



Strategic Framework and Operations Plan

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ICAI's History

The Immigrant Council for Arts innovation was founded in 2019 with the very first networking event taking place at the BMO room of the Calgary Public Library. The founder Toyin Oladele observed the disconnect between the newcomer and immigrant community and the arts community. Even when acknowledged, the arts is seen as a tool for community building only and not necessarily a field or practice or a profession that shapes or adds to the vibrancy and the economic value of the city by newcomers and immigrants. There were no programs connecting immigrants to where they can get jobs as arts and culture workers. The Immigrant Council for Arts Innovation was therefore created to advocate for art professionals and be that connector with the larger arts community in Calgary.

What do we do and Who do we serve?

The Immigrant Council for Arts Innovation (ICAI) is an arts council based in Calgary, Alberta. The council was founded in January 2019 with the expressed purpose of connecting newcomer and immigrant artists, arts administrators and culture workers to the existing arts community in Calgary.

ICAI actively encourages diversity of expression and culture through the creation of a safe and welcoming community where newcomer and immigrant art workers feel confident to share their work and distinct cultural identities.

How do we do this for newcomer and immigrant arts and culture workers?

- We provide specialized information and resources for newcomer and immigrant arts and culture workers.
- We create free, inclusive, and tailored programs and networking opportunities.
- We provide support and mentorship for artistic growth and professional development.

- We advocate for immigrant arts and culture workers to have safe spaces and opportunities by educating the arts community on how to make their spaces inclusive for newcomer arts workers.

Fiscal year Programs

1. **Immigrant Arts Mentorship Program (IAMP)** is currently the only year-long program that ICAI hosts. IAMP enables immigrant and refugee newcomer arts and culture workers to connect, learn, and grow through one-on-one mentorship with an experienced colleague in their artistic discipline.
2. **Organizational Tours** – ICAI facilitates artistic tours with the help of its organizational partners by connecting them with a community of newcomers and immigrants who wish to be more involved in the arts community in Calgary, or to learn more about the arts organizations, museums, and galleries in Calgary. The purpose of the tour is to provide an opportunity for immigrant and newcomer arts and culture workers to feel included by introducing them to the organizations, their work, their programs, and show them possible entry points in the local arts community. It allows newcomers and immigrants to engage with the arts community in a professional sense but also to learn about the artistic landscape and history of the arts and of Calgary itself.
3. **Exhibition** – There are multiple exhibitions every year. At least two of these exhibitions ICAI facilitates for our community of arts and culture workers with the support of our established partnership with the Calgary Public Library. The purpose of this exhibition is to provide an opportunity for immigrant and newcomer arts and culture workers to exhibit their artwork, engage with a new community and new audiences. This empowers newcomer and immigrant arts and culture workers to build roots and lasting connections with the arts community in Calgary.
4. **Performances** – Every year, ICAI facilitates a few performance opportunities for arts and culture workers from our community. These performances are only possible with the fantastic support of our partners, and existing arts organizations in the arts community. These performances provide an opportunity for the artists to share their talent, hone their craft, and it enriches the diversity and vibrancy of the city and the arts in Calgary.

5. **Cultural Celebration Activities** – ICAI facilitates cultural activities with the support of our artistic and community partners at least once a year for our community of immigrant and newcomer arts and culture workers. These celebrations are unique to different ethnic and cultural groups like the Chinese Festival, Black History Month events, and so on.

6. **Mentors-in-residence** - We create opportunities to have some experienced community members and experts as mentors-in-residence. They are available on volunteer basis to our community as an invaluable resource of experience and guidance within their specific field within the arts for a period of one year. New mentors are recruited each year into this volunteer position.

7. **Training/Workshop/Networking Events** - At ICAI we offer networking and training workshops and events to aid our community of immigrant and newcomer arts and culture workers in transitioning to a new city and a new professional landscape. This unique type of event can help newcomer arts and culture workers connect with the arts community. We advocate for immigrant arts and culture workers to gain a tangible opportunity in the arts sector, whether that is an introductory entry-level opportunity or professional development.

Organizational Structure and Administration

ICAI's internal documentation requires that the organization be governed by a volunteer Board of Directors consisting of no less than five (5) and no more than twelve (12) Directors.

- **Board Chair:**
The Board Chair is an executive officer of ICAI. Board Chair presides over board meetings and serves as chairperson of the executive committee and recommends the proper subcommittees be formed and under whose purview.

- **Vice Board Chair:**
The Vice Board Chair performs those functions delegated by the Board Chair. They also perform the duties of the Board Chair when the Board Chair is unable to perform them. They can also serve as the chair of at least one committee.

