

ICAN

INDEPENDENCE
CENTRE AND NETWORK



CERD

CENTRE ET RÉSEAU
D'INDÉPENDANCE

STRATEGIC PLAN 2025-2030



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STRATEGIC PLAN

Executive Summary

Commitment to Quality through CARF Accreditation

As part of our strategic direction, ICAN is dedicated to continuous quality improvement and accountability by adhering to CARF (Commission on Accreditation of Rehabilitation Facilities) standards. This commitment ensures our services consistently meet internationally recognized benchmarks for excellence and person-centered care. CARF accreditation guides our ongoing efforts in program innovation, accessibility, and service delivery, ensuring that every client receives the highest standard of support.

We invite our community members, partners, and supporters to join us in advancing this vision for quality and inclusion. Your engagement and collaboration are essential as we work together to create lasting, positive change in the lives of those we serve.

Connect with ICAN to learn more about our commitment to quality and how you can help shape the future of community support services.



Increase Public Awareness and Engagement

Elevate the organization's profile and cultivate meaningful connections with the broader community to build lasting support, deepen understanding of our mission, and inspire sustained involvement.

Workforce Development and Retention

Strengthening our workforce by attracting and retaining qualified staff, enhancing training and professional development opportunities, and promoting overall staff well-being.

Building Community through Service Innovation

Grow and diversify our program offerings in alignment with our mission, emphasizing accessible, independent housing, comprehensive services for older adults, and innovative approaches to physical rehabilitation and social engagement.

Facility Modernization and Infrastructure Renewal

Advance a long-term facilities strategy to meet the changing needs of our programs and participants, prioritizing accessible housing and modern, inclusive spaces that support independence, community, and a high quality of life.



STRATEGIC PLAN

Evolving our Mission and Vision

As ICAN continues to grow and transform, so must the language that defines our identity, values, and future direction. While our current mission and vision have guided us well, they no longer fully reflect the breadth of our work, the innovative nature of our service delivery, or the deeply person-centered approach at the heart of all we do.

Refreshing our mission and vision will provide greater clarity, strengthen our organizational identity, and build on the abilities, strengths, and contributions of everyone we support and employ, uniting our team as we pursue a future in which all individuals, regardless of ability, have the opportunity to thrive.

VALUES

Full Participation in Community Living

Respect for All Individuals

Our Employees

Responsibility and Partnerships

Service Excellence

Innovation

MISSION STATEMENT

Current

We provide assistance to live independently and inclusively in the community through individualized support and rehabilitation services.

Revised

We empower individuals to achieve independence and community inclusion by delivering personalized support, rehabilitation, and innovative services tailored to their unique goals and strengths.

Reasoning

The revised statement remains true to our foundational values while introducing empowering language, emphasizing personalization, and highlighting our commitment to innovation.

VISION STATEMENT

Current

Individuals have the optimal support to live independently within their community.

Revised

A community where every person, regardless of ability, is embraced, empowered, and supported to lead an independent and meaningful life.

Reasoning

The revised statement is inspirational and clear, reflecting ICAN's commitment to inclusion, empowerment, and strategic growth, while celebrating the abilities and potential of every person we support.

SWOT ANALYSIS

Community Feedback

As ICAN embarks on its 2025–2030 Strategic Plan, it is crucial to consider the internal and external dynamics shaping our path forward. Drawing from comprehensive community feedback and organizational assessment, we have identified key strengths, weaknesses, opportunities, and threats that provide valuable insight into our current position and future potential.

STRENGTHS



With over forty years of dedicated service, ICAN has earned the trust of the community and built a solid foundation grounded in individualized support, inclusion, and client-focused care. Our specialized programs, such as post-stroke transitional care and accessible housing, set us apart as a leader in the field. Longstanding relationships with community partners and a values driven approach further enhance ICAN's capacity to deliver meaningful, person-centered services.

WEAKNESSES



Like many organizations in the health and social services field, ICAN faces challenges with staff retention and recruitment, which can affect continuity of care and team cohesion. Our facilities, while functional, are aging and require modernization to meet evolving needs. Technological constraints and training challenges pose additional barriers to growth and operational efficiency. Despite our robust service offerings, public awareness of ICAN remains limited, representing an untapped opportunity to reach those who could benefit most.

OPPORTUNITIES



Implementing a long-term facility renewal plan will enable us to create modern, inclusive spaces that uphold the dignity and independence of those we serve. We have significant potential to diversify funding streams through grants, strategic partnerships, and community engagement initiatives. Further opportunities exist to advance service innovation, leverage technology, and strengthen integration within the broader health system. By investing in workforce development, we can attract and retain the skilled professionals essential to advancing our mission.

