



1 Centennial Square  
Victoria, BC V8W 1P6

E [grants@victoria.ca](mailto:grants@victoria.ca)

# 2015 Strategic Plan Grant Application Form

## How to Apply:

1. Complete **Application Form** in its entirety and send to [grants@victoria.ca](mailto:grants@victoria.ca)
2. Assemble **Eligibility Documentation**

Attach the following *required* documentation to ensure eligibility and completion of the 2015 Grant Application Form.

- Society or Charity confirmation – Provide society number and Certificate of Good Standing or Charity Registration Number and CRA Canadian Registered Charities details page showing charity status as **registered**
- Annual Report and Financial Statements – organization’s current filed documents with the Registrar of Companies as required by the BC Society Act

## SECTION 1. CONTACT INFORMATION

Organization Name: Literacy Victoria

Mailing Address: 817A Fort Street, Victoria, BC, V8W 1H6

Contact Person: Sharon Welsh Email: Coordinator@literacyvictoria.org

Telephone: 250-382-6315 Website: www.literacyvictoria.org

## SECTION 2. ORGANIZATION INFORMATION

Are you registered under the *Society Act*?  Yes  No Society Registration Number: 13250-1867

Are you a registered Charity?  Yes  No Charity Registration Number: 132501867RR0001

Organization mission/mandate

**Literacy Victoria** is submitting this proposal on behalf of the *Organizing Team* for a Challenge Dialogue, a collaborative made up of key literacy stakeholders who are working together to: “Design a collaborative literacy alliance for Greater Victoria — a Dialogue to explore how we can do our best to meet the literacy needs of our community.”

Literacy Victoria’s mission is “*Literacy Victoria (LV) helps adult learners improve their reading, writing, math, computer and other essential skills by providing free literacy tutoring.*”

The mandates of other Challenge Dialogue Organizing Team members can be found as follows:

- READ Society please see <http://readsociety.bc.ca/about/vision-mandate-values/>;
- Learning Disabilities Association of BC South Vancouver Island Chapter please see <http://www.ldasvi.bc.ca/aboutus>;
- Victoria Refugee and Immigrant Centre please see <http://www.vircs.bc.ca/about.php>;
- Greater Victoria Public Library please see <https://gvpl.ca/about-us>

Brief history and role in benefitting residents of Greater Victoria

Literacy Victoria (LV) has provided free literacy support services to adults learners in the Greater Victoria area for over 27 years. Often working with the most marginalized in the community, LV’s services have included 1-1 literacy tutoring, support with educational goals, access to and training on computers and education, support and awareness on the literacy issues in the community. Recently, LV’s board and staff have become active participants of the Challenge Dialogue Organizing Team the collaborative described above. For the history, role and benefits of the other organizations comprising this Organizing Team, please refer to the websites listed above.

How many paid staff at organization? Full Time: \_\_\_\_\_ Part Time: 1

How many volunteer staff at organization? 60 Total volunteer hours: 3500+ per year

## SECTION 3. ORGANIZATION FINANCIAL INFORMATION

What is the organization’s annual budget? \$116,580

What other sources of funding do you receive and how is it used?

Source: <b>LITERACY VICTORIA</b> (Other collaborator financial information available on request)	Total Funding	Use
Prov. Gov – Community Adult Literacy Program	66,500 (requested for 2015/16)	Learners’ Network and Community Partnership Programs



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Raise a Reader	6,500 (received)	General organizational needs
Victoria Foundation	2,000 (received) 30,000 (will be requested)	Learners' Network and Community Partnership
General donations	20,000 (some received/ some anticipated)	General organizational needs

Has the organization filed for bankruptcy or currently seeking credit protection?  Yes  No

## SECTION 4. PROJECT OR PROGRAM INFORMATION

Project or program title: Designing a Collaborative Literacy Alliance for Greater Victoria: a dialogue to explore how we can do our best to meet the literacy needs of our community.

Brief description of the project or program and why the grant is needed.

**Our Challenge:** Literacy, numeracy and technology skills are critical for individuals, families and communities to realize their full potential for prosperity and contribution to the economic and social life of Greater Victoria. Local literacy support agencies in the region have recognized the changing landscape both in terms of client needs and the availability of funding and resources to support the work they do and have come together to explore creative and collaborative solutions.

