

Discover, Inspire, Participate

DIP into Learning

At the

Victoria Lifelong Learning Festival

Three Year Business Plan
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Lastly, we cannot forget to thank our partners and children for their support, love and understanding during our long hours away from home.

Lessons Learned

Victoria Lifelong Learning Festival was an enriching experience for all of us, as Senator John Glenn says, “Service learning is education in action”. From the project, we able to take our academic skills and apply them to a real life need to create Canada first Lifelong Learning Festival for the City of Victoria. As well, we were able to apply critical thinking and problem solving skills as consultants.

Some of the challenges we faced in the beginning were due to our limited understanding of lifelong learning and of the municipal government process. After researching other festivals, speaking with lifelong learning experts and working closely with the Steering Committee, we were able to clarify the goals and objectives of the project.

After many 7:30 am Steering Committee meetings at City Hall we became truly committed not only to completing our three year business plan but to the entire success of the pilot and future festivals. We became more than consultants providing technical skills, research and observations, we have become the festival’s first Learning Ambassadors!

Working as a group, we learned to capitalize on each other’s strengths and interests in the project and support and respect each other’s commitments throughout the summer. As well, we learned to always see the lighter side of a challenge and to have patience when editing the report for 100th time.

Our only regret is that we could have gone out for breakfast more often after the 7:30 am Steering Committee meetings.

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Executive Summary

Focusing on its low cost structure and budget, supplemented with in kind and government funding and under the auspices of the City of Victoria, the Victoria Lifelong Learning Festival will reach its goals of inclusiveness, accessibility, diversity and sustainability. It will become a strong catalyst to build the City's Learning Community. Over time, the Learning Community will improve the education, literacy, skills and abilities of the citizens including aboriginals, immigrants, street persons and middle class citizens and those of all age groups.

This three-year business plan proposes the festival remain accessible and low cost to attendees and participants. The Victoria Lifelong Learning Festival will still have the ability to grow in size and diversity over the next three years and should maintain the pilot model and location. It appears that there is still room to expand at the Centennial Square location by utilizing the space in and around the square such as the CRD patio. Learning week will expand as more participants are brought on board and host learning activities at their place of business, thereby not incurring any added cost for the festival itself, normally associated with growth of an event.

As well, this business plan recommends that the Victoria Lifelong Learning Festival should have two levels of governance for sustainability and leadership into the future. After the pilot, the existing steering committee would become an overarching body leading the development of other learning community projects. A newly created Board of Directors would lead development of the current festival and oversee a second level of representatives responsible for the implementation of board decisions.

The festival, unlike other typical learning fairs, will offer an exciting variety of interactive learning opportunities for the citizens of Victoria. Key messaging for the target audience directs them to *Discover, Inspire and Participate in Lifelong Learning*. A learning network of participants and sponsors are necessary to ensure low cost promotion to an expansive and challenging target market.

Volunteers are integral to the long-term sustainability and low cost aspect of the Victoria Lifelong Learning Festival. They will minimize the human resource costs of the event, be a great marketing resource within the community and act as champions for Victoria's learning initiative. They are an indispensable resource and will be utilized year round in various roles from Board of Directors to garbage collector. Also in the plan are recommendations for festival operations such as safety, production and environmental planning to ensure a sustainable, well-run festival.

Using the pilot festival budget as a base the year one to three cash requirements are estimated to range from \$57,000 to \$61,000. To assist the board in meeting the financial costs a fundraising work plan is outlined with a list of possible funding organizations such as the Victoria Foundation, the federal government and in-kind sponsors.

The Victoria Lifelong Learning Festival is well positioned to be a strong driver behind the city of Victoria's Learning initiative as well as being a wonderful opportunity to get people to participate and be passionate about learning!

Background

Lifelong learning developed as an organizing principle that has influenced thought and practice in fields from town planning to learning-based community development.¹ The principle is used to develop community policy, vision, goals, action plans and as a working framework for the development of the community.² There have been wonderful examples of successful implementation of the lifelong learning concept into communities throughout the world that have brought exceptional benefits to the respective communities.

The City of Victoria proclaimed itself a Global Learning City on February 24th, 2005,³ the first city to do so in Canada, and has, therefore, committed itself to Lifelong Learning. In follow up of the proclamation, the City of Victoria appointed a Learning Community Steering Committee to begin the development of Victoria's learning strategy. Victoria is planning to use lifelong learning to enrich the community of Victoria, to increase awareness of learning opportunities and to improve accessibility to learning for all citizens. The first project of this committee was to create a Lifelong Learning Festival for Victoria. A festival is seen as an opportunity to catalyze the Learning Community, to engage people in lifelong learning and to celebrate learning in all its forms. Over time, the City of Victoria hopes to improve the education, literacy, skills and abilities of the citizens including aboriginals, immigrants, street persons and middle class citizens and those of all age groups.

Ultimately, the City of Victoria would like to build a "centre of learning" in the downtown core, anchored by a downtown library. The "centre" is envisioned to provide a physical and technological infrastructure for the learning community and will support literacy and lifelong learning programs.⁴

There are many learning initiatives already active in Victoria. In June 2006 the ABC consulting group was hired by the Greater Victoria Public Library (GVPL) to identify these groups and to hold a visioning session for the development of the learning community. The consulting group identified that there was a lack of coordination and communication between these initiatives and made several recommendations to move the learning initiative forward. Among those recommendations was the support for a proposed Victoria Lifelong Learning Festival as it was seen as an opportunity to bring together all groups passionate about learning.

Learning festivals in other global learning communities are generally used as a celebration of learning. The idea is to bring together the people in the community to celebrate themselves as learners while having the opportunity to experience other learning activities in a fun, interactive environment. Global festivals have proved to be successful and are an event that the respective communities look forward to each year.

¹ Faris, Ron. "Learning Cities: Lessons Learned." 06 Apr 2006: 46.

² John Talbot & Associates Inc., "Lifelong Learning Strategy for the City of Vancouver - Discussion Document." 35.

³ Appendix 1 – Proclamation of Victoria as a Global Learning City

⁴ Committee of the Whole Report, The City of Victoria. January 26, 2006. Subject: Learning Community Task Force. Signed by Mayor Alan Lowe

Methodology and Approach

Three phases were required to complete this project; the exploratory research phase, the primary market research phase and the development of the business plan phase.

Phase One of the project included an Environmental Analysis/Scan of Learning Festivals around the world with an emphasis on how the learning festival relates into the goals and objectives of the Learning Community. We investigated ten different approaches to learning festivals and events in order to determine best practices and successful models. We studied these learning festivals and events and their respective locations thoroughly to determine the feasibility of these events working in Victoria.

This phase also included research into successful festivals and events already present in the Victoria area. We spoke extensively with Intrepid Theatres (Fringe and Uno Festival), Intercultural Association of Greater Victoria (Folk Fest) and others that have organized a large event for Victoria. We investigated these organizations to determine the idiosyncrasies and unique qualities of Victoria regarding festivals and large events. It was important to determine Victoria's differences in order to develop the festival as successful elements in one community may not be successful in another.

The exploratory research encompassed Internet searches; primary & secondary literature, government statistics and personal interviews with festival coordinators. In addition, personal interviews with various stakeholders in Victoria such as the Urban Development Public Initiation Agreement, Tourism Victoria and the Greater Victoria Public Library were conducted to ensure the opinions of these groups were encompassed into the final business plan.⁵ Lastly, almost weekly focus sessions were held with the City of Victoria's Steering Committee to continually thread the integrity of the learning principle into the development of the research.

Phase Two of the project included research into potential participants⁶ and their preferences towards a learning festival in Victoria. To ensure diversity of the participants surveyed, Hume's 2006 categorization⁷ of festival activities was used initially to define seven different types of potential participants. The steering committee members added and adjusted others to better represent learning opportunities in the Victoria area.

There was a strong emphasis on finding out the interest of the small, local learning organization as well as those organizations that may not traditionally be considered a learning organization or who do not offer learning opportunities currently. The idea is to ensure that the access to and

⁵ Appendix 2 & 3 – Survey of Stakeholders and List of Stakeholders Surveyed

⁶ The term *participant* in this report refers to the people and businesses offering learning opportunities during the festival.

⁷ Appendix 4 – 2006 Activity Brochure for Hume's Learning Festival

knowledge of learning opportunities is enhanced in Victoria and this will not be the case if only large, well-known organizations are present at the festival. This method resulted in more than eighty potential participants surveyed about the proposed learning festival.⁸

Phase Three, the business plan development phase was conducted under unique circumstances where the planning and development of the Victoria Lifelong Learning Festival pilot was occurring simultaneously. Our team, as a part of the Steering Committee, had the opportunity to observe and participate in the development of this pilot. This was advantageous because the pilot served as a live case study to test some of our strategies from Phase One and Two, to supplement the on-going research and to allow for further specificity and refinement of the business plan. In addition, it allowed for careful analysis of important aspects of the festival development such as the decision-making processes, branding and logo efforts and skill requirements for the leadership team.

The pilot Victoria Lifelong Learning Festival will begin September 30th, 2006. The *Resource Solutions Group*⁹ led by Suzanne Dane, is coordinating the logistics. This festival will consist of a one-day launch event at a central location followed by one week of learning opportunities throughout the city. The launch event location is Centennial Square beside City Hall. The square will hold 46 booths and 2 stages. Learning opportunities available during the week will be located at the participants' place of business. A brochure with information on all events will be printed and distributed throughout the city prior to the event.

Mission, Vision, Goals, Objectives

⁸ Appendix 5 – Survey of Potential Participants

⁹ Resource Solutions Group 385-1157

The mission, vision, goals and objectives of the Victoria Lifelong Learning Festival have been developed and accepted by the steering committee and now are guiding principles for the learning festival. The statements are as follows:

Mission: *To introduce a Learning Festival to the City of Victoria as the catalyst for the development of a Learning Community.*

Vision: *To build a festival that brings all Victoria residents together to celebrate themselves as learners in a community united and integrated by strong learning values.*

There are three major goals, each with associated objectives for the proposed Victoria Lifelong Learning festival. They are as follows:

1. Create awareness and promote the City of Victoria as a place of learning for all levels, ages and diversity.
 - Promote the advantages of lifelong learning in all its forms.
 - Increase participation in City of Victoria learning activities.
 - Demystify learning in Victoria for all residents and visitors.
2. Celebrate Victoria's unique learning community including all categories of learning.
 - Identify themes of learning *i.e.* environmental, social, cultural, and economic.
 - Engage, in some form or fashion, 20% of the identified learning agencies in the Year 1 Victoria Lifelong Learning Festival.
3. Deliver a fun and interactive showcase of lifelong learning opportunities available in City of Victoria.
 - Excite residents and visitors alike about lifelong learning as evidenced by growth of attendance each year during the first three years of the festival.
 - Show what can be learned with interactive events, allowing the public to join in where possible.

Key Success Factors

In order to have a sustainable festival, several key success factors have been identified and consequently addressed throughout the business plan, to ensure the success of the learning festival. These key success factors are as follows:

- Commitment and leadership from the festival organizers.
- Creation of a clear and action oriented message of what lifelong learning means.
- Procurement of funding from diversified sources.
- Creation of a network of supportive members including attendees¹⁰, participants, volunteers and sponsors.
- Aware of festival requirements to avoid costly mistakes.
- Keep festival costs low while maintaining growth.

¹⁰ The term *attendee* refers to members of the community who attend the festival and events during learning week

The Business Plan

There are seven important areas discussed in this business plan that need to be aligned to ensure the festival manages a sustainable and lengthy life. These elements are Leadership & Governance, Marketing, Fundraising, Volunteers, Festival Requirements, Evaluations and Financial Analysis. Each element will be discussed in the following business plan.