- **Secretary:**
The Secretary is the officer responsible for the records and correspondence of ICAI. They must safeguard all the records of the organization, record and retain the minutes of all board and executive committee meetings and collect and retain the minutes of all other committees' meetings.

- **Treasurer:**
The Treasurer is the financial officer of ICAI. They safeguard the assets of the organization, maintain control over the receipts, and disbursement of the organization's funds. They also serve as chair of the Finance committee and oversee the preparation of the annual budget.
- **Directors:**
The Directors are voting members of the board of directors. They offer strategic leadership and help steer the organization towards its organizational mandate and long-term strategic vision. The directors help ensure that all the processes, programs, and projects at ICAI are in accordance with its transparency and accountability policies and are in accordance with best practices held as standard in the industry.

Contractor Team

- **Executive Director:**
The Executive Director is the chief contractor. They provide guidance, direction, assistance, and support for the committees. The Executive Director offers comprehensive organizational leadership and dynamic support in varying degrees, depending on the organization's strategic goals. As the face of the organization, they commit to forging beneficial professional relationships, seeking funding, and maintaining external relationships. They work closely with the board and provide support to committees. They fulfill the vision and mandate of the organization and give direction and review for grant applications.
- **Programs Manager:**
The Programs Manager organizes and delivers programs and activities in accordance with the ICAI mission and goals. They develop new programs to support the strategic direction of ICAI. They manage projects to stipulated timelines and budgets, and communicate with all stakeholders throughout the program lifecycle, including provision of accurate and timely program status reports.
- **Communications and Outreach Manager:**
The Communications and Marketing Manager ensures the ICAI brand is reflected throughout all our communications. They develop and deliver engaging content across all platforms in accordance with the ICAI social media strategy. The communications manager handles internal and external communications and the monthly newsletter. Since this role relates to marketing, they are also involved heavily in grant writing, fundraising profile, and public relations management.
- **Administrative Assistant:**

The Administrative Assistant works on day-to-day operations including working with the board chair to prepare board meeting agendas; preparing meeting minutes, board documents, and policy documentation; and maintaining and updating the organization's website with the Communications Manager. They also maintain cash flow, payroll records, and ensure all accounting and bookkeeping is up-to-date.

Organizational Strengths

- ⇒ Community support: We have tremendous support from our diverse community of immigrant and newcomer arts and culture workers, as well as foundational and meaningful support from the arts community. Our greatest asset is the connection we have with our community and the local arts landscape. They are our motivation. We currently have over 30 active partner organizations, 969 emails for individual artists and organizations who receive our newsletter. We also have a fairly good social media following and we use this platform to spread information, resources and opportunities too.
- ⇒ Strong leadership and team: Our greatest strength is in our team. Our executive leadership is driven and experienced. Our staff are committed and possess a great breadth of talent. Together we are united behind a vision for the organization and the community. Our collaborative working model gives us administrative flexibility and places us in the best position to overcome any challenges.
- ⇒ Arts community: We occupy a unique position in the Calgary arts community, in that we are members of the arts community with a strong foundation yet representing newcomers to the industry. The services we offer are not offered elsewhere and the community we seek to represent and advocate for are often otherwise left marginalized. Our work continues to educate and advance both our community of immigrant and newcomer arts and culture workers, as well as the arts community and the settlement agencies.

Organizational opportunities

- ⇒ Funding: We are always searching for new partners, but it must always be the right opportunity and the right fit with our organizational culture. We are searching for funding for the next level of growth and to increase the scale of our operations beyond our current capacity.
- ⇒ Communication: We need to continue to educate and advocate on all three levels: the immigrant and newcomer arts and culture workers, the immigrant

serving agencies, and the arts community. The latter level is where we have made the greatest progress to date.

⇒ Workload: We are prioritizing our resources and output at this time, to allocate existing people and funding resources to those programs that are deemed most critical and/or impactful. With our increased workload, we are leveraging all available resources thanks to the overwhelming support for our staff, arts and culture workers, and art organizations.

In November 2020, the ICAI Board and staff met to identify strengths to build upon, determine opportunities to pursue, and explore the aspirations for the organization. The following document includes the resulting Strategic Framework and outlines an operations plan for the priority actions related to each outcome.

Strategic Framework and Operations Plan

The Immigrant Council for Arts Innovation (ICAI) connects newcomer and immigrant artists, arts administrators, creative professionals, and culture workers to the existing arts community in Calgary, Alberta. ICAI strives to provide resources and information that assists newcomer and immigrant arts and culture workers to turn their passion and creativity into thriving careers or businesses.