**Our Response:** With the help of Keith Jones, a highly skilled [Management Consultant \(CMC\)](#) and [Collective Impact Coach](#), key literacy agencies in Victoria have initiated a process and approach that will provide a clear understanding of the current situation and literacy support needs in Greater Victoria, as well as create a framework from which the community can begin to systematically and collaboratively address these needs. Initial efforts have created a Preliminary Strategy Roadmap in which actions, outcomes, goals and impacts have been identified (see Appendix 1). To further inform and develop this Roadmap an approach that involves two distinct incremental stages has been adopted. Stage 1 is the 'Challenge Dialogue' (see Appendix 2) and Stage 2, building on the clarity of intentions and scope in Stage 1, is the co-creation of a 'Strategy Roadmap' (see Appendix 3 and/or [www.integralstrategy.net](http://www.integralstrategy.net)) – an outcome-based, multi-stakeholder actionable strategy. The funding requested in this grant is to complete the Stage 1 – the Challenge Dialogue as outlined below and presented in Appendix 2.

**Key Challenge:** To engage the community in a rich dialogue to understand literacy needs, challenges and opportunities of Greater Victoria and align stakeholders on a path forward to achieve greater literacy impacts by working together better.

**Expected Outcomes:**  
 We anticipate achieving five high level outcomes as a result of this Dialogue:

1. There is a full comprehensive understanding of where we are at – i.e., the current state of the "literacy support system".
2. There is a full and comprehensive understanding of what people with literacy challenges want and need, including the wants and needs of the community impacted by those with literacy challenges.
3. Measureable outcomes that we want to address are identified.
4. Priority outcomes (from '3') are identified that are most critical to address over the next 5-10 years – e.g., 2-3 flagship initiatives.
5. A strategy, action plan and initial organizing model are developed for moving forward on these shared outcomes and flagship initiatives.

Although there is tremendous support and enthusiasm for this project amongst the agencies (evident in the many hours they have volunteered to this project), the consistent and dedicated effort required to successfully complete the project is not realistic for many of the agencies, as staff is already committed to addressing the specific needs of their agencies. The funding requested in this grant is to cover the costs of the expertise and resources needed to complete the *Challenge Dialogue* in a timely manner (by January 2016). Without this funding, the progress will be slower and enthusiasm will likely wane. Right now is the ideal time for this project, as several local literacy agencies are in situations that have led them to explore alternative delivery and support paths. For example, Literacy Victoria reopened March 1, 2015 after a 6 month closure due to financial issues. There is a window of opportunity where the willingness amongst the stakeholders to engage in this process is strong. The requested funding will play a critical role in propelling this project forward ensuring it is completed in a timely and effective manner. The Organizing Team will seek additional funding for the *Strategy Roadmap* stage from other funding agencies.

Does this project or program impact public space?  Yes  No



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Please select the Strategic Plan Objective that the project or program aligns with or supports (for further explanation of objectives, please read the full text of the Strategic Plan found at <http://www.victoria.ca/EN/main/city/corporate-strategic-plan.html>). Check off as many as is appropriate.

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> <b>X</b> Innovate and Lead                                  | <input type="checkbox"/> Enhance and Steward Public Spaces, Green Spaces and Food Systems  |
| <input checked="" type="checkbox"/> <b>X</b> Engage and Empower the Community                   | <input type="checkbox"/> Complete a Multi-model Active Transportation Network              |
| <input type="checkbox"/> Strive for Excellence in Land Use                                      | <input type="checkbox"/> <b>X</b> Nurture Our Arts, Culture and Learning Capital           |
| <input type="checkbox"/> Build Financial Capacity of the Organization                           | <input type="checkbox"/> Steward Water Systems and Waste Streams Responsibility            |
| <input type="checkbox"/> Create Prosperity through Economic Development                         | <input type="checkbox"/> Plan for Emergencies Including Climate Change Short and Long Term |
| <input type="checkbox"/> Make Victoria More Affordable  | <input type="checkbox"/> Demonstrate Regional Leadership                                   |
| <input checked="" type="checkbox"/> <b>X</b> Facilitate Social Inclusion and Community Wellness |  |

Explain in detail how this project or program will meet and support the City of Victoria's Strategic Plan Objectives.