1. Leadership and Governance

Currently, Victoria is home to several learning initiatives including the Victoria Lifelong Learning Festival; however, most of these initiatives are working in isolation, as the ABC consulting group has identified.¹¹ To avoid missed opportunities and to make better use of existing learning resources, these various groups along with the festival initiative need to be brought together under a strong coordinating body. As a recommendation, the City of Victoria should step into this leadership role as they are in a strong and unique position to encourage collaboration and communication among various learning stakeholders.

The beginnings of this coordinating body lie in the current City of Victoria Steering Committee that is heading up the Victoria Lifelong Learning Festival. Once the festival is established, the steering committee members will be free to move onto the next project associated with Victoria's learning strategy. This will enable the committee to utilize their extensive knowledge and vision in order to support the development of Victoria's learning community. In addition, these members have strong connections within the city and their abilities would be wisely used as members of a coordinating body for the learning initiatives within Victoria.

Due to a lack of communication, collaboration and support amongst Victoria's learning initiatives it is necessary to have an overarching body to bring the learning community together. For example, if we refer to the ABC Consulting Learning Initiatives map¹² it can be seen that there are several groups that are currently participating in the development of the Victoria Lifelong Learning Festival but others have not involved themselves. This could be a result of a history of isolated initiatives or a lack of invitation to become involved. It is here that the overarching body could ensure inclusiveness of all the identified learning organizations and encourage support for current learning initiatives in Victoria.

If this steering committee takes on the leadership role, as per Councillor Helen Hughes, the chairperson should be looking for members for this committee that will also represent the Greater Victoria area. This is an opportunity to bring together other municipalities and other major learning stakeholders into one governing body to ensure continuity, coordination and sustainability of all the learning initiatives.

¹¹ The Final Report Victoria the Learning City, June 2006. ABC Consulting Group, Victoria, BC

¹² Appendix 6 – Learning City Initiatives Map

In addition to the steering committee, it is recommended that the Victoria Lifelong Learning Festival have a small, dedicated decision-making Board of Directors. The Chairperson will be recommended or elected by the steering committee as without ownership and responsibility of the festival, it will likely struggle on with only a few partners and may not meet its goals over time. In order to ensure timely and organized decisions, the number of directors should be kept to five to seven. The Chairperson will need to recruit the appropriate volunteers to sit on the board to ensure the board has a diverse skill sets and resources as related to the learning festival initiative. It is recommended the board have (a):

- Marketing/Communication Advisor
- Fundraising Experience
- Lifelong Learning Expert
- Volunteer Organization and Recruitment Coordinator
- Representative from the City of Victoria
- Representative from the Greater Victoria Public Library
- Special Event Coordinator (Part-time)

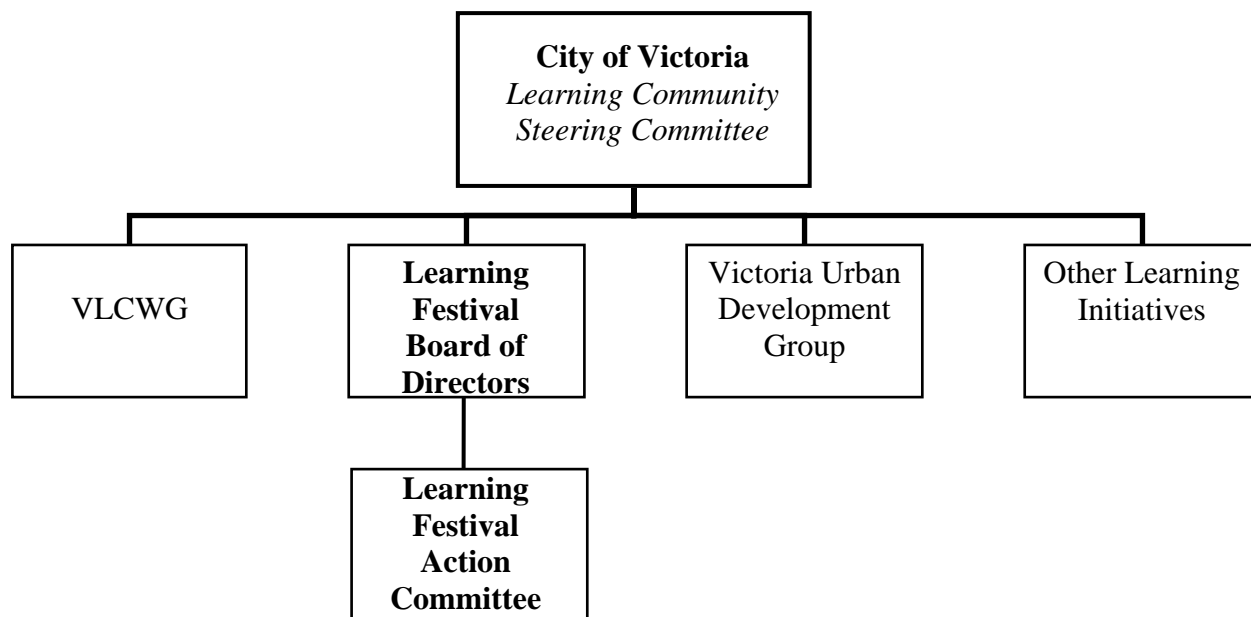
It is recommended to ask members of the board for a two year commitment. This will maintain knowledge of the festival know-how and retain relationships and/or partnerships for the festival's benefit.

The Special Event Coordinator will join the board for four¹³ months leading up to the festival. The board will need to hire a coordinator that is strongly adept at finding sponsors that will be willing to give products and services in-kind. The coordinator will also need to be creative and innovative as the budget for the festival is relatively small. The board needs to be prepared to give a full orientation of the ideology of the festival as well as insist the coordinator follows the participation criteria for the participants.

A second level of festival representatives, or an Action Committee, is also recommended for the learning festival which will be in direct communication with the Board of Directors. These volunteers will assist putting in to action the decisions made by the board. These volunteers will also be responsible for communications and will maintain the website when the paid coordinator is not available.

See diagram on the next page for pictorial description of governance structure.

¹³ Based on Suzanne Dane and associate working at full capacity for 2 months.



2. Marketing

Demographics and Trends of Victoria

As with all of the festivals researched, it is important to ensure that the learning festival has activities that are indicative of the community profile. This will ensure it serves the public and will encourage the greatest participation.

Although the City of Victoria itself is home to approximately 78,000 people, the population of the capital regional district is close to 335,000 people.¹⁴ The population of the CRD in 2005 according to Statistics Canada is broken down as follows:

Age Group	Population	Percentage of Total
0 - 4	13,318	3.98%
5 - 9	14,900	4.45%
10 - 14	17,462	5.20%
15 - 19	19,822	5.91%
20 -29	48,094	14.36%
30 - 39	48,397	14.45%
40 - 49	53,455	15.97%
50 -59	50,018	14.94%
60 - 69	26,693	7.96%
70 +	44,521	13.30%
Total	334,671	100%

¹⁴ Annual Demographics Statistics -Statistics Canada Catalogue No. 91-213

As well, according to the 2001 Canada Census, visible minorities makeup 9% (27,500 people based on 320,710 total census population count) of the Greater Victoria population with over 60% of Chinese and South Asian origin. In addition, there are approximately 9,100 First Nations people within the capital region.¹⁵

There are also a significant number of low-income residents and homeless people in Victoria. There are currently two generally accepted measures of poverty in Canada; one of them, the *low income cut off* (LICO), is used by the Community Social Planning Council of Victoria.¹⁶ If a household spends more than 54.7% of their income on shelter, food and clothing they are considered to be below the low income cut off.

- In the year 2000 (most recent year with available data), approximately 42,850 (13.2%) of people living in the CRD were below the low income cut off.¹⁷
- 5,205 were visible minorities (18.9% of the population of visible minorities)
- In 1996 (the most recent data available), the poverty rate for First Nations in Victoria was 51%¹⁸

The Victoria Cool Aid Society undertook Victoria's first ever homeless count on January 15, 2005. They determined that there were *approximately* 700 homeless people living in Victoria and there were 47 children dependant on a homeless person. The average age of homeless people was 34 yrs old and approximately 60% were male.¹⁹

Target Market

As inclusiveness is an important goal for the Victoria Lifelong Learning Festival, the target market for the festival encompasses all citizens of Victoria. However, as seen from the CRD statistics and other demographic information, there are some demographic trends and challenges in addressing this diverse target market for the pilot and future years. For example, within our target market it is important to be aware of the aging population as there is a significant amount of the population over the age of 40 as seen in the CRD 2005 table above. The age profile of the population is forecast to change significantly particularly with respect to the increasing proportion of the population in older age groups.²⁰

¹⁵ Appendix 7 - Details of the Minority Population of Greater Victoria

¹⁶ The Community Social planning council of Victoria is a non profit organization whose purpose is to improve the quality of life for disadvantaged people in Greater Victoria and to educate the public about social issues and trends.

¹⁷ "How to Measure Poverty." Community Council. Oct 2004. Community Social Planning Council of Victoria. 4 Sep 2006 <<http://www.communitycouncil.ca/pdf/Fact%20Sheet%20-%20Measuring%20Poverty%202004%2010.pdf>>.

¹⁸ "Demographics of Poverty." Community Council. Oct 2004. Community Social Planning Council of Victoria. 4 Sep 2006 <<http://www.communitycouncil.ca/pdf/Fact%20Sheet%20-%20Measuring%20Poverty%202004%2010.pdf>>.

¹⁹ "Homeless Count." Victoria Cool Aid Society. 2006. Victoria Cool Aid Society. 2 Sep 2006 <<http://www.coolaid.org/>>.

²⁰ Population. 2003. The City of Victoria. 27 Jun 2006 <http://www.city.victoria.bc.ca/common/pdfs/profiles_city_ppltn.pdf>

The demographic data not only shows challenges in attending to Victoria's significantly diverse population but also gives us a sense of what types of learning opportunities should be offered at the learning festival. Many of Victoria's residents are not in a position that allows them to easily access learning or find learning opportunities appropriate to them thus making it even more important to include these residents in the target market.

Timing and Competition

As previously discussed, the pilot Victoria Lifelong Learning Festival will be held from September 30th until October 6th, 2006. As seen from the compiled events list below this time of year has a strong emphasis on athletics and sports in Victoria thus suggesting that the learning festival during this time may work very well as an alternative event for citizens to participate in. The strongest competition for attendees during this time is the *Can-West Raise-A-Reader*, which falls before the festival. For future years the event should be held on the same date to ensure consistency and build brand awareness. It should be also noted that the end of September is a very good time of year to hold an outdoor event. Historically the last Saturday in September has been very pleasant with an average temperature of 16° during the day and in the years 2001-2005, it rained only one of the five Saturdays.

Events List

1. *Family Fest* – is an annual event early September that features health and educational exhibitors for the whole family. There are stage performances, music and dance demonstrations, crafts and kid's activities.
2. *Downtown Street Hockey Classic* – is a children hockey tournament and a corporate hockey tournament. The tournament date and location change each year.
3. *Can-West Raise-A-Reader* – is an award-winning national program and is designed to increase awareness and raise money and resources in support of family literacy programs. One hundred percent of the money raised is donated to local literacy and educational organizations and stays in the community where the funds are collected. It occurs at 18 different cities across Canada.
4. *CIBC Run for the Cure* – is a single-day event that more than 170,000 Canadians participate in 51 communities across the country and is strongly supported by the Canadian Breast Cancer Foundation and CIBC.
5. *The Runners Expo* – is a lead up to the Royal Victoria Marathon. Over 40 exhibitors come together at the Victoria Conference Center to present apparels, accessories, fitness and nutritional products, samples, and interactive displays.
6. *Royal Victoria Marathon* – is one of the most popular and scenic running events on the West Coast. It attracts runners, joggers and walkers from all over Canada and the United States on the Thanksgiving long weekend. Victoria is listed as one of the top 10 destination marathons in North America by Runner's World Magazine. Events for the 27th Annual Royal Victoria Marathon include a: marathon, half marathon, 8 km road race, Thrifty Foods kids' run and kids' marathon

Another possible collaboration for future years is the “Word on the Street” event that is held across Canada on the fourth Sunday of September but not currently in Victoria. “Word on the Street” is a book and magazine festival that occurs in five different cities including; Vancouver, Calgary, Windsor, Toronto, and Halifax. Each “Word on the Street” festival develops different programs as part of the Canadians Reading Together project.