ICAI actively encourages diversity of expression and culture through the creation of a safe and welcoming community hub where newcomers and immigrant arts and culture workers feel free to express their distinct cultural identities through their art.

Introduction: Strategic Framework

A Strategic Framework provides an organization with a series of statements to inform and guide decision making. The following are the primary elements of a strategic framework and their role in supporting the Immigrant Council for Arts Innovation's (ICAI) success:

- **Values** are the core beliefs that define what the organization stands for, what it believes in
- **Vision** describes the ICAI's desired future, the change the organization wants to see in the world because of their work;
- **Mission** answers three questions: why does the organization exist? What is the organization's business? Who does the organization serve? and
- **Outcomes** clearly identify the impact the ICAI wants to have through their actions; the outcomes are linked, with one leading to the next, and can also stand alone.

Values

- We actively work for equity, diversity, and inclusion.
- We approach our work strategically, with mindfulness and intention.
- We believe that education is a dialogue between artists, arts administrators and culture workers and arts organizations.
- Creativity, passion, kindness, and inspiration drive what we do.
- Through relationships we build community.

Vision

Transforming the arts community in Calgary through opportunities designed for immigrant artists, arts administrators, creative professionals, and culture workers.

Mission

To connect, empower, and advocate for immigrant and newcomer artists, arts administrators, creative professionals, and culture workers, by providing resources to support an inclusive environment so each artist can thrive in Calgary.

Outcomes

Supporting our Community

OUTCOME: Artists, arts administrators, creative professionals, and culture workers exhibit, perform, and present their work in local, regional, and international arts organizations.

Provide Opportunities to Inform and Engage

OUTCOME: By building bridges and giving a platform for immigrant artists, arts administrators, creative professionals, and culture workers, we change perspectives on who is creating art in Calgary.

Building Relationships

OUTCOME: Intracommunity and intercommunity relationships support a strong arts community and contribute to equity and inclusion.

Sustainability

OUTCOME 1: Stable funding through quality partnerships, sponsorship, and membership.

OUTCOME 2: Standard operating procedures and governance processes which will include the board, the staff, volunteers, and members.

Approved by the Board of Directors on February 3, 2021

IMMIGRANT COUNCIL FOR ARTS INNOVATION ANNUAL OPERATIONS PLAN OUTLINE

Introduction: Operations Plan Outline

The Operations Plan outlined in this document is a starting point for the development of annual work-plans and annual budgets for ICAI. The information included in the Plan is sectioned into six areas and are in alignment with the Strategic Framework Outcomes.

Outcomes

Outcomes identify the change that is expected by the work of the organization. For ICAI, the outcomes listed identify the results they are working towards in support of their vision to transform the arts community in Calgary.

Actions

Identified tasks that need to be accomplished for the outcome to be realized.

Accountable

Individual, team, or Board that is responsible for the success of the outcome. Actions may be delegated to one or more, with reporting coming back to the Board.

Capacity

Identifies any specific skills, knowledge, or competencies required for success. This may include investment in training or skills development or contracting out to consultants or contractors to complete the task/action if the capacity is not available within the organization.

Resources Required

ICAI will use the information included in the operations plan to inform the revenue and expense requirements for each annual budget.

Timeline

The Operations Plan is intended to be used as a guide to develop annual budgets and workplans for staff, volunteers, and the Board of Directors. Each annual budget and workplan then reflects the capacity and resources available to ICAI in order to achieve success, and provides flexibility for new funding opportunities, partners, and donors to contribute to its success.

Indicators of Success

The Operations Plan includes a series of indicators that have been developed to determine how ICAI will know they have been successful. Both qualitative and quantitative measures have been included, depending on the priorities listed. As the organization moves forward in its plan, the level of success with each priority will determine the actions for the next year, support potential adjustments to resources

required, and possible modifications to the timeline in order to accomplish the priority successfully.

Implementing Strategy – 2021 to 2024

1. SUPPORTING OUR COMMUNITY

Outcome:

Advocate for arts and culture workers to exhibit, perform, and present their work, and get employed through direct mentorship in local, regional, and international arts organizations.

Objective:

- Provide sector standard opportunities that will make newcomer and immigrant arts and culture workers feel free and excited to practice.

Actions:

- Action 1: Support member arts and culture workers in practice opportunities like exhibition, performance, etc.
- Action 2: Liaise with arts and culture workers and arts organizations to identify and create engagement and practice opportunities for newcomer and immigrant arts and culture workers.