**Innovate and Lead**

This project will use two innovative, highly collaborative and proven processes to engage a wide range of literacy stakeholders (the "literacy support system of Greater Victoria") to assess needs and gain an understanding of the state and delivery of literacy services. Through this project the City of Victoria will have the opportunity to be a part of and benefit from an approach that addresses complex systems, which will include a comprehensive and coherent action plan and a powerful narrative for transforming and improving the performance of literacy support systems for Greater Victoria. By supporting this project, the City of Victoria will also play a critical leadership role in testing an innovative approach that offers application to a variety of complex situations in which diverse stakeholders can find common ground, inclusion and clarity as they work toward meaningful solutions.

**Engage and Empower**

This project will gather data, information, experience and knowledge on literacy challenges and services, areas of strengths and areas of need from a wide range of organizations and individuals through a creative engagement process that is action-focused and participatory in nature. The approach is highly inclusive, embraces diversity and is broad in its scope (see the Operating Principles for the Challenge Dialogue System in Appendix 4).

**Social Inclusion and Community Wellness**

Both the process (Challenge Dialogue) and the ultimate outcomes (Improved literacy skills) will enhance social inclusion and community wellness. The Challenge Dialogue is by nature a socially inclusive process. In addition, the intended outcome of improved literacy skills, is a key foundational element for full participation in virtually all walks of life — education, employment, family life and the community.

**Nurturing Learning Capital**

Through this project the delivery efficiency and effectiveness of literacy services will be thoroughly explored and analyzed. Gaps in services as well as areas of over service will be identified. As well specific needs will be identified along with ways to leverage existing services to address them. The two stage process is designed to create a collaborative collective impact agenda along with the means to deliver on this together – mutually reinforcing activities. In Stage 2, the Roadmap will serve as a powerful framework to design a shared performance measurement system, set priorities and clarify roles and relationships. All of this will nurture the relationship between agencies as well as with individuals and strengthen literacy service system of Greater Victoria.

How many will benefit from the project or program? Potentially 30,000 Percentage of Greater Victoria Residents? 40%

Who is your target audience? The target audience is both individuals in Victoria struggling with literacy issues and the agencies that serve them. Approximately 40% of British Columbian's are below Literacy Level 3, which is deemed the level needed to fully participate and engage in society (ie. read a lease, calculate a tip, fill out forms, etc.). The intent of this project is to analyze and advance the delivery of literacy services in Victoria, with the goal of improving the literacy levels of our citizens. In addition, the various agencies that deliver literacy service will have a chance to both assess and realign their services based on the knowledge, insights, partnership and alliances created through this project.



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## SECTION 5. PROJECT OR PROGRAM FINANCIAL INFORMATION

Please attach a detailed breakdown of all expenses for this application.

What is the project or program: Total Cost \$48,000 Amount Requested \$10,000

Administrative costs are capped at a maximum of 18% of total budget. Indicate the percentage of administrative costs: .014%

How much is the organization contributing to this project or program? \$4,000 – In-Kind

Please indicate the funding sources for this application:

- Government funding

Organization Name	Contact Person	Phone Number	Amount

- Corporate sponsorships

Organization Name	Contact Person	Phone Number	Amount

- Matching funds

Organization Name	Contact Person	Phone Number	Amount

- In-Kind contributions

Organization Name	Contact Person	Phone Number	Amount
Greater Victoria Public Library	Jennifer Rowan (Librarian role)	250-382-7241 x224	3,000
READ Society	Carol Carman (Co-Reporter role)	250-388-7225 250-896-5697	3,000
READ Society	Stephen Newton (Co-Reporter role)	250-479-8061	3000
READ Society	Tricia Chestnutt (Aboriginal guidance role)	250-388-7225	3,000
Literacy Victoria	Sharon Welsh (Facilitation Support role)	250-382-6315	2,000
Literacy Victoria	Gwen Holt	250-595-3575	1,000
Literacy Victoria	Barry Gray (Knowledge Integrator role)	250-360-7431	2,000
Victoria Literacy Task Group	Jan Dupuis (Outreach Manager role)	250-294-3026	3,000
Learning Disabilities Assoc.	Debbie Cyculski (Co-Project Manager role)	250-370-9513	2,000
R. Keith Jones and Associates	Keith Jones (Facilitator and overall Dialogue Mentor role)	250 598-2635	20,000 (to-date)
Victoria Immigration and Refugee Centre	Nancy Hum (Editor role)	250-361-9433	3,000

- Waived fees and charges

Organization Name	Contact Person	Phone Number	Amount
Greater Victoria Public Library	Jennifer Rowan	250-382-7241 x224	2,000
READ Society	Tricia Chestnut	250-388-7225	1,000

- Other

Organization Name	Contact Person	Phone Number	Amount

**Grand Total of Other Funding Sources** \$48,000

Partial funding may be available. Will the project occur without full funding by the grant? X Yes  No

If you do not receive full funding, what is the impact to the organization and project or program. Please provide an explanation below.

