CRM system for the adults we serve that is being implemented this year. We are currently in the process of training staff and ensuring that there are sufficient systems for staff to use the platform. The goal for 2025 is to have all staff trained and be using the platform for all our needs.

Platform	2023 Objective	Progress	New Objective	Person Responsible	Time Frame
Beanworks	Increase the percentage of trade payable invoices paid via direct deposit in BeanWorks throughout 2024/2025, with the aim of fewer than 30% of payments made by cheque.	We have tripled the amount trade payable invoices paid via direct deposit in Beanworks.	Manual receipts from staff expenses will be scanned into the program to be able to pay staff electronically.	Finance Department	End of 2025-2026 fiscal
Sharevision	All programs to be uploaded.	This is in progress with all PC2's familiar with the system. Current barrier is the inconsistent functionality of our hardware.	Train all staff and continue to upgrade hardware to ensure all programs have sufficient capability to use Sharevision effectively.	COO and IT Manager	December 2025
Hardware	Every program will have a fully functioning computer.	This is not yet achieved but we are close.		IT contractor and IT Manager	December 2025
OnBoard	Utilization of features: Skills tracking and Board Assessments	OnBoard used for Board Assessment	Use the Skills Tracking feature	Board of Directors	September 2025
BambooHR	Begin using the Onboarding feature.	Achieved	Investigate the potential to have one software platform for HR.	HR Team	January, 2026

Information Technology: Technology Plan Objectives

The following table is from the 2025-2026 Technology Plan. While these goals are related to the technological functioning of Clements Centre they also impact organizational performance. Consequently, they are included as part of the Outcomes Management Plan.

Item	Task	Cost	Person Responsible	Time Frame
Computer Tracking	The computer inventory database will be updated and maintained.	Staff time	IT Manager will update annually. IT Manager will track acquisitions and dispositions, to maintain the database.	Ongoing as inventory changes, and annually
Policies & Procedures	Review annually and as needed in keeping with technology advances/trends.	Staff Time	Chief Operating Officer and IT Manager	Ongoing as required, and reviewed annually
New Child Development Building	When the Children's services move to a new location there will be significant IT costs. This will include wiring for the entire building, wireless equipment, and labour costs.	Wiring and related equipment, and labour, approx. \$30,000	Chief Executive Officer Chief Operating Officer IT Manager External Contractors	Postponed – related to fund development plan. Within 5 years.
Training	<ol style="list-style-type: none"> 1. Offer training and support to Employees upon orientation and as needed. 2. Required security training offered continuously via emailed video links; testing-out required for verification of completion. 3. Offer training to IT Manager related to IT duties. 	Staff time <\$1000	HR department offers specific platform training to new employees upon orientation (payroll, email, and learning platform (OFL)). IT Manager and Administrative Assistant offer any needed additional	1. Upon hire 2. Ongoing 3. Annually related to goals identified in performance

			training and support. Employees will be encouraged to identify during performance planning any need for additional training.	plan
Software	Implement access to on-premise resources from Entra joined devices over secure VPN	Will reduce data storage/backup costs and dependency of remote locations on main server	External contractor, IT Manager, and COO	All devices by fourth quarter of 2025
	Upgraded accounting software to Sage 300 cloud; use of further payment processing and staff expense automation planned	Will create efficiencies in Finance team, so expected to lead a cost-savings	COO and IT Manager	Under consideration as platform development continues
Hardware	All but three locations have VOIP phone systems. Plan to integrate existing VOIP systems at remaining locations (1-6124 Rd. and 2-6124 Rd., and 3610 Princess Ave.).	\$299 purchase price per phone; 2.5 hours labour for cabling and configuration	External contractor, COO, IT Manager	End of 2025
	YUBI Keys will be purchased for designated staff to work securely from remote locations	\$2,000		June, 2025