THREATS



Unpredictable funding environments, increased competition for resources, and rising demands on the community services sector present significant risks. The complexity of client needs continues to grow, while staffing shortages persist across the province. These systemic challenges require us to be proactive, adaptable, and collaborative to ensure our continued effectiveness and responsiveness.

STRATEGIC PLAN

2025-2030

Our Commitment

ICAN's Strategic Plan 2025–2030 sets the direction for our organization, ensuring we remain responsive and proactive in meeting the evolving needs of our community.

Our Approach

This 2025–2030 Strategic Plan for ICAN Independence Centre and Network affirms our commitment to long-term growth, innovation, and accountability. We remain flexible and responsive to the individuals and communities we serve.

Strategic planning at ICAN is a dynamic, ongoing process. This plan is a living document, designed to adapt as circumstances change, whether driven by client needs, system demands, policy updates, workforce trends, or new opportunities. We are dedicated to regularly reviewing and refining our goals and strategies to ensure continued relevance and impact.

Grounded in our person-centered mission, vision, and values, this strategy also reflects our commitment to CARF (Commission on Accreditation of Rehabilitation Facilities) accreditation. CARF standards, focused on continuous quality improvement, client engagement, service innovation, and measurable outcomes, are embedded throughout every aspect of our plan.

Above all, this plan reflects our belief that those we support deserve services and systems that evolve with them. More than a roadmap, it is an open invitation to collaborate, empowering us all to build a future that is inclusive, innovative, and transformative.

Community Engagement

This plan was shaped by input from our clients, staff, partners, and community members, whose voices are at the heart of our vision for the future.

Get Involved!

We invite you to engage with us as we bring this strategic plan to life. Your feedback, partnership, and support are vital to our shared success.

Our Strategic Priorities



**Increase Public
Awareness &
Engagement**



**Workforce Development
& Retention**



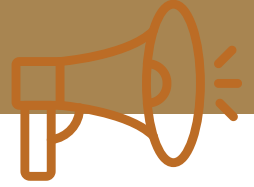
**Building Community
through
Service Innovation**



**Facility Modernization &
Infrastructure Renewal**

STRATEGIC PILLARS

1.0 - Increase Public Awareness & Engagement



OUR GOAL

Position ICAN as a recognized and trusted leader in independent living and community support services by increasing public awareness and engagement.

WHY IT MATTERS

ICAN stands at the forefront of empowering independence and inclusion. By sharing real stories and building authentic relationships, we inspire confidence and trust in our services, making a measurable difference in the lives of individuals and families across our community.

HOW WE WILL GET THERE

Enhance ICAN's visibility and strengthen relationships with the broader community to build support, deepen understanding of our mission, and foster sustained engagement. We will achieve this goal by sharing impact stories, participating in community events, forming strategic partnerships, and utilizing inclusive, accessible communication to build trust and establish ICAN as a responsive community leader.

1.1 - Develop a Stronger Public Identity

Design and implement a comprehensive communications strategy, including a brand refresh, consistent key messaging, proactive media relations, dynamic social media outreach, and impactful storytelling.

1.2 - Expand Community and Sector Engagement

Cultivate and strengthen relationships with community partners, referral sources, Indigenous communities, and other equity-deserving populations to foster inclusive and culturally respectful collaboration.

1.3 - Increase Digital Presence and Accessibility

Enhance ICAN's website, social media platforms, and online content to reach diverse audiences, including potential clients, funders, and partners, ensuring information is accessible and engaging.

1.4 - Engage Clients, Care Partners, and Build a Champions Network

Establish a Champions Network of clients and care partners to support outreach, advocacy, and awareness initiatives, mentor current clients and families, and amplify ICAN's impact within the community.

MEASURING OUR PROGRESS

By 2027, ICAN will be widely recognized as a trusted leader in independent living and community support. Expanded outreach through events, partnerships, and digital platforms will engage more individuals and deepen public understanding of our mission. Strengthened collaborations with community agencies, healthcare providers, and Indigenous partners will create a more connected support network, enhancing our ability to serve those in need.

JOIN US

We invite you to be part of our journey!

Share your story or experience with ICAN to help inspire others.

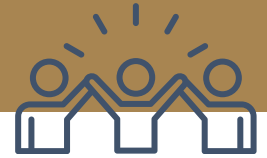
Connect with us on social media and help spread the word about independent living and community inclusion.

Partner with us for community events, outreach, or advocacy.

