Outcomes Management Report

January 1 2025 – Dec 31 2025

Contents

Introduction

This Outcomes Management Report - Results Summary is based on data collected by Clements Centre Society and covers the period January 1, 2025, to December 31, 2025.

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.

Outcomes Tables

Community Inclusion

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 participants	Semi-Annual	Team/ participant weekly schedules	Program Director and Program Coordinators	90%	LOCAL – 94.5% NS – 88% SE – 81.25% Seniors – 100%
Efficiency	Maximize number of participants served.	Number of globally funded positions filled	All participants	annually	CLBC contracted capacity and periodic reports	Program Director and Program Coordinators	100%	LOCAL/Seniors – 93.5% NS – 96% SE – 100%
Access	Persons-served will participate in 1 self-chosen community activity per week.	# of community activities per week	All participants	annually	Daily documentation	Program Director and Program	100%	LOCAL – 94.5% NS – 88%

						Coordinators		SE – 100% Seniors – 100%
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%	89.3% of CI participant surveyed indicated satisfaction (53.6% said Excellent, 35.7% said good). 90% of families and caregivers indicated satisfaction (61% strongly agree, 29% agree)

Interpretation of Results

Effectiveness – Individuals new to the programs have not yet had an opportunity to have their ISP meeting leading to reduced numbers in LOCAL, Next Step and South End. Under LOCAL two individuals primarily work in the Mindful Mouthful and rarely participate in Community Inclusion activities.

Efficiency – CLBC controls the referrals to our programs, so we are dependent on them to fill vacant spaces.

Access – LOCAL – number reduced due to individuals who primarily work in Mindful Mouthful, one individual who is new to the program and does not speak English and another individual whose mobility has decreased.

Satisfaction – 28/89 Individuals across the CI programs were interviewed, making the response rate 31.5%. The results report did not indicate percentages within each program, so the number provided is for the CI programs in total. Family and Caregiver satisfaction results were not specifically broken out as to sector or program, so reflect the level of satisfaction for respondents across all programs in Adult Community Living.

Action Plan

Continue to increase the number of individuals accessing community activities.

Work with CLBC to fill remaining vacancies.

Engage more participants in filling out satisfaction survey, in order to ensure results are more reflective of all clients.

Supported Independent Living

Domain	Objective	Measures	Applied To	Time of Measure	Data Source	Obtaine d 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 Persons Served	Annual	Annual ISP Forms	Program Director and Program Coordin ator	80%	83% -35 of 42 clients achieved a minimum of one goal.
Efficiency	Streamline ability to report, access and retain client information. All staff will have cell phones enabled with the Sharevision CRM	Cell phone and Sharevision use	All SILP staff	ongoing	IT Department	Program Director	90%	100% **Achieved.**
Access	People referred will receive an initial intake/assessment within 14 days of referral	80%	All SILP Persons Served	Annual	CRM	Program Coordin ator	80%	66% Achieved. 3 people were referred and 2 received service within 14 days.
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/ questionnair e	Program Director	80%	

Interpretation of Results
Success was achieved across all domains, with the exception of the Access goal. However, the low percentage was due to the low number of intakes in general.

We will start a new Efficiency goal for 2026.

Action Plan
One of the challenges the program faced in 2025 was finding and keeping track of the well-being the people served who are homeless or couch surfing. The will miss appointments and as they have no fixed abode it is sometimes difficult to track them down to check on their safety. One of the goals for 2025 is to develop a system or method of being able to find or contact people if they miss their appointments.

Supported Employment Services

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%	81%
Efficiency	Maximize number of persons served in a year.	Number of persons served.	Everyone in the program	Annually	Periodic Reports	Manager	51	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%	98%

Interpretation of Results

Community Inclusion (CI) Program

- 78% of job seekers in the CI project remain employed; two individuals have maintained employment for over 1.5 years.
- One job seeker had the opportunity to address 800 people, showcasing the program’s impact.
- Presented the program at the Canadian Association of Supported Employment (CASE) conference in Moncton.
- Enhanced services for self-employed individuals by developing communication tools, one-tap business cards, websites, logos, and merchandise.
- Expanded card-making business to include textiles (t-shirts, mugs, buttons) with mentorship support from London Drugs.
- Created ASL signage, street signs, pride signs, and coffee shop mugs.
- One job seeker gave up 30 hours / week to pursue fulltime employment

Employment Success (DD & PSI)

- 60% of DD job seekers are currently employed, 4% are in job experience placements
- 80% of PSI job seekers are currently employed
- 35% of PSI and DD job seekers continue to hold employment one year later.
- Two individuals obtained Serving It Right, and one achieved Selling It Right certification.