Accountable:

- Executive Director – Liaison
- Program Manager – logistics and administration, as needed

Capacity:

- Investment in staff and contractors required (see Budget Forecast)

Resources Required:

- Paid time (staff working with arts and culture workers, arts organizations)
- Budget Implication:
 - Revenue: operational funding to be secured
 - Expenses: salary as indicated below and artist fee as indicated in the budget below (see Budget Forecast)

Indicators of Success:

- Aligns with Mission by:
 - i. Connecting
 - ii. Empowering
 - iii. Advocating for immigrant arts and culture workers, providing resources, networking, and programs and job opportunities to create earning ability for newcomer arts and culture workers, diversity in the arts community and to support an inclusive environment so each artist can thrive in Calgary.
- *Providing:*
 - iv. Resources
 - v. Practice opportunities
 - vi. Programs to support inclusion

Milestones:

- Number of Immigrant arts and culture workers successful with confirming exhibitions/performance opportunities (benchmark first year): minimum 8-10 arts and culture workers per year
- Number of Immigrant arts and culture workers successful with confirming exhibitions/opportunities increases (# or %): minimum 8-10 arts and culture workers per year
- Number of exhibitions/performances confirmed (benchmark first year): minimum 5 per year
- Number of arts organizations working with immigrant arts and culture workers (benchmark first year): minimum 5 per year
- Number of arts organizations working with immigrant arts and culture workers increases (# or %): minimum 5 per year

Timeline:

- April – ICAI paid exhibition
- July
- October – ICAI paid exhibition
- January

2. PROVIDE OPPORTUNITIES TO INFORM AND ENGAGE

OUTCOME:

By listening, understanding, and advocating for immigrant arts and culture workers, we change perspectives on who is creating art in Calgary.

Objective :

- Engage stakeholders in the arts and immigrant community to better understand the unique and distinct needs of newcomers and immigrants in the arts, and thereafter create opportunities for them.

Actions :

- Develop, deliver, and evaluate a series of Arts Talks featuring immigrant arts and culture workers presenting and discussing their work
- Schedule group tours to museums, performing arts organizations, and centers run by arts and culture workers, etc.
- Develop and deliver a mentorship program that creates a path and entry point for newcomer and immigrant arts and culture workers.

Accountable:

- Executive Director – supervision of Program Manager; confirm artists, arts administrators, creative professional, and culture workers and dates
- Programs Manager – event planning and marketing
- Communications assistant

Capacity:

- Investment in staff and contractors required (see Budget Forecast)

Resources Required:

- Venue
- Speaker (if arranging guest speaker)
- Food and beverage
- Sponsor / donor
- Time for logistics development
- Budget Implication:
 - please refer to budget below

Indicators of Success:

- Aligns with Mission by:
 - Connecting
 - Empowering
 - Advocating for immigrant arts and culture workers, providing resources, networking, and programs to support an inclusive environment so each artist can thrive in Calgary.
- *Providing:*

- i. Resources
- ii. Networking opportunities
- iii. Programs to support inclusion

Milestones:

- Number of Arts talk /tours that take place over course of year (i.e. calendar year, fiscal year?): 4 tours and 6 artist talks
- Number of participants/attendees (benchmark first event)
- Increase in participants/attendees (Year 2)
- Level of satisfaction of event is 80% Very Satisfied (benchmark first event)
- Level of satisfaction of event Very Satisfied increases (%) (Year 2)
- Increase in community awareness of immigrant arts and culture workers from previous event numbers

Timeline:

Arts Talk:

- October
- December
- February
- April
- June
- August

Tours scheduled:

- October
- January
- April
- August

3. BUILDING RELATIONSHIPS

OUTCOME:

Relationships support a strong arts community and contribute to equity and inclusion.

Objective :

- Create an opportunity for immigrant creatives to network and connect with other professionals in the arts community, increasing their chances for success and opportunities. It will also create a space to forge new connections and relationships within the greater arts community thereby breaking barriers and creating a more inclusive Calgary Arts Community.