Join our Champions Network, whether as a client, care partner, volunteer, or supporter, and help us build a stronger, more inclusive community.

STRATEGIC PILLARS

2.0 - Workforce Development & Retention



OUR GOAL

Build and sustain a skilled, motivated, and compassionate workforce that exemplifies ICAN's values and commitment to person-centered care.

WHY IT MATTERS

ICAN is dedicated to creating a workplace where every team member is empowered, supported, and inspired to deliver exceptional care. By investing in our people, we foster a culture of growth, inclusion, and excellence, ensuring our workforce is prepared to meet the evolving needs of our community and make a meaningful impact every day.

HOW WE WILL GET THERE

Strengthen ICAN's workforce by attracting and retaining qualified staff, enhancing training and professional development opportunities, and promoting overall staff well-being. Through strategic investment in our team, we will ensure the ongoing delivery of high-quality, person-centered support and cultivate a resilient, motivated workforce equipped to meet the evolving needs of our community.

2.1 - Enhance Recruitment and Onboarding

Develop streamlined recruitment processes and comprehensive orientation programs to attract candidates who align with ICAN's mission and values, ensuring they are well-prepared for success from the outset.

2.2 - Invest in Professional Development and Growth

Provide ongoing training, mentorship, and leadership development opportunities that empower staff to expand their skills, advance their careers, and realize their full potential within the organization.

2.3 - Foster an Inclusive, Supportive Work Environment and Strengthen Employer Identity

Cultivate a positive, inclusive workplace culture that prioritizes wellness, resilience, work-life balance, and mental health. Showcase ICAN's values, impact, and community connections to position the organization as an employer of choice within the region.

2.4 - Recognize and Retain Talent

Implement comprehensive retention strategies, including regular feedback, meaningful recognition, competitive compensation, and clear career pathways to encourage long-term commitment and professional growth.

MEASURING OUR PROGRESS

By 2028, ICAN will have a thriving, resilient workforce marked by high satisfaction, reduced turnover, and strong loyalty. Staff will have access to meaningful training, mentorship, and career pathways that support their growth and aspirations. A supportive, inclusive workplace culture will foster wellness, resilience, and belonging, while enhanced recruitment and identity will position ICAN as a preferred employer in our community.

JOIN US

Are you passionate about making a difference?

Join us as a team member, volunteer, or board member and help shape a workplace that values inclusion, growth, and wellness.

Learn, lead, and grow with ICAN, your ideas and contributions make an impact!

STRATEGIC PILLARS

3.0 - Building Community through Service Innovation



OUR GOAL

Create and deliver forward-thinking, inclusive services that respond to evolving community needs and empower individuals to live independently and fully participate in society.

WHY IT MATTERS

ICAN is committed to transforming lives through innovation. By listening to our clients and collaborating with partners, we deliver accessible, person-centered programs that adapt to the changing needs of our community. Our focus on holistic care and service integration ensures that every individual has the opportunity to thrive and belong.

HOW WE WILL GET THERE

Expand and enhance programs that advance ICAN's mission by prioritizing accessible, independent housing; tailored supports for seniors and aging populations; and comprehensive services for physical rehabilitation and social engagement. Our initiatives will emphasize holistic psychosocial care, promoting emotional, physical, and social well-being. All program growth will be guided by community needs and service demand to ensure our impact remains meaningful and sustainable.

3.1 - Innovate Program Design

Develop and pilot new service models that address emerging needs, integrating technology and flexible delivery options to improve accessibility and client choice.

3.2 - Engage Clients as Partners in Design

Actively involve clients, families, and community members in the co-design of programs to ensure services are relevant, culturally respectful, and truly person-centered.

3.3 - Strengthen Collaborative Networks and Expand Access

Build and strengthen collaborative networks through cross-sector partnerships and innovative service delivery models, such as mobile teams and digital platforms, to reach underserved and rural communities, bridge gaps in care, and foster inclusive community integration.

3.4 - Measure Impact and Adapt

Implement robust outcome measurement tools to assess program effectiveness, guide continuous improvement, and demonstrate the value of ICAN's innovative approaches.

MEASURING OUR PROGRESS

By 2029, ICAN will be recognized as a leader in creating innovative, inclusive programs that respond to changing community needs. Clients will experience greater empowerment, satisfaction, and inclusion through services shaped by their voices and lived experience. Expanded reach into rural and underserved areas will provide more individuals with the supports they need to live independently. Strong partnerships and data-driven decision-making will ensure our programs remain effective, sustainable, and impactful.

JOIN US

Shape the future of community support with ICAN!