Marketing Mix and Strategy

Product and Participants

As with most special events, the overall product is strongly defined by the individual participants. This is true for the Victoria Lifelong Learning Festival as it is the participants who are offering the “learning opportunity” to the attendees. Given this, both the participant selection and range of learning activities are critical when determining the mix of festival participants.

There are 167 learning agencies located in downtown Victoria identified by the Downtown 2020 Task Force²¹. These 167 agencies are all potential participants for the Victoria Lifelong Learning Festival. The list of potential participants has been extended by the market research and the hired coordinator and has reached almost 200 identified learning agencies.²² It is speculated that there are many other organizations that would be a good fit for the festival and that the list should be a live document by continually adding potential participants.

For the pilot, over 200 invitations to participate were sent to a list that was comprised of the 167 learning agencies, five sectors²³ (civic, economic, public, education and voluntary) and the eight categories determined from Hume’s 2006 Learning Festival guidebook plus two additional categories: Arts and Culture and Environmental to reflect Victoria unique learning scope.²⁴ The eight categories are as follows:

1. Arts and Culture
2. Computers and Technology
3. Environmental
4. Health, Wellness and Fitness
5. Hobbies, Leisure and History
6. Life and Job Skills
7. Personal Development
8. Kids Activities

²¹ "Downtown as a Place of Learning." 2020 Downtown Victoria. Downtown Victoria Community Alliance. 27 Jun 2006 <http://dv2020.urbanreader.net/archives/action_plans/000018.php>.

²² Appendix 8 – List of Identified Learning Agencies

²³ Faris, Ron. "The Way Forward: Building a Learning Nation Community by Community." Lifelong Learning Communities Homepage. 01 Jun 2006 <<http://members.shaw.ca/rfaris/docs/BUILDING%20A%20LEARNING%20NATION.pdf>>.

²⁴ Supplied by Vanessa Little, General Manager of Hume’s Learning Community.

As a result of the invitations 46 participants confirmed for the launch and 44 for the learning week during the pilot festival. Each participant is required to offer an interactive learning component. For example, a participant cannot simply set up a booth with the purpose to “sell” their organization as the participant needs to offer festival attendees an opportunity to “learn” something from that organization.

For years one to three, it is recommended that the festival, to ensure complete representation, have a minimum of three organizations in each category at the festival. If possible, a small, medium and large organization within those categories should also be present. This will ensure diversity and inclusiveness for the festival attendees.

It is also recommended that the Victoria Lifelong Learning Festival implement a policy to deter participants from using this festival as a free marketing tool. If an organization is not willing to give a free or significantly discounted (minimum 50% off or 2 for 1) learning opportunity then a \$200 charge should be required as this is the approximate cost to the festival per participant.

Future Program Activities and Events

The Victoria Lifelong Learning Festival is a unique festival because there is great variety and number of suitable and engaging activities, participants and learning opportunities available. New and fresh activities are possible at each festival and will encourage repeat attendance in future years. For example, the Victoria Lifelong Learning Festival may feature business workshops, trial computer classes, art or sport demonstrations, crafting seminars and home improvement presentations. Each participating organization will have the opportunity to determine how they will engage the attendees with their “learning opportunity”. There are a variety of creative ideas from other global festivals such as the Cork²⁵ and Hume²⁶ Lifelong Learning Festivals that would work well in Victoria as well as festivals from Canada such as Word on the Street²⁷ and Folkfest.^{28 29}

After the pilot, the Board of Directors can also support, initiate and develop other programs and events in correlation with the Victoria Lifelong Learning Festival. These events can take place either during the festival or at other times of the year to increase awareness of the festival and create excitement over learning. Some learning events that have been successful at global communities that we see fitting well in Victoria are:

²⁵ "Cork Lifelong Learning Festival." Cork City Council. 27 Jun 2006
<<http://www.corkcity.ie/ourservices/communityenterprise/learningfestival.shtml>>.

²⁶ "Hume Festival of Learning 2006." Hume City Council. 27 Jun 2006
<http://www.hume.vic.gov.au/Page/page.asp?Page_Id=584&h=0>.

²⁷ "The Word On the Street Vancouver." The Word On the Street. 27 Jun 2006
<<http://www.thewordonthestreet.ca/vancouver2003.php>>.

²⁸ "About Folkfest." Folkfest InterCultural Arts Festival. InterCultural Association. 27 Jun 2006
<<http://www.icafolkfest.com/>>.

²⁹ Appendix 9 - Global Festival Details

- **Poetry in Transit** – ‘Word on the Street’, poetry recently selected for inclusion on Translink (for Victoria BC Transit) is read out to audience inside the parked bus
- **Kids Tent** - ‘Word on the Street’ has authors and performers geared directly to kids 4 -9 years old. They read stories and perform for kids, engaging audience where possible
- **Learning at Work Day** – Adult Learner’s Week in Wales includes a designated day as part of the week where businesses create learning opportunities at work, such as job swapping or a stress management class, anything at all to increase the profile of learning
- **Inspire Awards** - Adult Learners Week in Wales³⁰ has 16 categories of awards covering a wide range of learning experiences and ‘triumph over adversity’ stories, entries are submitted throughout the year
- **Try Salsa**- Cork Lifelong Learning Festival has an opportunity to try out a dance class with *Salsa Ireland*. Victoria has a school of Latin dance³¹ that could offer a similar opportunity.
- **Learning Bus** – Cork Lifelong Learning Festival has the *CorkConnect Learning Bus* which goes around to different venues over the course of the festival offering computer skills workshops and other IT related information.
- **Family Treasure Hunt** – During Adult Learners Week in Wales the Learning Festival in Barry held a family treasure hunt, which was the main focus of the day.

Duration and Location

As discussed earlier, the pilot will consist of a one-day launch event at a central location followed by one week of learning opportunities throughout the city. The launch event location is at Centennial Square beside City Hall. The square will hold 46 booths and 2 stages during the pilot. The learning opportunities during the week will be located at the participants’ place of business.

It is recommended for years one to three that the Victoria Lifelong Learning Festival maintain the same model as the pilot. This model is flexible enough to allow the festival to grow in size and diversity. Growth is recommended to occur in two ways; firstly, the central venue can be expanded by utilizing more physical space in and around Centennial Square such as the CRD patio, McPherson Theater and Fisgard Street. Secondly, Learning Week can be filled out by attracting more participants for each day. Growth in such a way will be conducive to maintaining a low cost structure because;

- Growth at the central venue will reduce the need to move the festival to a second location or add a second day to accommodate more participants.
- Growth during Learning Week will help decrease festival costs, as the participants will bear the expenses associated with these activities.

The low cost structure will ensure the Victoria Lifelong Learning Festival’s longevity and that neither attendees nor participants will be charged in the future.

³⁰ Adult Learners Week is used as an umbrella event to host 22 different learning festivals in towns throughout Wales.

³¹ [Your Latin Place in Victoria](http://www.latinvictoria.ca/). Salsa Moderna. 27 Jun 2006 <<http://www.latinvictoria.ca/>>.

Other reasons that support holding the event at Centennial Square are access to indoor space (City Hall, McPherson Theater and the city parking lot) in case of inclement weather, multiple exits to help flow of attendees and easier set up of festival.

During the research stage it was noted that many of the potential attendees may not participate in the learning festival due to the use of particular venues therefore, in future years, the more variety of venues available; the more people will likely participate. Scotland³² shows a very good example of this phenomenon as they put on events in the back of laundry mats and pubs. Another very good example is Hume which puts on events at day cares for single mothers³³ to access

As the Victoria Lifelong Learning Festival increases in complexity, it is still recommended a central venue be the focus of the event for the first day of the festival. This set up is used by several festivals and will lend itself well if a new downtown library is built. The new library would potentially become an additional central venue for the Victoria Lifelong Learning Festival as well as a “centre for learning” for the development of the learning community. The other venues may be any number of places such as parks, schools, community centers and even non-traditional places like laundry mats.

Price

In order to encourage active participation and inclusiveness of all attendees and participants in the City of Victoria, the pilot will be no cost or extremely low cost. Many potential participants such as non-profits and small businesses have indicated that they will not be able or will not want to partake in the event if there is a cost for participating. Attendees from low-income families may not attend if there is an entry fee to the event. Other global learning festivals have been able to maintain a no cost or low cost pricing structure and do not rely on admission fees as a source of revenue. Based on this, it is recommended that this pricing not change in future years.

Promotion

Creating strong brand awareness for the Victoria Lifelong Learning Festival in the minds of Victorians is important to achieve but may be difficult and expensive to do. Lifelong learning is not a well-understood term as found from the research. Learning to some people has a “high brow” connotation; this may result in the average or marginalized citizen not attending the event. Therefore, the promotional campaign needs to be carefully crafted with a fun and universal message to spark some interest in “learning”.

³² Personal Interview with Dr. Ron Faris, Global Expert in Learning Communities. June 8, 2006.

³³ Personal Interview with Vanessa Little, General Manager of Hume’s Learning Festival. June 10, 2006.

A second challenge for the promotional campaign is the wide-ranging target audience including aboriginals, immigrants, street persons, middle class citizens and people of all ages. Due to the expansiveness of this audience, it may take two to three years to reach all these segments using various creative programming and promotional means.

Fortunately, the festival has a strong advantage to assist with these challenges being under the auspices of the City of Victoria. Currently, Councillor Helen Hughes has recruited several prominent and well-connected citizens to help realize the pilot festival. These citizens are reaching out and informing a diverse set of stakeholders through their connections to other boards, committees and interest groups. Several strategies are recommended below to help develop this network further and to grow the festival successfully at a relatively low cost.

Three communication objectives for the festival are:

- Broadcast a fun, strong, universal message of lifelong learning to a wide-range of Victoria's citizens through highlighting learning events and success stories in local newspapers, radio, TV, newsletters, website and other appropriate vehicles.
- Create awareness and promote downtown Victoria as a place of learning for all levels, ages and diversity.
- Develop a sustainable Lifelong Learning Festival by increasing attendees and participants every year. See growth chart below.

The proposed total growth for attendees is expected to increase for the learning week and the launch over three years by 240% and 500% respectively. For participants the proposed growth is anticipated as 63% and 82% for the launch and learning week respectively. The largest growth for both participants and attendees will be in year one due to the length of preparation time.

Based on our primary and secondary research and the festival site location, the slower growth in the latter years is recommended and expected due to the possibility of inclement weather, novelty of the festival wearing off, competition of other events despite expected increases in awareness in the target market.

See forecasted growth chart on following page.

Forecasted Growth Chart³⁴

	Pilot	Year 1	Growth	Year 2	Growth	Year 3	Growth	Total Growth
Attendees								
Launch	600	2000	230 %	3000	50%	3600	20%	500%
Learning Week	350	900	160%	1050	17%	1200	14%	240%
Participants								
Launch	46	60	30%	70	17%	75	8%	63%
Learning Week	44	60	37%	70	17%	80	14%	82%

To date the Special Event Coordinator and the Steering Committee have developed a logo and tag line, *Discover, Inspire, Participate*, for the 2006 pilot festival marketing materials and website.³⁵ As well, they have developed and implemented a marketing plan and budget for the pilot³⁶. The budget, along with primary and secondary research, has served as basis from which the budget and strategies for years one to three are derived. Below are the recommended key messaging, low cost promotional strategies and communication activities for years one to three.