Actions :

- Action 1: develop, organize, deliver, and evaluate networking events and workshops and share the information.
- Action 2: reach out, connect with and invite stakeholders in the arts community.
- Action 3: book venues, organize hospitality and pay guests and speakers or facilitators
- Action 4: evaluate and adjust/optimize based on learnings

Accountability:

- Executive Director – Determine topic and subject for the event, reach out to the guests
- Program Manager – planning and organizing, logistics
- Administration Coordinator – inform the public of the event through newsletter, social media, and website
- Board of Directors – share with their community
- Volunteer(s) – assist in event coordination and information sharing

Capacity:

- Investment in staff and contractors required (see Budget Forecast)

Resources Required:

- Venue / Facility
- People – (e.g. speakers)
- Technology
- Materials, Supplies and/or Equipment (including Catering/Food & Beverage)
- Information (i.e. any research required?)
- Budget Implication:
 - please refer to budget below

Indicators of Success:

- Aligns with Mission by:

- ii.
 - A. Connecting
 - b. Empowering
 - c. Advocating for immigrant arts and culture workers community stakeholders and Calgary arts and culture workers
- *Providing:*
 - i. Resources
 - ii. Networking opportunities
 - iii. Programs to support inclusion

Milestones:

- Number of events that take place over course of year (i.e. calendar year, fiscal year?): 3
- Number of immigrant arts and culture workers in attendance (benchmark first event): at least 50
- Increase in number of immigrant arts and culture workers in attendance (Year 2)
- Number of non-immigrant arts and culture workers in attendance (benchmark first event)
- Increase in number of non-immigrant arts and culture workers in attendance (Year 2)
- Level of satisfaction of event is Very Satisfied (benchmark first event)
- Level of satisfaction of event Very Satisfied increases (Year 2)

Timeline:

- September
- January
- May

4. WORKING TOWARDS SUSTAINABILITY

OUTCOME:

Stable funding through quality partnerships, sponsorship, and membership, directly benefits a diverse arts community.

Objective:

- Ensure ICAI is sustainable in all activities through consistent availability of funds to pay contractors

Actions:

- Identify and apply for operational funding, organizational project funding

- Work with sponsors and existing and new partners to identify specific partner/sponsorship opportunities

Accountability:

- Executive Director
- Programs Manager
- Board of Directors (relationship management – connection to community); financial health of ICAI

Capacity:

- Investment in staff and contractors required (see Budget Forecast)

Resources Required:

- Time to apply for grants
- Time to attend grants info session
- Time to negotiate sponsorship opportunities
- Budget Implication:
 - Expenses: Administrative and salaries (see Budget Forecast)

Indicators of Success:

- Aligns with Mission by:
 - i. Connecting
 - ii. Empowering
 - iii. Advocating for immigrant arts and culture workers community stakeholders and Calgary arts and culture workers
 - iv. New partners and community associates
- *Providing:*
 - i. Resources
 - ii. Networking opportunities
 - iii. Programs to support inclusion

Milestones:

- Operational funding received
- Sponsorship of Networking Event(s) confirmed
- Sponsorship of Artist Talk(s) and tours confirmed
- Sponsorship of IAMP and other programs confirmed

Timeline:

- Grants' deadlines

5. WORKING TOWARDS SUSTAINABILITY

OUTCOME:

Standard operating procedures and governance processes which will include the board, the staff, volunteers, and members.

Objective:

- Standard operational and program delivery processes
- Innovative ways of arts management as it suits our community

Actions:

- Develop operational processes, including but not limited to: drafting policies, work processes, government relations and CRA processes, and workflow management, programs reporting template, budget management processes, etc.

Accountable:

- Executive Director
- Admin Coordinator
- Programs Manager
- Communications Manager
- Board of Directors

Capacity:

- Investment in staff and contractors required (see Budget Forecast)

Resources Required:

Budget Implications:

- Website maintenance - \$2,000
- Email maintenance - \$400
- Insurance - \$1,000
- Miscellaneous - \$3,000
- Executive Director for a minimum of 25 hours per week for \$27/hr (\$35,100/year)
- Programs Manager for a minimum of 35 hours per week for \$22/hr (\$40,040/year)
- Admin Coordinator (bookkeeper and board) for a minimum of 7.5 hours per week for \$18/hr (\$7,020/year)

- o Communications Manager for a minimum of 15 hours per week for \$20/hr (\$15,600/year)

Indicators of Success:

- Aligns with Mission by:
 - i. Connecting
 - ii. Empowering
 - iii. Advocating for immigrant arts and culture workers, community stakeholders, and Calgary arts and culture workers
- *Providing:*
 - i. Developed relevant and effective processes to relate with members, team, board, and general community
 - ii. New research and innovative ways of program delivery
 - iii. Developed, documented and communicated processes for regular programming and operations
 - iv. Regular maintenance of resources that will facilitate smooth operations and daily activities
 - v. Board governance - clear bylaws and policies, vision, mission, strategy; communicated and lived
 - vi. Proper and standard operations model in place

Timeline:

- Ongoing