Innovative Training and Support

- Ran Employment Readiness Workshop (ERW) twice, introducing a version focused on imagery and role-playing for better engagement.
- In response to the bus strike, developed a driver education course to prepare job seekers for their learner's license.
- One participant has obtained their learner's license, and four more are on track, increasing independence and mobility.

New Partnerships and Opportunities

Successfully engaged with the CVRD and Carpenter's Union for the first time.

Established new partnership opportunities with the School Board.

Hosted a Luau and HR Luncheon to connect with new employers.

598 goals set by the team 366 Goals accomplished =61.2 %

These achievements reflect our commitment to creating inclusive opportunities and empowering individuals to succeed in employment and self-employment.

Action Plan:

Obtain additional funds from Inclusion BC, Launch a transitioning youth program in partnership with school district 79 as a fee for service.

Staffed Living Services

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 filles	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%	We met delivered hours at all 3 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 Marchmont - 1 Ryall -0
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 99%

Interpretation of Results

Effectiveness
Staff training is an important part of providing quality care and supporting individuals in a respectful way. The goal was for 100% of relevant staff to complete annual person-centered care training. Completion rates were high across the homes, showing strong staff participation and commitment to learning. Although no home reached the full 100% target, the results show a need for stronger follow-up to ensure all required training is completed on time. Ongoing tracking through Bamboo software, staff files, and oversight from the Program Director and HR will help improve completion rates moving forward.

Efficiency
Maintaining service hours is important to ensure individuals receive consistent and reliable support. The goal was for all homes to deliver at least 90% of scheduled service hours. During the review period, Marchmont, Campbell, and Ryall all met this target, showing strong and consistent

service delivery. These results reflect good staffing coordination and an ongoing commitment to meeting the needs of residents. Continued monitoring of staffing and scheduling will help maintain this level of service.

Access
Accessibility goals were successfully met across the homes during the review period. The goal was to address 100% of identified health and mobility needs, and records show this target was achieved. At Campbell, several property improvements were completed to support safety, accessibility, and general maintenance. These included adding a gravel parking area and driveway, installing new garage gutters, painting the exterior of the house, updating windows, and removing stumps and curbs to improve mobility around the property. At Marchmont, the main improvement was a backyard lawn upgrade to help maintain a safe and usable outdoor space for residents. These improvements show the homes' ongoing commitment to meeting accessibility and mobility needs in a timely and appropriate way. Continued review of resident needs and property conditions by management will help maintain this standard moving forward.

Satisfaction
Satisfaction with living arrangements and services remained very high across all three homes during the review period. The goal was to achieve 100% satisfaction, and survey results showed an overall satisfaction rate of 99%. During the review period, residents took part in many meaningful activities, community events, and positive life experiences. Campbell welcomed two new residents, supporting successful integration and growth within the home. Ryall also welcomed a new resident in April, who continued adjusting well to the home and daily routines. Residents enjoyed several special recreational and social experiences that supported quality of life and personal enjoyment. One resident attended a trip to Disneyland in May, another celebrated a 40th birthday with a large gathering in December, and another enjoyed several vacations around Vancouver Island. At Marchmont, residents participated in a vacation to Salt Spring Island. These experiences reflect the homes' ongoing commitment to providing supportive, engaging, and person-centered environments that promote inclusion, satisfaction, and quality of life for residents.

Summary
Overall, Marchmont, Campbell, and Ryall showed strong results in effectiveness, efficiency, accessibility, and resident satisfaction during the review period. Staff participation in training remained high, showing a strong commitment to person-centered care, although some follow-up is still needed to reach the 100% completion goal for required annual training. All three homes met their service hour targets, providing consistent and reliable support to residents. Accessibility needs were addressed appropriately, and several property improvements were completed to support safety, mobility, and the overall quality of the living environments. Resident satisfaction remained very high at 99%, with residents participating in meaningful community, recreational, and social activities throughout the year. Overall, the homes continued to provide supportive, inclusive, and person-centered services that promoted resident wellbeing and quality of life.

Action Plan

Campbell Residence:
We continue to seek grant funding to install power-assisted doors to improve accessibility for residents. Repairs are also needed for the kitchen floor and the upstairs living room floor.

Marchmont Residence:
We have secured an Accessibility Grant and are planning to install an elevator and make both upstairs apartments wheelchair accessible. Wall repairs and painting are scheduled for this summer.

Ryall Residence:
We have secured a Climate Action Grant from the Municipality of North Cowichan to create accessible, wheelchair-friendly gardens with raised beds, accessible pathways, and an irrigation system. These improvements will allow residents and other participants to enjoy and explore their hobbies and interests. We are also planning to replace the kitchen cabinets.