Key Messaging

Given the tag line, key messaging should include:

- *Discover* - Discover North America's first lifelong learning festival where all types of learning is available; everything from traditional academics, arts and culture, environmental, personal development, libraries, and multicultural learning all in one week.
- *Inspire* - Make a difference in your life or the lives of others by inspiring learning about yourself or your community at the Lifelong Learning Festival.
- *Participate* - All learners of all ages and all backgrounds can participate in learning. Most people are involved in learning situations daily. Everyone can dip into learning and pursue their interests.
- *Lifelong Learning* - Lifelong learning is diverse, non-traditional and spans one's entire life. Come and sample learning at the festival.

³⁴ As this is a brand new event to Victoria, these estimates were derived from the growth of other learning festivals such as Cork and Hume and Victoria's Fringe Festival as well as from Suzanne Dane (Resource Solutions Group) and her multiple years of experience organizing events in Victoria.

³⁵ Appendix 10 – Example of Logo and Tag line

³⁶ Appendix 11 - Marketing Plan Overview- Resource Solutions Group

Promotional Strategies

Learning Network

- A network of prominent people, participants and sponsors is a cost effective way of promoting the festival. As described earlier the festival committee is fortunate to have a significant network already such as Satin Moon, CFX and Kool FM promoting the pilot festival. However, over the next few years there will be greater opportunity for the steering committee and board to strategically increase the size of this network.
- The learning network will allow the festival to distribute thousands of posters, brochures and newsletters to the network communities free of charge.
- Free advertising for the festival may be available on newsletters and websites of participants and sponsors.
- Displays can be located at places of business such as libraries and community centers.

Media Partner

- Prominent media partnerships in radio, TV, and print need to be formed for future festivals. As with the pilot, a combination of paid and complementary radio and print advertising should be negotiated with a media partners. Examples of this from the pilot festival include the Times Colonist, which is supplying thirteen free advertisements for the price of three advertisements and CFX and Kool FM, which are providing free radio time.
- It is important for the future success of the Victoria Lifelong Learning Festival to seek suitable and diverse sponsors so as not to perpetuate the traditional view of learning. For example, the board should pursue joint advertising with Raise-A-Reader but also with the Marathon and First Nations groups.

Learning Library

- It is recommended to develop a library of stories, profiles and images of ordinary or marginalized citizens in Victoria who have overcome challenges in their lives due to learning. These profiles can be used in Public Service Announcements and fundraising for years one to three to increase profile and status of lifelong learning. Poignant stories presented in the media will increase visibility and encourage participation of those people touched by the stories.

Learning Ambassadors

- To promote years one to three, the steering committee should develop Lifelong Learning Ambassadors. Recruits from the Victoria Lifelong Learning Festival Board of Directors and the Action Committee should be trained and supported with promotional materials to go and speak to targeted and diverse audiences about the success and social benefits of the Victoria Lifelong Learning Festival. Ambassadors should be active year round in order to increase understanding, interest and enthusiasm about the Victoria Lifelong Learning Festival.

Local Celebrities

- Continually using local and notable celebrities for the Master of Ceremonies and headliners to launch the festival are important publicity techniques. Headlining local “learning” spokespeople for the pilot launch such as Olympic runner Simon Whitfield and jazz artist Louise Rose gives a new fun, non-traditional face to learning as opposed to a president of a university.

Action Wording

- Communication and advertising for the Victoria Lifelong Learning Festival should contain wording highlighting the very interactive nature of the festival. It is a strong point of differentiation from other festivals in Victoria and will aid in attracting people to the Victoria Lifelong Learning Festival, and will enhance understanding of the lifelong learning concept. For example, at the Hume Lifelong Learning Festival excellent use is made of action words in their advertising such as: *learn* to use, *sing* with other people, *try your hand* at African Drumming, *make* your own circus toys, *discover* Lithuanian, *investigate* nature trails and *join a* Taekwondo workshop.

Online Communications

- For the pilot, an email was sent out to interested parties about the festival with the idea that those parties may forward the email to other contacts and so on. The technique is called *viral marketing* or an “e-blast” as per the Resource Solutions Group. This marketing strategy should be continually used to create awareness for upcoming festivals but also throughout the year for other messages. A well-constructed email update on the success of the Victoria Lifelong Learning Festival, developments in the learning community or inspiring learning profiles can be sent out to the learning network throughout the year to forward to their contacts. The emails should be without attachments and text only so recipients will not delete the message for fear of a virus. This will also keep the email size small for easy transmission on all internet providers.

Signage

- Banners are recommended for display across Douglas Street at Caledonia and Centennial Square at Douglas Street. Douglas Street has an extremely high volume of traffic and has potential to provide the greatest visibility for the festival. It is recommended that organizers hang the banner across Douglas at Caledonia for a week prior to the event and the other at the festival site during the event.

Community Listings

- The festival committee should use the free listings in the newspaper and TV for further publicity. For the pilot, the free listing on the CH's Island Beat was secured. However, for future festivals there are other free listings in Monday Magazine, Shaw Cable, Times Colonist and the University of Victoria Martlet.

Communication Activities

Below are the materials and activities needed to support the strategies listed above.

Print

- *Brochures* - Create two brochures targeting different audiences:
 - *Attendees* - outlines the schedule of festival events and the contact information for the participants. Brochure will be distributed through participants, sponsors and volunteers ahead of the event
 - *Sponsors, Participants and Volunteers* - outlines the purpose of the Victoria Lifelong Learning Festival and how to get involved as a sponsor, participant or volunteer. Brochure will be distributed by volunteers and be available through organizations such as the Chamber of Commerce, Values-Based Business Association and Tourism Victoria.
- *Posters* – Pay to distribute festival posters throughout Victoria. Request that participants and sponsors hang posters at their various locations.
- *Directional Signage* – Post signage at the parkade exits pointing to festival area, and signs for the festival information booths, facilities for the disabled, lost children area, first aid station, staging areas, food and beverage outlets and washroom facilities.
- *Program Pamphlet* – Develop small pamphlet of the launch day programming to be given out by volunteers. This will enable the festival to communicate any changes to scheduling and be available for those attendees that do not have the information with them.

- *Newspaper Advertising* - Run an advertisement in the Time Colonist the Thursday before event. As well, take part in the Newspaper Cooperative Advertising in Times Colonist learning supplement in early August.
- *Participant Information Packages* – Construct packages with site maps, schedules, name badges, sponsor promo pens, coupons for participants and other pertinent information.

Direct Mail

- *Invitation Letter* - Mail “Invitation to Participate” letters to recruit potential participants for the festival.

Promotion

- *Public Service Announcement* - Submit a Public Service Announcement (PSA) highlighting the key messages, *Discover, Inspire and Participate*, and the ‘big name’ people participating in the festival, and the learner profiles to be distributed to radio stations, newspapers and TV to secure free publicity prior to the event.
- *Radio Advertising* – Request radio time for both produced announcements and live announcements. The pilot festival received 140 announcements CFX as well as visibility and a link on the radio’s website.

Online Communications

- *Website* - Post information on festival programs and applications, newsletters, volunteer information and communicate other ‘learning’ information. Create and maintain learning network links.
- *Newsletter* – Email newsletters to various stakeholders (sponsors and participants) and interested people before and after the festival.
- *Email* – Email updates on the festival to interested parties via an e-blast.

Volunteers and Donors

- *Information Booth* – Assign volunteers to answer questions, hand out programs and potentially recruit new learning festival participants for future festivals.

Cooperative Promotions

- *Displays at Libraries, City Hall and Community Centers* – Look for opportunities to set up displays to feature the upcoming festival.

Communication Activities Budget

	Year 1	Year 2	Year 3
Branding and Logo			
Design and maintenance (logo, brochure, t-shirts, ad mats)	\$2,000	\$2,000	\$2,000
Print and Distribution			
Printing of brochures, posters and programs for participants, sponsors and attendees	10,000 brochures 900 posters 500 programs \$6,000	10,000 brochures 900 posters 500 programs \$6,000	15,000 brochures 1,300 posters 500 programs \$7,500
Distribution costs of posters and brochures to participants and sponsors	\$500	\$500	\$500
Newspaper advertising, joint promotions and participation in cooperative advertising in Time Colonist	\$2,500	\$2,500	\$2,500
Print and hang two festival banners	\$2,300	\$2,300	\$2,300
Packs for participants	\$100	\$150	\$200
Promotion			
PSA's to Radio stations, newspapers and TV	No Cost	No Cost	No Cost
Radio			
Air time on CFX and Kool FM	\$2,750	\$2,750	\$2,750
Direct Mail	See Postage	Budget	
Online Communications			
Creation and maintenance of online communications (newsletters, e-blast and links)	\$500	\$500	\$500
On Site Volunteer Marketing			
Information booth (table, skirting)	\$100	\$100	\$100
Cooperative Promotion			
Display at Libraries	No cost	No cost	No cost
Cash Required	\$16,750	\$16,800	\$18,350
In Kind*	\$22,350	\$22,350	\$22,350
Total	\$39,100	\$39,150	\$40,700

*Includes 75% of radio advertising cost, 14, 000 in advertising in the Times Colonist and \$100 worth of advertising through the Chamber of Commerce newsletter. See full breakdown in final budget.

3. Fundraising Strategy

The two major contributors for the pilot festival are the Ministry of Education and the Downtown Victoria Community Alliance for a total of \$30,000. This will fund the total cost of the pilot festival. For years one to three there will need to be a bigger emphasis on soliciting funding well ahead of the event as the goals will be greater ranging from \$57,000 in year one to \$61,000 by year three. It is imperative for the Victoria Lifelong Learning Festival to have a sound fundraising strategy in place early as some funds need to be available earlier in order to pay the Special Event Coordinator when he/she comes on board. Below are fundraising guidelines, a funding worksheet, proposal writing strategies, funding materials and a fundraising budget.

There are a variety of funding opportunities available for a social enterprise such as the Victoria Lifelong Learning Festival. Grants and donations in-kind may come from all levels of government including federal, provincial and municipal as well as foundations, societies, corporations and private institutions. Several organizations have been identified as strong candidates for funding because they have funded events with goals and objectives similar to the Victoria Lifelong Learning Festival. The secondary research data shows that these organizations have supported these similar community events in the range of \$4,000 –\$200,000.³⁷

Although there is no *correct* way to raise funds, there are a few guiding principles that should be followed to improve the chances of achieving the financial goals:

- All funding organizations set their own deadlines for applications and process applications at different rates. Since funding applications are accepted year-round, the fundraising board member will need to maintain a yearlong festival fundraising schedule in order to ensure enough funds are obtained. See below for fundraising plan worksheet to help with organizing the fundraising schedule. This will help manage lead-times and deadlines of each funding organization if a fundraising schedule is built around these constraints. The worksheet will easily be able to advise the Board of Directors if the annual financial goal will not be met and alert the board that implementation of alternative funding opportunities is necessary.
- Applying to the best funding candidates first will ensure that the proposal efforts are used wisely. Three items should be considered when choosing between possible funding organizations:
 - *Largest Amount First* - the funding organizations that are likely to donate a large amount of the money should be contacted first. This is because these organizations usually require the longest lead time to approve large sums of money. Requesting funds from large sources first will improve efficiency of the fundraising and it also avoids the

³⁷ Appendix 12 - Detailed Information on Potential Funding Organizations

situation of contacting too many funding organizations (*e.g.* raising more money than the budget requires) due to the uncertainty of the funding amounts.

- *Most Likely to Contribute* - the funding organization that has values and objectives most closely aligned with that of the learning festival will be more likely to contribute to the festival than an organization that is only semi-aligned.
- *Leverage the Name* - the funding organizations with a “prominent name” should also be a priority. Support from “prominent “organizations may improve the credibility of the festival and therefore may persuade other potential funding organizations to also contribute.
- Ensuring diversification of funding sources is extremely important as to not become too reliant on one or two funding organizations. If one of these funding organizations pulls their financial support then it may jeopardize the festival.

Funding Schedule

As mentioned above, the following worksheet is recommended for use by the fundraising volunteers to systemize the approach to fundraising. The worksheet shows the recommended organizations that should be approached in year one and how much should be requested.