If we do not receive the funding the project will rely on volunteer efforts and likely proceed very slowly, which could result in loss of momentum. In addition, we believe there are potential funders (Innoweave/ Victoria Foundation) whose funding criteria would fit well with the *Strategy Roadmap* portion of this project which is reliant upon the completion of the Challenge Dialogue, so lack of funding at this stage could result in the loss of additional funding for Stage 2.



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## SECTION 6. PROJECT OR PROGRAM TIMELINE

Project or program dates From: July 1, 2015 To: January 15, 2016

Project or program location: Literacy Victoria

Project or program timeline and major milestones. **Challenge Dialogue has 8 Steps – see attached Appendix 2**

Date	Milestone
June 21, 2015	Steps 1 and 2 almost complete,
July 15, 2015	Step 3 complete
September 1, 2015	Step 4 complete
October 30, 2015	Step 5 complete
November 15, 2015	Step 6 complete
January 15, 2015	Step 7 complete
January 15 onward	Step 8 and progress to Stage 2 – <i>Strategy Roadmap</i>

## SECTION 7. PROJECT OR PROGRAM VOLUNTEERING

How many volunteers will work on this project or program? 15 Orgz. Team /40 participants. Total volunteer hours required: OT- 600 / P- 280

Can the project or program occur without volunteer support?  Yes X No

## SECTION 8. PUBLIC ACKNOWLEDGEMENT

All grant recipients are required to publicly acknowledge the grant. How does your organization plan on publicly acknowledging the City's funding support?

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> XWebsite   | <input type="checkbox"/> Newspaper Advertisement |
| <input checked="" type="checkbox"/> XSocial Media  | <input type="checkbox"/> Newsletter              |
| <input type="checkbox"/> Sponsor Plaque  | <input type="checkbox"/> XAnnual Report          |
| <input checked="" type="checkbox"/> XOther <u>Challenge Dialogue reports provided to participants, stakeholders, potential funders, etc.</u> |  |

## SECTION 9. DECLARATION

I am an authorized signing officer of the organization and I certify that the information given in this application is correct. I agree to the following terms:

- The organization will be in compliance with all applicable municipal policies and bylaws
- The organization will publicly acknowledge the grant awarded by the City
- The organization is in good standing with either: (1) the Province of BC as a registered Society or (2) the Canada Revenue Agency as a registered Charity
- The organization is not in arrears with the City
- The organization is not in bankruptcy or seeking creditor protection
- The grant application meets all the eligibility requirements of the City's Grant Policy

Signature: \_\_\_\_\_

Position: Coordinator

Name: Sharon Welsh

Date: June 25, 2015

**LITERACY VICTORIA**  
**Budget 2015-2016**

**EXPENSES:**

**General Expenses**

Board expenses	1,000	
AGM meeting	400	
Contingency fund (10% of budget)	<u>11,000</u>	
		<b>12,400</b>

**Learners' Network**

Coordinator	29,600	
MERC	1,780	
Travel/Accommodation (Decoda events)	700	
Tutor Training	8,000	
Tutor support/recognition	2,000	
Office rental and expenses	12,600	
Mileage	500	
Professional Development	500	
Learner resource/supplies	4,000	
Administration fee	<u>2,000</u>	
		<b>61,680</b>

**Community Partnership Program**

Coordinator	18,820	
MERC	1,120	
Mileage	800	
Office rental and expenses	5,700	
Tutor Training	2,000	
Tutor Support/Recognition	1,000	
Learner resources/supplies	1,060	
Administration fee	<u>2,000</u>	
		<b>32,500</b>

**Challenge Dialogue**

Facilitator fees	6,000	
Dialogue research/support costs	3,000	
Meeting costs (food, photocopying, etc.)	500	
Administration fee	<u>500</u>	
		<b>10,000</b>

**Total Expenses: 116,580**

**INCOME:**

Community Adult Literacy Program	66,500	
Raise a Reader	6,500	
Victoria Foundation	32,000	
General Fundraising	<u>20,000</u>	
		<b>125,000</b>
<b>Projected surplus:</b>		<b>8,420</b>