Share your experiences and insights to help us design programs that truly meet your needs.

Collaborate with ICAN to develop innovative service models and expand access for underserved populations.

Invest in service innovation to help us bring transformative programs to more people in need.

STRATEGIC PILLARS

4.0 - Facility Modernization & Infrastructure Renewal



OUR GOAL

Transform ICAN's physical and digital environments to ensure they are inclusive, accessible, efficient, and equipped to support the evolving needs of our clients and staff.

WHY IT MATTERS

ICAN is dedicated to building environments where everyone can thrive. By modernizing our facilities and embracing smart technology, we create spaces that foster dignity, independence, and connection, empowering our clients and supporting our staff in delivering exceptional care.

HOW WE WILL GET THERE

Develop and implement a comprehensive long-term facilities plan to guide the renewal and expansion of ICAN's infrastructure. This plan will prioritize the creation of accessible housing and the modernization of program spaces that foster independence, inclusion, and an enhanced quality of life for all participants. All improvements will be informed by client experience, service needs, and a commitment to long-term sustainability.

4.1 - Conduct a Comprehensive Needs Assessment

Evaluate all ICAN-operated facilities to identify priorities for accessibility, safety, functionality, and energy efficiency, ensuring compliance with current regulations and future needs.

4.2 - Modernize Physical Spaces

Undertake phased upgrades and renovations to create warm, welcoming, and fully accessible environments that promote independence, dignity, and quality of life for clients, while supporting staff well-being and productivity.

4.3 - Integrate Assistive and Smart Technologies

Invest in advanced technologies, including automated systems, adaptive equipment, and digital health tools, to support independent living, enhance communication, and improve safety.

4.4 - Strengthen Digital Infrastructure

Enhance internal systems, connectivity, and digital platforms to support efficient operations, secure data management, and hybrid service delivery models.

MEASURING OUR PROGRESS

By 2030, ICAN will have modern, accessible spaces that reflect the needs of clients and staff. Key sites will be renovated or newly developed to improve accessibility, safety, and independence. Clients will experience environments that enhance dignity, comfort, and participation. The integration of assistive technologies and strengthened digital systems will support efficient, future-ready service delivery, while sustainable design and capital planning will ensure long-term viability.

JOIN US

Help us build the future of inclusive community spaces!

Share your feedback and ideas to ensure our facilities meet your needs for accessibility, comfort, and independence. Collaborate with ICAN to support facility upgrades, implement innovative technologies, and promote sustainable design. Invest in infrastructure renewal and help us create welcoming, modern spaces that foster dignity and participation for all.

LOOKING AHEAD

Shaping the Future Together

As ICAN moves forward with our 2025–2030 Strategic Plan, we do so with optimism, determination, and a deep sense of responsibility to those we serve. Our vision for the future is rooted in innovation, inclusion, empowerment, and values that will guide every decision, partnership, and initiative.

We know the landscape of community support and independent living will continue to evolve. New challenges and opportunities will arise, and ICAN is committed to remaining agile, responsive, and proactive. By engaging with our community, listening to our clients, and adapting our strategies, we will ensure our work stays relevant and impactful.

Our success will be measured not only by achieving our goals, but by the lives we touch, the connections we foster, and the positive change we create together. With the support of our clients, staff, partners, and community, we will continue building a future where independence, inclusion, and well-being are accessible to all.

This plan is more than a roadmap, it is an open invitation to collaborate, innovate, and grow. We welcome partners, funders, and community members to join us in advancing these priorities and making a lasting difference.

GET INVOLVED

Whether you are a client, family member, staff member, partner, or supporter, your voice matters. Together, we can shape a stronger, more inclusive community. Connect with ICAN to learn how you can contribute, volunteer, partner, or support our mission.

By embracing continuous improvement and staying true to our mission, ICAN will remain a trusted leader and champion for those seeking to live fully and independently.

We look forward to the journey ahead and to building a stronger, more inclusive community, today and for generations to come.

Contact us at info@ican-cerd.com or visit www.ican-cerd.com to learn more and get involved.

A Note of Thanks!

We extend our sincere gratitude to everyone who contributed to the development of ICAN's Strategic Plan by participating in surveys, focus groups, and conversations. Your insights, experiences, and perspectives have been invaluable in shaping our vision for the future.

To our clients, staff, volunteers, and community partners, thank you for your openness, your commitment, and your willingness to share ideas and feedback. Your voices are at the heart of our organization, and your input ensures that this plan truly reflects the needs and aspirations of those we serve.

We are deeply grateful for your engagement and support as we embark on this important journey together.



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