Fundraising Plan

Year	Dollar Goal	Deadline	Commitments
One	\$57,165	June 30, 2007	
Two	\$58,515	June 30, 2008	
Three	\$60,865	June 30, 2009	
Total	\$176,545		

Proposed Fundraising Plan Worksheet³⁸

Potential Funders	Goal	Commitment	Contact	Connection	Staff Responsible	Deadline to Start Process	Funder Deadlines	Tasks	Status
Year 1 – October 2006 to September 2007									
Cultural Spaces Canada Program	\$17,165		Canadian Heritage	Helen Hughes	BOD - Funds	Nov 06	April 07	Application Form	Pending
Victoria Foundation	\$15,000		Cathleen Freshwater	Nancy Taylor: Urban Devel.	BOD - Funds	Jan 07	Mar 07	- Letter of Interest - Application Form - Final Evaluation Form	Pending
Ministry of Education: Provincial Government	\$25,000		Alan Lowe	Alan Lowe	BOD - Funds	Jan 07	June 07		Pending
In Kind Donations									
Site, Staging, Seating etc - City of Victoria ³⁹	\$3,500		Helen Hughes		Coordinator	June 07	Aug 07		
TC/Radio Advertising ⁴⁰	\$22,250		Peter Baillie/CFAX		Coordinator	June 07	Aug 07		
Chamber of Commerce	\$100		John Jurassic		Coordinator	June 07	Aug 07		
Total	\$83,015								

³⁸ "Fundraising: Developing a Fundraising Plan." Covering Kids and Families. 01 Jun 2006. Covering Kids and Families. 8 Sep 2006 <<http://coveringkidsandfamilies.org/actioncenter/files/FundraisingSampleFundraisingPlanWorksheet.doc>>.

³⁹ Based on 2006 pilot festival in kind figures provided by Resource Solutions Group.

⁴⁰ Combined total of \$14,000 from the Times Colonist and \$8,250, figures provided by Resource Solutions Group.

Funding Material

Promotional materials need to be developed to help market the festival to sponsors and to build credibility for the organization. Below are recommended materials and a budget for Victoria Lifelong Learning Festival to have available in their fundraising package:

- *Project Proposal* - To outline the festival and its purpose clearly and briefly. Includes a summary of the event, organization background, budget and work plan.
- *Brochure* - To be available for distribution by mail, at business sites and at meetings. Highlights the purpose, summary of the event, volunteer information, donation and sponsorship information and other pertinent information about the festival.
- *PowerPoint Presentation*- To be available to any organization or individual that may require a presentation explaining all aspects of the festival. If requested, the PowerPoint could be distributed via email or CD.
- *Website* - To be available as an online funding resource.

Fundraising Budget

Funding Package	Year 1	Year 2	Year 3
PowerPoint CD	\$30 for stack of 50 burnable CDS	\$30	\$30
Printing of Donor/Volunteer Brochure	500 brochures \$375	500 brochures \$375	500 brochures \$375
Total	\$405	\$405	\$405

Proposal Writing

Most funding organizations require a proposal or application for their available money. If the funding organization is government, a private institution or a foundation the same basic information is generally required on the funding application. An important note is that each funding body has its own set of values and provisions; therefore each application submitted should be tailored toward that organization's mandate. See Appendix 13 for the most common sections of an application and suggestions for the content.

Follow up

It is important not to lose contact with funding organizations that have donated money to the Victoria Lifelong Learning Festival. Contact should occur several times over the course of the year namely, after a proposal is submitted, after the festival takes place and by sending the learning festival newsletter. The board and other volunteers need to maintain personal contacts at funding organizations to help with future funding applications. Ensuring a strong network of stakeholders will help find and encourage possible donors and sponsors.

Contingency Plan

In the case that scheduled funding does not come through, attention needs to be put towards searching for substitute funding sources. Associations, unions and capable participants should be solicited for the outstanding funds as these are organizations that may be able to contribute funds on short notice.

4. Volunteers

In order to ensure the long-term sustainability and success of the Victoria Lifelong Learning Festival, it will be essential to find and retain a committed network of volunteers. A strong network of volunteers will minimize the human resource costs of the event, be a great marketing resource within the community and act as champions for Victoria's learning initiative. A mix of new and returning volunteers will help to ensure smooth running of operations as knowledge is retained each year with volunteers who return and fresh ideas and energy will emerge each year with new volunteers.

Because the Special Event Coordinator will only be in position for part of the year, it will be important to have a Volunteer Coordinator on the Board of Directors. The volunteer coordinator on the board will be able to act as a reference point to the festival coordinator, to help coordinate volunteers who will remain on throughout the year as learning ambassadors, as well as handle any issues that come up throughout the year pertaining to the volunteers. The Volunteer Coordinator will also be the optimal person to spearhead the creation of a volunteer manual with in-depth job descriptions and volunteer application form(s).⁴¹ The recruitment and retention of volunteers will require strategies (outlined in Volunteer Recruitment section) to enable the board to grow the Victoria Lifelong Learning Festival's network of volunteers.

⁴¹ Appendix 14- Example of Learning Festival Volunteer Application based on volunteer application form for Victoria Fringe Festival

Volunteer Requirements

Volunteers will be integral to the learning festival before, during and after the festival, in a variety of capacities including:

Pre-Event Activities

- *Crew Coordinator* – responsible for coordinating, training and scheduling festival volunteers.
- *Learning Ambassadors* – responsible for offering and delivering information about the Victoria Lifelong Learning Festival to their local communities, families, friends, neighbours and interest groups.
- *Marketing* – assistance in coordinating, developing, and distributing marketing and promotional tools throughout the year.
- *Fundraising* – assistance in preparing and submitting application packages to potential sponsors and donors as well as identifying new corporate and community partners.
- *Festival Set Up* – assistance in setting up staging, equipment and booths at the festival's central location as well as posting signage throughout the city.

Event Activities

- *Crew Coordinator* – responsible for coordinating and scheduling festival volunteers.
- *Environmental/Cleaning* – assistance in ensuring the festival site is litter-free as well as sorting and disposing of garbage and recyclable items.
- *First Aid* – responsible for providing certified medical attention to attendees and participants.
- *Participant Hospitality* – responsible for acting as liaisons with participants and providing assistance with set up and take down as well running errands as needed by participants
- *Surveying/Greeting* - responsible for greeting and distributing surveys to attendees and assisting in the completion of survey.
- *Information Booths* – responsible for providing information to attendees, assisting participants and encouraging new organizations to join the festival.
- *Kids Tent* – responsible for fun activities and safety in the kid's tent.
- *General Assistants/Floaters* – responsible to help wherever is needed.

Post-Event Activities

- *Event Take Down* – assistance in taking down staging, equipment and booths at the festival's central location as well as any signage throughout the city.
- *Survey Analysis* – assistance in analyzing attendee and participant evaluations as well as making recommendations for following years.
- *Volunteer Recognition Event* – responsible for organizing and executing a post-festival volunteer recognition event.

Volunteer Schedule

More volunteers will be needed each year as the festival grows; the following chart is a breakdown of the number of volunteer positions needed in years one, two and three. It is derived partially on the estimate of 55 volunteers for the pilot festival, growth projections, as well the volunteer requirements for Word on the Street in Halifax⁴². The number of volunteers needed is based on an assumption the volunteers will be utilized for the entire course of the day. The estimated number of volunteers are 61, 65 and 71 for years one, two and three respectively. These estimates are the minimum number of volunteers required. It more likely some positions will be shared between two people and broken down into two shifts. Therefore, the maximum required volunteers would be 93, 99 and 106 respectively. The pilot festival will act as a testing ground to enable the committee to further determine the exact requirements for the number of volunteers and positions required.

Please see following page for the proposed volunteer requirements.

⁴² The “Word on the Street” held in Halifax utilizes 80-100 volunteers during the day of the festival which draws approximately 20,000 people over the course of the day. There a 52 exhibitors and 8 event stages

Volunteer Requirements

Positions	Year 1	Year 2	Year 3
<i>Pre-event Activities</i>			
Crew Coordinator*	1	1	1
Learning Ambassadors	all involved	all involved	all involved
Marketing	2	2	2
Fundraising	2	2	2
Participant Hospitality	4	5	6
Festival Setup	10	11	12
<i>Event Activities</i>			
Crew Coordinator*	1	1	1
First Aid Crew	3	3	4
Environment/Cleaning	4	5	6
General Assistance/Floaters	4	4	4
Kids Tent	8	8	8
Surveying/Greeting	6	6	6
Information Booth	3	3	3
Participant Assistance (Stage)	4	4	4
<i>Post-event Activities</i>			
Event takedown	6	7	8
Survey Analysis	2	2	3
Volunteer Recognition Event **	1	1	1
Total	61	65	71

* The need to have a volunteer crew coordinator will be dependant upon the ability of the coordinator to fulfill this role

** The need to have a volunteer organize the recognition event will be dependant upon whether it is part of the coordinator's position

Volunteer Recruitment

It is recommended that the strategy for recruiting volunteers for the Victoria Lifelong Learning Festival take two forms:

- *Targeted Recruitment Strategy* – The Board of Directors should use this strategy when looking for a particular skill set or when looking to recruit from a specific population.
 - Example: St. John's Ambulance would be targeted for the first aid requirements of the festival.

- *Broad Based Recruitment Strategy*⁴³ - The Board of Directors will use this strategy when recruiting for the larger team so they will reach the greatest number of people therefore improving the chances of developing an effective team of volunteers. Different ways of reaching volunteers include:
 - *High Media Profile* – submitting public service announcements for the newspapers and the radio are inexpensive and reach a large number of potential volunteers.
 - *Printed Advertising* – distributing volunteer/donor brochures and newsletters to the general public and ensuring the advertising describes the learning festival and the benefits of volunteering.
 - *Volunteer Directory and Services* – it is strongly recommend that the Victoria Lifelong Learning Festival become a member of Volunteer Victoria⁴⁴ in order to assist the committee and the festival coordinator in the implementation of policies and practices surrounding volunteers, recruitment and improve the learning festival’s visibility as a volunteer opportunity.
 - *Community Relationships* - networking with participants, interest groups, schools, community centers and a variety of other organizations will be a great resource for volunteers as the Victoria Lifelong Learning Festival strives to be inclusive of all city organizations.
 - *Word of Mouth* – providing a good experience for the current festival volunteers will result in more volunteers for future years. The current volunteers will promote the volunteering opportunity to other people thus reducing the recruitment efforts for the Board of Directors and coordinator. To ensure a positive experience for the volunteers an informal survey could be put into effect in order gain feedback to help determine improvements for coming years.

Volunteer Retention and Recognition

In order for the Lifelong Learning Festival to retain a strong volunteer network it is essential to create a well-organized, supportive environment for the volunteers as evidenced by effective training, a respectful atmosphere and prompt recognition. The volunteer’s experience begins the moment they contact the Victoria Lifelong Learning Festival administration and if the volunteering experience was good, the volunteer will likely apply the following year and will become an unofficial ambassador for the festival.

⁴³"Volunteer Recruitment Tips." envision.ca. Community Services Council of Newfoundland and Labrador. 23 Aug 2006 <<http://envision.ca/templates/resources.asp?ID=105>>.

⁴⁴ See section on Volunteer Victoria

According to a study done through the Canadian Centre for Philanthropy at Carleton University⁴⁵, it was found that the top three ways to retain volunteers were through:

- *Appreciation and Recognition* – showing appreciation to volunteers is the number one way to make people feel valued and continue to want to volunteer with an organization.
- *Meaningful and Varied Activities* – it is important to allow volunteers to engage in a variety of activities, in order to find the best fit.
- *Effective Communication* – includes providing effective and pleasant communication around job duties so that the volunteer knows exactly what is expected of them, sharing in planning and having an overall understanding of their purpose to the event.

