



Inter-Cultural
Association
of Greater Victoria

Planting seeds that
will provide shade
for generations to
come.

Building the Future Together

ICA Strategic Plan 2025–2030



Welcoming Futures: ICA's Strategic Vision

At ICA we are proud to have supported more than **100,000 newcomers** over the last fifty years in building new lives in Canada. We help people learn English, find meaningful jobs, make friends, and feel part of the community. Our programs for youth, families, and the community improve well-being, and we celebrate diversity through arts and culture.

We believe in building a **community where everyone belongs**. Our services evolve to meet the needs of newcomers in times of change and crisis, helping people use their strengths to build new lives in Canada.

OUR 2025–2030 VISION

When we planned our next five years, we asked:

What can we do today so future generations can thrive? This generational dreaming was possible because of ICA's deep roots: over 50 years of resilience, leadership, and impact.

Over **150 people**—clients, staff, partners, funders, and volunteers—shared their ideas. Together, we created **a plan that is bold, inclusive, and shaped by our community**.

We see **ICA as a cultural and community hub**—a welcoming place where people from all backgrounds connect, celebrate, and belong. We will work closely with Indigenous communities on reconciliation, keep supporting newcomers in every step of their journey, and speak up for fair policies.

We want to ensure that ICA continues to be a great place to work, with strong values, good leadership, and a culture where staff can grow. Our financial plans will focus on **innovation** and building **long-term sustainability**.

This plan is our roadmap to build **a stronger, more welcoming community for everyone**.

OUR VISION

A thriving community where we all belong.

OUR VALUES

- *Diversity*
- *Interconnection*
- *Equity*
- *Self-Determination*
- *Innovation*
- *Accountability*

OUR GUIDING PRINCIPLES

- *Celebration*
- *Compassion*
- *Ingenuity*
- *Decolonization*
- *Catalyst*



Our Strategic Initiatives

Our Goals

STRENGTHENING ICA FROM WITHIN

ICA is a leading employer, promoting best practices in hiring, a healthy & inclusive workplace, ethical compensation, & career opportunities

- Support healthy & inclusive workplace practices
- Value staff wellness & wellbeing
- Ensure a culture of continuous improvement & opportunities
- Advance decolonization of the workplace

ICA has a trusted & recognizable presence—welcoming & accessible to newcomers & the wider community

- Optimize ICA's space to maximize accessibility & functionality
- Expand ICA's presence through meaningful relationships with clients, donors, partners, & other service providers
- Commitment to service excellence across all programs

ICA cultivates financial resilience & stability

- Diversify & strengthen revenue support from donors, corporations, foundations, & social enterprise initiatives
- Optimize business processes to advance organizational goals

CREATING OPPORTUNITIES FOR ALL TO THRIVE

ICA creates services where clients can thrive & experience connection to community

- Champion increased access to health & wellness services for newcomers, including food security & food justice
- Empower newcomer independence through financial literacy skills, employment & income strategies, & legal support
- Advance sustainable, equitable housing solutions
- Advance newcomer & Indigenous engagement
- Enhance 2SLGBTQI+ inclusion & support
- Youth programs foster growth, belonging, & leadership

ICA works ethically & effectively through strong partnerships with supporters, donors, employers, & Indigenous & non-Indigenous groups

- Steward mutually supportive & sustainable partnerships with funders, supporters, & community groups
- Cultivate reciprocal Indigenous relationships
- Uphold principles of reconciliation & advance the TRC Calls to Action

LEADING CHANGE

ICA advances systems change

- Foster research & knowledge that drives change
- Advocate for policy improvements that enhance the immigrant & refugee experience

ICA leads the community in valuing diversity, cultivating spaces for learning, sharing, connection, & celebration

- Grow cultural understanding & appreciation in schools, workplaces, & community
- Stand beside & uplift racialized people & their communities
- Embrace the arts as a community builder
- Strengthen ICA's role as a central hub for community connection, learning, & cultural celebration

Looking Ahead

We are energized by the possibilities for growth and deeper impact. This plan sets the stage for an even more dynamic role for ICA in our community, bringing innovation, passion, strength, and resilience to meet our evolving needs and prosperous future.

Our Commitment

Transparent Reporting Through Our Annual Impact Report: We publish an annual Impact Report to share our progress, outcomes, and financials. This report ensures transparency and keeps clients, staff, and partners informed about our impact.

Client-Centered Evaluation and Engagement: Each year, we conduct a client survey to gather feedback on our services. We share the results with clients, staff, and the community through summary documents to promote transparency and continuous improvement.

Join Us

Join us in shaping a more inclusive, resilient future. Whether you are a funder, partner, or community ally— there's a role for you in this journey.

Visit: www.icavictoria.org

Ways to Give