Child Development Team

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 % feel that staff explain their child's development in a way that they can understand	All clients	annually	Survey	Program Director	90% 90%	96% 100%
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 % of families report that appointments are scheduled with consideration of their family's schedule	All clients	annually	Survey	Program Director	90% 90%	96% 96%
Satisfaction	Families are satisfied with the current level of service	% of families who are satisfied with the current level of service % of families are satisfied overall with the services they receive	All clients	annually	Survey	Program Director	90% 90%	93% 89%

Child Development Team

- Development of, and move to, the new facility remains a priority.
- Our therapy team became fully staffed in 2025
- Wrapped up Prenatal IDP Project, with glowing feedback from the participants and Emily Moss presented to BCACDI members about the project both in person and virtually.
- Wrapped up the Responsive Feeding Grant Project, which was successful for those who participated and we have realized that the sustainability of this type of project is difficult to offer without ongoing funds to provide the service.
- CFS South End expansion has now completed a full year, there were some staffing struggles off and on. We were quite proud to be able to offer programming to some of the children in the South End who are not able to access a program that operates in the Duncan area in an afterschool capacity.
- We lost he CCRR Regional/SAC Contract – Ministry of Education canceled this contract for the whole province.

We are in a time of great change for the child development team and it is impacting the team. For the upcoming year, the focus is going to be on transition and growth. They will also focus on Psychological Health and Safety as a greater team throughout the upcoming year. We are working hard to create a culture of safety and vulnerability and we have some real champions in this area.

Home Share

Domain	Objective	Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Home share contractors are supported by CCS with information & training on relevant topics.	% 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 and/or health & safety visit Open future learning modules completed	Home share coordinators shared with program director	85%	90%
Efficiency	Individuals are supported to achieve goals	% of individuals who achieve at least one goal indicated in ISP.	All individuals supported by home share who choose to do service planning.	Annually	Quality of Life Reports & Individualized service plan.	Home share coordinators	85%	91%
Access	Individuals move into homes with providers that have skill sets to meet their indicated needs.	% of individuals who move into a homeshare and remain there for longer than 6 months.	All new home shares.	Annually	Files of persons served.	Home Share coordinators	80%	85%
Satisfaction	Individuals are satisfied with the home share program and the supports they receive	% of individuals who indicate overall satisfaction	All individuals supported by home share.	Annually	satisfaction surveys	Home Share Coordinators & Director	90%	95%

Interpretation of Results

Effectiveness: Overall, contractors are forthcoming when skill development needs arise and are receptive to learning opportunities. We have been on boarding providers to the Open Future Learning Platform and have seen some engagement in the relevant modules. During monitoring visits we ask whether there are areas in which they require additional training or information. We follow up by connecting them with appropriate learning opportunities and resources.

Efficiency: When individuals are happy and well-settled into their home share, they are more likely to engage in individualized service planning and demonstrate a high level of achievement in their indicated goals. When barriers arise we work collaboratively to identify accommodations and develop creative solutions that support the individual's success. Home share providers take a proactive role in both planning and supporting the individual. This collaborative approach helps promote engagement and positive outcomes for the individual.

Access: Our thorough home study and onboarding process supports our high success rate in finding suitable fits for individuals accessing home share. Opportunities for the individual and provider to get to know each other and gauge compatibility before the home share start are encouraged and contribute to long term success. Coordinators have regular check-ins and visits during the start of a home share to address any concerns, answer questions and offer guidance. Coordinators continue to monitor on an ongoing basis and encourage collaborative, purposeful communication between all parties to ensure any issues are resolved promptly and effectively. If an individual is still not satisfied with their home sharing arrangement then they are encouraged to give feedback and coordinators will work to find them alternate options that may be a better fit.

Satisfaction: The survey results show a high overall level of satisfaction with the home share program. Most participants reported feeling safe, included and supported. A small number of "I'm not sure" responses indicate a need for us to clarify with individuals how to report concerns and who to go to when they have questions.

Business Functions: Global Efficiency Measures

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 Turnover Rate

Bringing on new employees is time consuming and expensive. It is in the best interest of the society to increase staff retention. To this end Clements Centre has engaged in practices to increase retention such as a Psychological Health and Safety Plan and employee recognition actions. Through our employer's association, CSSEA, we are able to measure our turnover rate and compare it to the sector as a whole. These measurements are included in this report.