There are innumerable volunteer appreciation and recognition strategies available to the Victoria Lifelong Learning Festival.⁴⁶ In these strategies, it is recommended that the board rely heavily on festival sponsors for in-kind contributions such as printing, food or venue. That being said, most of the suggested methods of recognition below are extremely low cost. Outlined below are several recognition strategies appropriate for the festival. The board may be interested in more than one:

- A “*Thank You*” – although this may be glaringly apparent, the festival organization needs to say *thank you*. It was found in the study by Philips, Little and Goodine that this is the number one way to recognize and show appreciation to volunteers.
- *National Volunteer Week (Third week of April)* – nominate an excellent volunteer who made large contributions to the festival through their time and efforts. This “week” is celebrated through award and recognition events all over the country by a multitude of organizations, wanting to unite in a national celebration of volunteers and it is free to nominate a candidate.
- *Post-Festival Party* - organize a “Thank You” party in recognition of the volunteers’ time and energy.
- *Learning Opportunity and/or Scholarship* – nominate an outstanding festival volunteer(s) to receive a learning opportunity or scholarship to be used towards a learning initiative. Offering an accolade will reinforce the mandate of the festival to increase awareness of learning and to improve access to learning. This is a great opportunity to put the goals of the festival into practice.
- *Awards/Special Acknowledgement* – recognize and award volunteers in the form of certificates, thank you cards or letters as well as acknowledge them on the Victoria Lifelong Learning Festival website.
- *Free T-shirts and/or Hats* – provide T-shirts with the festival logo to all volunteers and organizers. This is a great way to provide both a festival uniform and a token

⁴⁵ Philips, Susan, Brian Little, and Laura Goodine. "Recruiting, Retaining and Rewarding Volunteers: What Volunteers Have to Say." 2002 05 Sept 2006 <<http://www.volunteer.ca/volunteer/pdf/Phillips-SR1-English-Web.pdf>>.

⁴⁶ Refer to the volunteer resource guide through Volunteer Victoria for more details; it is available online at http://www.islandnet.com/~volvic/pdfs/programs_resguide.pdf as well as on the CD provided for this report. (when we compile the report we can add it to the disk, it is a document that is over 100 pages, a little too big for a hard copy in the appendix).

of thanks as well as on-going marketing if people choose to wear the T-shirts throughout the year.

Volunteer Victoria

As noted above, it is strongly recommended that the learning festival become a member organization of Volunteer Victoria. The cost is \$85 per year. There are several benefits to becoming a member agency including:

- *Promotion and Media Access:* Volunteer Victoria holds regular volunteer promotion campaigns throughout the year. They also offer customized help with developing community awareness and recruitment strategies
- *Recruitment & Referral of Volunteers:* Volunteer Victoria actively recruits 10,000 new volunteers per year. Their online database manages and tracks all listed volunteer positions listed. Of special importance to the Victoria Lifelong Learning Festival is the development of the Youth Volunteer Connections Program.⁴⁷ It was developed to increase the number of youth aged 15-29 volunteering in the community especially those youth with life challenges. Recruiting a broad range of volunteers from a variety of ages, level and diversity will ensure that even in the organization and implementation of the festival will be aligned with its goals.
- *Access to Consultation and Resources:* Volunteer Victoria is able to provide ongoing assistance and support to volunteer programs, as well as providing access to materials on such subjects as writing a volunteer manual, volunteer recognition and program evaluation through their resource library.

See following page for volunteer budget.

⁴⁷ For further information email youth.connections@volunteervictoria.bc.ca or call 386-2269 to speak with Katie Shaw, the youth program coordinator.

Volunteer Budget

	Year 1	Year 2	Year 3
T-Shirts*	100 @ \$7.25 \$725	100 @ \$7.25 \$725	100 @ \$7.25 \$725
Volunteer Recognition Strategies	\$300	\$500	\$500
Volunteer Victoria	\$85	\$85	\$85
Brochure	Cost covered in Funding Budget		
PSA's to Radio stations, newspapers and TV.	No Cost	No Cost	No Cost
Food during Festival	\$300	\$550	\$550
Total	\$ 1,410	\$ 1,860	\$1,860

*100 shirts are recommended to be ordered due to price break in printing them and this will cover the range of volunteers needed.

5. Festival Requirements

Hiring an experienced event coordinator will ensure the effective delivery and operation of the Victoria Lifelong Learning Festival; however, it is important for the board to understand essential processes and requirements of festival planning to ensure a successful execution of the festival. Below are some best practices to consider.

Production Plan⁴⁸

Having a production plan at least one week before the festival in year one will assist in ensuring the right requirements for the festival are in place, in the correct order, at the correct time. It can be used as a communication tool for all of the volunteers (including the board) to make certain that all involved have the correct information and to reduce any confusion surrounding the production of the festival. A production plan will generally have three phases:

- Event Build – outline timing and placement of venue infrastructure such as staging, booths, lighting and signage
- Event Itself – outline timing and placement of any staging setup requirements for different participants

⁴⁸ Failte Ireland, (2005). Festivals/Events Best Practices Guide. Retrieved 30 May 2006, from www.failteireland.ie/upload/documents/Best%20Practice%20Manual%20FINAL.doc

- Event Breakdown – everything that was set up, needs to then be taken down, returned to the proper owner and cleaned up in order to leave the site in as good, if not better condition than when festival set up was started.

Directional Signage

Directional signs are integral to the successful operations of the festival. Ensuring adequate direction is given to the public will contribute to an overall sense of welcome and organization surrounding the festival. Signage should be considered for the following areas:

- Exits from parkades to the main festival area
- Information booths
- Passport/raffle booths
- Facilities for disabled
- Lost children and first aid
- Staging areas
- Food and beverage outlets
- Washroom facilities

Health & Safety

According to SHAPE (Safety & Health in Arts Production)⁴⁹ almost all workplaces including performing arts productions and special events must follow the requirements of the WCB Occupational Health & Safety Regulations. Due diligence is the standard of care required for compliance with health and safety regulations enforced by WCB. To meet the standard of due diligence, reasonable decisions must be made according to one's background and knowledge, and reasonable precautions must be taken in the circumstances to carry out health & safety responsibilities. In accordance with this, a risk assessment and health & safety plan are important to have to aid in the prevention of injury and in the event of a claim against the Learning Festival should injury occur.

- *Health & Safety Plan* – a procedure for managing health & safety for the festival which includes statements of the festival's health and safety commitment and procedures
- *Risk Assessment* – assessing risk can be defined as a formal review and consideration of potential hazards present at the festival. The impact and the likelihood of occurrence of each hazard will need to be determined as to mitigate the chance of harming the health and safety of the attendees. Risks associated with the learning

⁴⁹ "Health and Safety Guide for Live Performance Festivals." SHAPE. 20 Aug 2006
<<http://www.shape.bc.ca/resources/forms/Festival.pdf#search=%22festival%20health%20and%20safety%20statement%22>>.

festival that have the potential to assume a variety of forms including, but not limited to:

- *Injury to Attendees and Participants* - falling, slipping and tripping may occur at any time if organizers have not taken the time to ensure safety such as covering wires for speakers and not having the stage properly lit.
- *Injury to Organizers and Volunteers* - any job duties that could pose a health hazard for the volunteer, such as clean up crew handling hazardous materials.
- *Accessibility* – creating inaccessible sites or not providing services for the disabled and those in wheelchairs
- *Food Preparation* - on site and off site making certain of and providing adequate facilities for ensuring Food Safe requirements
- *Queues for Events* - should there be long line ups, provision for the public to safely stand in lines
- *Emergency Procedures and Accessibility to First Aid* – ensuring first aid stations are clearly marked and there are plans in place to deal with emergencies such as a person collapsing in the middle of the crowd

Food and Beverage Vendors

The Centennial Square area has several food service outlets that will be directly affected by the festival. Places such as La Collina, SEC's and Chinatown will see increased business during the festival and should be informed of the event. These outlets will want to know how many attendees are expected to ensure they have the appropriate amount of staff and food available. Food and drink is an important aspect of the attendees' festival experience and therefore need to be appropriately planned.

There are numerous ways to have food available for attendees (and participants) at the festival. A festival representative could approach street food vendors to participate or could ask a local eatery to set up a food service outlet. In the spirit of the festival, it is recommended to ensure relatively healthy food is served and to encourage the food vendors to donate a percentage of revenue to a local "learning" cause and/or have food available as a learning opportunity through cooking demonstrations.

The Victoria Lifelong Learning Festival is also a prime opportunity for community organizations, schools, clubs and sport teams to fundraise while contributing to the festival. It is recommended that the board ask one (or two) of these groups to organize a kiosk and serve coffee, tea, hot chocolate and water at a relatively low cost. This will allow access to beverages for attendees that may have less disposable income, that may want their money to go to a worthy cause or that may not want to wait in the lines of the other establishments.

The Third Leg: Environment

While the business plan has focused on social and economic sustainability thus far, it is imperative to be inclusive of the third leg of sustainability - environmental sustainability. Environmentally friendly policies for the festival will take some time to develop, however there are some recommended courses of action available starting in year 1:

- Where applicable, try to source materials locally.
- Make a commitment to print marketing materials for the festival on recycled paper with vegetable ink whenever possible.
- Encourage food vendors and participants to utilize environmentally friendly packaging and supplies that can be recycled or composted.
- Develop a recycling strategy.
- Encourage attendees to take the bus to the festival site.

Implementing environmentally friendly policies will be of benefit to the festival in several ways:

- The festival is a community showcase and an initiative of the City of Victoria and therefore, it is important to show environmental leadership through efforts to produce a “zero waste”⁵⁰ event.
- A recycling program can help to reduce costs of garbage disposal, while maintaining the environment as well as increasing the positive image of the festival.
- The recycling program itself can be used as a learning opportunity for the public on the benefits of recycling.

There are three key steps that need to be addressed in the execution of a successful recycling strategy⁵¹:

1. *Getting Commitment from the Top* – This will involve having a strong commitment toward greening strategies from the Board of Directors as well as the event coordinator.
2. *Designation of a Point Person on the Board* – A person will need to be appointed to spearhead the recycling programs.

⁵⁰ "Event Greening." Finding Waste to Change. reFUSE. 24 Aug 2006
<<http://www.refuse.ca/www.refuse.ca/Eventgreening.htm>>.

⁵¹ "Best Management Practices Guidebook for Special Event Generated Waste in Rural Communities." North East Recycling Council. 20 Aug 2006
<http://www.nerc.org/adobe/Special_Event_BMPs_FINAL.pdf#search=%22Festival%20Best%20Practices%20Guide%20for%20recycling%22>.

3. *Waste Reduction/Elimination Plan* - A realistic plan needs to be developed in order to execute recycling goals. This can be created through the committee itself, or help can be sought from a professional company, such as reFUSE⁵² in Victoria.

6. Evaluations

Honest and critical evaluations are imperative to determine the success of an event and to discover what went right but also what went wrong. To ensure success for the Victoria Lifelong Learning Festival the following stakeholders and measurements are recommended:

- Participants' satisfaction levels
- Number of participants (daily and over the course of the festival)
- Attendees' satisfaction levels
- Number of attendees (daily and over the course of the festival)
- Volunteers' satisfaction levels
- Board of Directors current and future view of the event

The evaluations should be conducted either at the event or soon after while opinions are fresh in everyone's minds. The information will be useful for the Board of Directors to determine content for future years, to gain support from sponsors and to recruit new participants for Victoria's learning community and volunteers.

Purpose and Method of Evaluation

Participants

- *Satisfaction Level, Method* – Distribute questionnaires electronically to be completed by the last day of learning festival. A recommendation is www.freeonlinesurveys.com, the cost is minimal
 - *Purpose* – To find levels of satisfaction and discuss every aspect of the festival with the goal to find improvements and innovation. Also, to be used as a recruiting tool for future participants.
 - *Areas to Address* - How was the parking, signage, visibility, brochure, washrooms, quality of event, volunteers? Will they return next year? Is there anyone they know that may be interested in participating next year? Would they recommend the festival to friends and colleagues? How did they find out about the festival?

⁵² reFUSE is a Victoria based company which designs and implements zero waste solutions for conferences and special events within Victoria. Contact: 883-6467, www.refuse.ca

- *Number of Participants, Method* - Physical count of participants (daily and over the course of the festival).
 - *Purpose* – To ensure participant participation is increasing by 10% each year.

Attendees

- *Satisfaction Level, Method* – Assign volunteers to complete a total of 200 one on one interviews with attendees over the course of the festival. It is recommended to use www.freeonlinesurveys.com and a lap top at the site.
 - *Purpose* – To find levels of satisfaction and discuss aspects of the festival with a goal of finding improvements and innovation.
 - *Areas to Address* - Where are they from? How many in their group? What did you learn at the festival? What did they like or dislike about the launch? About learning week? How was the parking, signage, brochure, washrooms, quality of event, volunteers? Will they return next year? Would you recommend the festival to friends? How did they find out about the festival?
- *Number of Attendees, Method* - Physical count of attendees on the launch and at the participant’s sites. Participants will submit attendance numbers at the end of the week to the festival coordinator.
 - *Purpose* - To ensure that the festival has the support of the citizens of Victoria

Volunteers

- *Satisfaction Level, Method* – Conduct electronic surveys with all volunteers each year using electronic survey software mention above.
 - *Purpose* – To find levels of satisfaction and discuss aspects of volunteering with Victoria Lifelong Learning Festival with a goal to find improvements for recruiting and retention for future years.

Board of Directors

- *Current and Future View, Method* – Conduct a formal post-festival evaluation meeting within one week of the event.
 - *Purpose* - To evaluate all aspects of the festival and to ensure improvement and innovation for future years.

7. Financial Analysis

The projections are derived from both the costs incurred during the pilot, as well as expected increases in attendance each year. Financial estimates are for the pilot, 2007, 2008 and 2009.

Expenses	Pilot	Year 1	Year 2	Year 3
Branding and Logo	\$2,500	\$2,000	\$2,000	\$2,000
Print and Distribution	\$4,300	\$8,900	\$8,950	\$10,500
Newspaper Advertising	\$1,500	\$2,500	\$2,500	\$2,500
Misc. Advertising ⁵³	\$500	\$2,850	\$2,850	\$2,850
Online Communication	\$1,200	\$500	\$500	\$500
Total Marketing	<u>\$10,000</u>	<u>\$16,750</u>	<u>\$16,800</u>	<u>\$18,350</u>
Insurance	\$500	\$600	\$700	\$800
Staging, Lighting, Booths and Seating	\$5,100	\$8,000	\$8,500	\$9,000
Signage & Décor	\$1,500	\$1,500	\$1,500	\$1,500
First Aid	\$0⁵⁴	\$150	\$150	\$150
Security	\$500	\$500	\$500	\$500
Total Site Management	<u>\$7,600</u>	<u>\$10,750</u>	<u>\$11,350</u>	<u>\$11,950</u>
Total Volunteer Management /Recognition	<u>\$300</u>	<u>\$1,410</u>	<u>\$1,860</u>	<u>\$1,860</u>
Total Fundraising	<u>N/A</u>	<u>\$405</u>	<u>\$405</u>	<u>\$405</u>
Entertainment/Programming Honorariums	\$1,000	\$4,000	\$4,000	\$4,000
Audio Visual	\$2,500	\$3,000	\$3,000	\$3,000
Total Programming	<u>\$3,500</u>	<u>\$7,000</u>	<u>\$7,000</u>	<u>\$7,000</u>
Office & Administration Supplies	\$300	\$300	\$400	\$500
Postage	\$400	\$550	\$700	\$800
Total Administration/Office Expenses	<u>\$700</u>	<u>\$850</u>	<u>\$1,100</u>	<u>\$1,300</u>
Coordinator Salary & Benefits	<u>\$15,000</u>	<u>\$20,000</u>	<u>\$20,000</u>	<u>\$20,000</u>
Cash Required	<u>\$37,100</u>	<u>\$57,165</u>	<u>\$58,515</u>	<u>\$60,865</u>
Total In Kind	<u>\$37,475</u>	<u>\$25,850</u>	<u>\$25,850</u>	<u>\$25,850</u>
Total	<u>\$74,575</u>	<u>\$83,015</u>	<u>\$84,365</u>	<u>\$86,715</u>

In Kind	Pilot	Year 1	Year 2	Year 3
Management Fees	\$5,000	\$0	\$0	\$0
Chamber of Commerce Promo	\$100	\$100	\$100	\$100
Times Colonist Advertising	\$14,000	\$14,000	\$14,000	\$14,000
Radio	\$11,000	\$8,250	\$8,250	\$8,250
Design & Printing	\$2,000	\$0	\$0	\$0
Island Displays	\$2,000	\$0	\$0	\$0
Site, Staging, Seating etc (City of Victoria)	\$3,375	\$3,500	\$3,500	\$3,500
Total	\$37,475	\$25,850	\$25,850	\$25,850

Sustainability

This business plan has covered the seven elements that need to be implemented in order to ensure the success and long-term viability of the Victoria Lifelong Learning Festival. Ultimately, however the longevity of the Victoria Lifelong Learning Festival will rely on three key factors: *strong leadership, adequate financing and community support.*

It is vital to have committed leadership with a clear understanding of the purpose and structure of the Victoria Lifelong Learning Festival in place. Finding project champions who will carry the festival forward regardless whether Mayor Alan Lowe and Councillor Helen Hughes are in office is essential to the leadership. The Victoria Lifelong Learning Festival has great potential to become a driving force for change within the community, but without strong leadership to take it into the future it runs the risk of becoming short lived.

In order to obtain adequate financing and long term financial support for the Victoria Lifelong Learning Festival it will be imperative to develop relationships with a variety of potential funding organizations. Having a diversified set of funding sources will be fundamental so as not to become overly reliant on any one funding organization. Furthermore, the development of relationships with potential funding organizations through the board of directors will be instrumental in building community ties and ultimately strengthening the long-term viability of having adequate financial support.

Lastly, developing a groundswell of community support is the foundation upon which the entire success of the Victoria Lifelong Learning stands. This groundswell of community support will affect all areas of the festival from attendees and participants to leadership and volunteers. Support for the Victoria Lifelong Learning Festival will come through people seeing the benefits that lifelong learning brings to people of all levels, ages and diversity. It is imperative that there is continual innovation in order keep a fresh face on learning, to keep people coming back, and bring others with them. Ultimately, the support built within and around the Victoria community for the Victoria Lifelong Learning Festival will provide the momentum and impetus to move the initiative forward.

Conclusion

The Victoria Lifelong Learning Festival is an integral part of the city's learning strategy. It is both a celebration and a catalyst for the development of Victoria's learning community. The festival is a wonderful opportunity to engage people in learning activities as well as to demystify and excite people about learning. It will create awareness of what it means to be learner, and as a result, will encourage people to embark on a journey of lifelong learning.

It is a goal of this festival to ensure that learning is accessible to all of Victoria's citizens no matter age, level or diversity. To make certain this happens; a low cost festival structure has been developed to ensure there is no charge to participants and attendees.

As people engage in learning, there will be an increase of social benefit, which will grow the longer the festival runs. The low cost structure will help with the festival's longevity because the financial demands will be minimized. As the Victoria Lifelong Learning Festival grows in both length and existence there will be more opportunity to overcome any challenges associated with the festival and build support for the learning community.

The most important challenges for the Victoria Lifelong Learning Festival to overcome are securing long-term financial funds, attracting and keeping the interest of the attendees and participants and developing committed leaders. Adherence to the business plan and continuous improvement by "learning" from each festival will contribute to long-term success.

The Victoria Lifelong Learning Festival needs to reach out to those citizens who are unable to attend due to physical, mental, social or economic barriers. A concerted effort is needed to reach this population via unique learning initiatives such as story telling at shopping malls, resume writing at laundry mats and self-defense classes at homeless shelters.

The Victoria Lifelong Learning Festival should not be done in isolation of other learning initiatives in Victoria. Networking with learning agencies is imperative to create support for the learning community under the auspices of the City of Victoria. As seen from the pilot and the work done by the ABC consultants, there is a passion for lifelong learning within our community. Now is the time to capitalize on this passion and excitement!

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Proclamation

“VICTORIA, BC – A GLOBAL LEARNING CITY”

- WHEREAS** *Victoria recognizes and celebrates our wealth of human resources, as a place where people of all ages, with diverse experiences, backgrounds, cultures, talents and knowledge, can contribute to and co-create a city in which all our citizens thrive; and*
- WHEREAS** *Victoria has a strong social will to learn, grow, and harness the abilities of all its citizens, and where we have long demonstrated that learning embraces more than formal educational activity: numerous community groups have used learning to transform local conditions by engaging community members to study and define the problems that affect them, to create new visions, to decide upon solutions, and to implement change; and*
- WHEREAS** *Victoria provides a unique spectrum of life-long learning opportunities, that taken together support full human development: from preschools through post-graduate training, from trade schools to professional schools to international training institutes, from aboriginal led education providers through to formal college and University of Victoria programs, from martial arts training clubs to schools of dance, from eco-tourism opportunities to private academies of digital design, from mentorships in business practice to apprenticeships in the culinary arts, from the rich learning traditions and values of the myriad faith and ethnic communities to the Songhees Lifelong Learning Centre and partnerships with Camosun College, from tourist heritage walking tours to guided visits to the Provincial Legislature, from intercultural festivals to open-air symphony concerts, from voluntary associations for environmental stewardship to those seeking world peace and justice, from elder hostels to international student home-stays, from places of worship to parks, sports facilities, and gardens for recreation and quiet reflection; and*
- WHEREAS** *the City, which in 2005 was designated a cultural capital, hosts and supports a range of major cultural institutions specializing in the study and enjoyment of arts and culture such as the Victoria Conservatory of Music, the Victoria College of Art, the Royal British Columbia Museum, the Native Friendship Centre, the Maritime Museum of British Columbia, and the Greater Victoria Public Library; and*
- WHEREAS** *Victoria has a rich history as a centre of learning from the early traditions of the local First Nations through to creation of the British colonies' first library, Literary Institute, Scientific Institute, Y.M.C.A., Philharmonic Society, and Agricultural and Horticultural Society, and the founding of the province's influential teaching institutions such St. Ann's Academy, Victoria College of McGill University, and the Provincial Normal School, and also agencies of personal and social enrichment such as the Victoria Carnegie Library; and*
- WHEREAS** *Victoria is rich in educational institutions with a strong commitment to learning, including an excellent public school and post-secondary system, and extensive private schooling opportunities for learners of all ages, promoting not only universal literacy and numeracy and knowledge and skills acquisition, but also social responsibility and participation, and recognition of the importance of cultural diversity; and*

WHEREAS *City Council has identified the theme, cultural and social focus for the rejuvenation of Downtown, in particular for the development of a "Learning Precinct" to anchor educational, cultural, and other learning services in the urban core; and*

WHEREAS *Victoria is in a position to become a global leader in developing our social and human capital, by using lifelong learning as an organizing principle to promote social cohesion and growth within and between the five key sectors: government, public (i.e. libraries, health and social agencies, etc), economic, education, and voluntary; and*

WHEREAS *we recognize and celebrate our potential to form dynamic inclusive partnerships, engaging learners and participants in strengthening the quality of community locally, throughout Canada, and around the world; and*

WHEREAS *THE CITY OF VICTORIA THEREFORE URGES our citizens and visitors alike to celebrate learning in all its forms; we commit to assisting individuals, organizations and businesses in the sharing of expertise, skills and culture; we further commit to fostering civic policies and practices that model what we wish for all; and we call upon everyone to ignite a passion for learning and achievement.*

NOW, THEREFORE *I do hereby proclaim Victoria B.C., as "A GLOBAL LEARNING CITY" in the CITY OF VICTORIA, CAPITAL CITY of the PROVINCE of BRITISH COLUMBIA.*

IN WITNESS WHEREOF, *I hereunto set my hand this 12th day of May, Two Thousand and Five.*

ALAN LOWE
MAYOR
CITY OF VICTORIA
BRITISH COLUMBIA

Learning Festival

The City of Victoria is researching the idea of hosting a Learning Festival sometime this year. Below are some questions that pertain to the proposed Learning Festival: target groups, goals, duration, budget etc. We would appreciate your help in answering a few questions. It should only take 15-20 minutes. Please remember to put your name and organization in the last question of the survey.