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:

How your firm's claims and payroll history compares to others in your industry's rate group

To determine your experience rating, we compare your firm's claims and payroll history with that of your industry's rate group. We look at your recent history, as outlined below, as well as your earlier history, to ensure your experience rating accurately and fairly reflects your claims performance.

	Year the injury occurred		
	2022	**2023**	**2024**
Your claim costs paid to June 30, 2025 (See listing on next page)	$3,893	$0	$880
Your firm's assessable payroll	$2,082,856	$2,599,044	$2,946,095
Your firm's claim costs as a percentage of assessable payroll	0.1869%	0.0000%	0.0298%
Your rate group's claim costs as a percentage of assessable payroll	0.3544%	0.3248%	0.2812%
How your firm compares	Better than average	Better than average	Better than average

The table above summarizes your recent claims and payroll history. To put this recent history into proper perspective and ensure your experience rating fairly reflects your claims performance, we also look at your earlier history, as appropriate. Your experience rating for 2025 was a 2.0 percent surcharge.

Based on this information, your experience rating for 2026 is a 14.1 percent discount.

For the detailed calculation of your experience rating, please visit worksafebc.com and log in to your account to view your online rate information letters. To learn more about how changes in your claim costs impact your experience rating, log in to your account and access our Employer Safety Planning Tool Kit.

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 Turnover

While Clements Centre's employee regular turnover rate is just below the sector average, the casual turnover rate is significantly higher. This is consistent to the last time this was measured and is an issue we are addressing. In future we will be conducting in-person exit interviews if agreed to by the exciting staff. We will also begin an enhanced onboarding process in order to support staff through the onboarding process.

	CSSEA Members	**Community Living Services**	**Clements Centre**
All Employee Groups	**18.7%**	**16.8%**	**19.3%**
Regular	14.5%	13.0%	12.3%
Casual	27.3%	23.2%	41.9%
Bargaining Unit	**17.2%**	**16.4%**	**19.1%**
Regular	13.4%	12.2%	10.9%
Casual	25.3%	22.5%	41.9%
Non-Union	**25.6%**	**23.8%**	**n/a**
Regular	20.0%	19.3%	n/a
Casual	35.3%	31.6%	n/a
Management & Excluded	**14.0%**	**13.6%**	**21.1%**

Information Technology: New Administration 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 was to investigate the potential of replacing all three of those platforms with ADP and to take steps to implement those modules. In 2026 we will continue to investigate. At this point we have narrowed it down to ADP and Dayforce.

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. In 2025 we added the AI minute taking component.

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 because we are waiting for a decision on the move to a new accounting system

ShareVision

Sharevision is an online CRM system for the adults we serve that is being implemented this year. Over the past two years we have been training staff to use the platform. Operational activities and facility needs tracking on Sharevision has increased significantly. Some programs and homes are fully utilizing the platform. Some programs are partially using it and have yet to fully utilize it at full capacity. The goal for 2026 is to continue to increase the number of programs that are maximizing the use of all the functions on Sharevision.

Platform	2025 Objective	Progress	New Objective	Person Responsible	Time Frame
Bamboo **Schedule Anywhere** **Inclusion System**	**Start a new platform that will replace these three.**	**We have narrowed the choice to ADP and Dayforce.** **Full demo provided by ADP** **Demo from Dayforce is pending.**	**Start a new platform that will replace these three.** **Goal is to have selected the software and begun implementation.**	**Finance Department/COO/CEO**	**December 2026**
Sharevision	**All programs to be fully utilizing**	**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 2026**
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 softwear platform for HR.**	**HR Team**	**January, 2026**

Information Technology: Technology Plan Objectives

The following table is from the 2026-2027 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	Progress (In progress/ Completed)
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	In Progress
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	In Progress
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.	Postponed until building is under way.
Training	1. Offer training and support to Employees	Staff time	HR department offers specific platform	1.Upon hire	In Progress

	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.	<$1000	training to new employees upon orientation (payroll, email, and learning platform (OFL)). IT Manager and Administrative Assistant offer any needed additional training and support. Employees will be encouraged to identify during performance planning any need for additional training.	2. Ongoing 3.Annually related to goals identified in performance plan	In Progress In Progress
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	In Progress
	Upgraded accounting software to Sage 300 cloud; use of further payment processing	Will create efficiencies in Finance team, so expected to	COO and IT Manager	Under consideration as platform development continues	In Progress

	and staff expense automation planned UPGRADE ADOBE	lead a cost-savings			
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 $2,000	External contractor, COO, IT Manager	End of 2026	
Cell Phones	All staff that work alone in the community need a work cell phone. This includes SILP, SEP, and CDT		IT Manager External Contractor	End of 2026	