- 1) If the City of Victoria were to host a Learning Festival, what do you feel is the main objective(s) of having a Learning Festival? I.e. celebrate, create awareness and demystify learning, reach as many people as possible.
- 2) In your opinion, what are the elements needed to make the proposed Learning Festival a success and why? I.e. partnerships, facilitating access to learning opportunities, celebration?
- 3) What do you think are the biggest challenges for the proposed festival and why? How would you approach the challenges? I.e. Funding, media, working with strategic partners.
- 4) Have you heard of or attended any Learning Festivals (i.e. Hume, Singapore)? If no, skip question. If yes, what Learning Festivals do like and why?
- 5) What framework or model do you recommend for the proposed Festival for the first year? What about the second or third years? I.e. central opening, series of open houses, presentation, exhibitions, workshops, conferences, contests,
- 6) **Duration/ Locations** If Victoria were to host a Learning Festival, how many days should it be? In the first year, 2nd and 3rd? Where should it be located?
- 7) **Hours of Work** Have you coordinated a festival before? If yes, what was the festival and how many hours of work including volunteers to paid staff did it take from preparation to finish.
- 8) If Victoria were to host a learning festival between 1-2 days, how hours of work including paid staff to volunteers from preparation to finish, would it take to complete this festival? I.e. 0-150 hours, 151-300, 301-450, 451-600 hours.
- 9) **Resources** Who and how many resources (people) do you think are needed for this proposed Festival? I.e. paid coordinators, board of directors, volunteers
- 10) **Budget** If Victoria were to host a Learning Festival, what do you think would be an appropriate budget for the festival? I.e. 1-2 days in length for the first year. What do you think would be the major expenses?

11) **Funding Sources** What funding sources do you recommend for us to research for the proposed Victoria Learning Festival? Fed, Prov, Municipal, Foundations, corporation (ABE, Tradford publishing) Individuals.

12) **Partnerships** What strategic partner (ships) do you envision for the proposed Victoria Festival? I.e. Fed, Prov, Munic, etc.

13) **Promotion and Marketing** What (types of) promotion and public relations should the proposed Victoria Learning festival use, in your opinion? How large of a budget should it be? If possible, do you have any contacts that would be useful?

14) What target groups do you think the Learning Festival should address in year 1? 2 and 3?

15) Do you think there should be payment by the Attendees or participants?

Definitions;

Attendees: those attending the event i.e. those paying admission.

Participants: those renting a booth space to display their business, or school.

If yes, what price do you think would be fair to the attendees and participants?

16) **Success Measures** What measures are need to be in place to assess the success of the festival? Surveys for participants, attendees?

17) **Future** What keys elements to ensure success into the future, would you recommend for the proposed Victoria Learning Festival?

18) **Other interviews** Do you recommend any other person to speak with regarding festivals and in particular learning festivals?

19) **Other Comments**

20) **Interviewee Information**

Name, Title of Organization, Phone Number

Appendix 3 - List of Stakeholders Surveyed

Name	Organization	Title
Jean McRae	Inter-Cultural Association of Greater Victoria	
Melissa Mclean	Tourism Victoria	
Ron Faris	Golden Ventures	
Vanessa Little	Hume Global Learning Center	General Manager Learning Community
Susan Henderson	Greater Victoria Public Library	Community Relations Officer
Nancy Taylor	Urban Development Public Initiation Agreement	
Janet Munsil	Intrepid Theatres	Producer

Hume Festival of Learning Carnavalé Launch

Sunday 27 August

2pm-5pm

Hume Global Learning Centre

1093 Pascoe Vale Road Broadmeadows

- Circus skills and drumming workshops – Book early places are limited 9356-6999
- Mike Spears Broadmeadows Broncos basketball talent appearing.
- Make your own circus toys – Book early places are limited 9356-6900
- Steve the magician will dazzle and amaze you
- Lincraft art and craft sessions
- Bunnings DIY sessions
- Kangan TAFE de-stress massage
- Face painting
- Sausage sizzle
- Displays

Bookings essential for all activities

Health, Wellbeing and Fitness

Basic principles of Feng Shui

Learn about the basics of Feng Shui and creating practical remedies for harmony in your home and work

Self-defense and personal safety for women

Learn to become more aware of your environment with an emphasis on prevention. Techniques include side stepping, blocking and counter attacks. Monday 28 August 11am-12:30pm @

Step circuit

A fitness class using step and strength building elements suited to your level.

Yoga

Improve your health and wellbeing in this gentle class for beginners.

'Mike Spears' basketball come and try day

Basic basketball skills and drills with expert player Mike Spears. Lots of prizes! Wear comfortable clothes and shoes.

Yoga and meditation: an introduction

Introduction to the history and origins of Yoga, description of its purpose, benefits, practice, postures and meditation.

Body Pump ladies only

Exercise with weights to great music, killing calories and creating a lean athletic body.

Body Pump

Exercise with weights to great music, killing calories and creating a lean athletic body.

Body Combat

High powered fun cardio workout to music with an addictive mix of martial arts

Body Balance

Essential 'de-stress' class. East meets west with a combination of Hatha Yoga, Pilates and Tai Chi to strengthen your core and posture.

Swiss Ball

Great class to improve balance, tone and cardiovascular fitness all with the aid of a Ball.

Pilates

A popular class encompassing yoga moves, relaxation and core strength. Bring your yoga mat (not essential).

Basic principles of Feng Shui

Learn about the basics of Feng Shui and creating practical remedies for harmony in your home and work

Diabetes and your cardiovascular health

Learn about diabetes and what it means to your lifestyle. Receive a cardio health assessment and enjoy a healthy snack.

Chair fitness

Aerobic fitness class based around chairs for beginners. Ideal for people suffering from arthritis and wanting to socialise in a fun environment. All ages and abilities welcome.

Taekwondo for all ages

Taekwondo, self defence and life skill activities for all ages, white belt to black belt.

Natural Health Healing Techniques

Learn how to do Qi-Gong exercises and about natural ingredients to improve your health. Places are limited.

Gentle aqua aerobics

Gentle movements in water designed for those suffering from arthritis, multiple sclerosis, imbalance problems and rehabilitation needs.

Pilates and yoga for over 50s

Description of the origins and benefits of yoga and pilates. Discussion of how to use yoga and pilates to restore flexibility and strength to an aging body. Practice simple postures followed by guided relaxation.

Move it for women

Low impact aerobics with a qualified instructor. Open to all women to get strong, fit and have fun doing it!

Meditation

Learn to use different techniques to centre your body and mind. See how meditation can relieve stress and encourage personal growth.

Swiss Ball

Great class to improve balance, tone and cardiovascular fitness with the aid of a Ball. Wednesday

Hatha Yoga

Relax and unite your body, mind and spirit. Achieve this through a series of low impact breathing and stretching postures.

Personal Development

Personal development for teens - You

A fun interactive workshop for teens that will take you on a journey filled with positive communication, goal setting, tapping into your self-image and more.

Personal development for teens – Beauty

A practical workshop inclusive of manicure and pedicure demonstrations. Every participant will get the opportunity to have a go. All materials provided. Sunday 3 September 2pm-5pm @ Innovation Hair and Beauty

Becoming the leader I can be

Program to assist students to develop leadership skills.

Life Skills

Moving on to your future forum

Forum outlining options for students with disabilities who are going from school to post-school. An opportunity to meet with service providers accessible to young people post-school. Aimed at students with disabilities in year 10 and above

Jobzone

A FREE intensive job-search to get you started towards job-search success

Australian Air Force Cadets

Learn about the range of activities cadets take part in, and have a go too. Aimed at young people aged 12-18.

Brite industries interactive site tour

Join a tour of the Brite worksite and experience behind the scenes working in the nursery or factory. Stay and learn how to pot plants or try your hand at packaging in the factory

Dress for Employment Success

Being well presented when you go for a job interview will give you confidence and a competitive edge

Hobbies and Leisure

Breakdancing

Developed in the late 1960s in the Bronx in New York, dancers would "get down" during the breaks in the vocals. Watch the moves and learn some of your own with a professional instructor.

Craigieburn Art group

Join other art hobbyists at the Craigieburn Art Group for an evening of any art you enjoy doing. Bring along your paints, pencils, brushes and art equipment. T: Betty-Marr at Craigieburn Art

Greeting cards for all occasions

Create your own greeting cards for any occasion. Bring a ruler, pencil and scissors.

Laurent Boulanger@yourlibrary

Laurent Boulanger, author of Murder on 45th Street, talks at Craigieburn Library.

Singing

For anyone who loves singing in the car, the shower or a choir. Sing with other people who love it as much as you. Wednesday 30 August and 6 September 12noon-3pm @ Orana Family Services

Turkish breakfast and chai

TWV catering team demonstrate cooking of traditional turkish pastry sheets and fillings, and you can try it too! The pastry is best enjoyed with a cup of chai or tea. All welcome.

Song writing taster

Discover the essentials of song writing. Learn about melody, chord progressions, bridges and lyrics. This is a taster session for the song writing short course offered by Kangan Batman TAFE.

Dance classes at Isolation Performing Arts Studio

Try a range of dance classe at less than half the usual price. Friday September 1
Pre school movement class, Adult fitness (Funky aerobics), Junior funk/Hip Hop,
Break dance, Beginner/Intermediate acrobatics, Intermediate funk/Hip Hop,Guitar,
Junior/Intermediate singing,Advanced Funk/ Hip Hop

Angel workshop

Learn how to bring the angels magic and healing into your life, through meditation and angel readings

Selecting power tools

Apply render on brickwork

Pruning roses

Tiling in wet areas

Urban Hip Hop

Learn to move to urban hip hop grooves with a professional instructor.

Activities for adults with an acquired disability

An opportunity for people with an acquired disability to make new friends, learn a skill or develop a hobby through some fun craft activities. People interested in becoming a volunteer supporting the program also welcome.

Learning is Fun Day@yourlibrary

Learn Step by step patchwork, easy lunch time snacks or tools and remedies of Feng Shui.

Easy crafts

Have a go at glass painting and candle making, no experience necessary. Materials provided.

How to make Sarma (stuffed vine leaves)

Enjoy a demonstration and have a go at making vine leaves, a traditional turkish food. Stay for lunch at this social gathering.

Computers and Technology

Adaptive technology expo

An interactive expo of computer software designed to help students to learn at school and in the workplace. Range of software on show to assist people with disabilities, autism, ADHD and a range of physical challenges.

Hub Open Day - Broadmeadows Community ICT Hub

Join a hands-on information session running at 10am or 1pm and tour the Broadmeadows Community Website. Learn how to contribute to the site and access community news, events and activities in the Broadmeadows area.

Beginners internet

Learn the basics about the Internet. An excellent opportunity for beginners to get started.

Explore e-resources

Discover a range of biographies, health, news and resources through the Hume Libraries website.

Introduction to Microsoft Publisher

Learn to make a basic card in Microsoft Publisher, and how to use desktop publishing tools and templates for more complex projects.

Introduction to Internet

Learn the basics of using the internet for research, study or recreational purposes.

Fun with graphics

Bring along your digital camera, photos and pictures on disc or other format. Learn to download, edit or enhance your pictures.

Ford Alive: An educational program and plant tour

Tour of Ford Australia's Broadmeadows manufacturing plant. Occupational Health and Safety rules within the plants require that long pants, long sleeved tops and covered toe shoes be worn whilst participating on the tour.

History and Environment

Your family - your history: an introduction to genealogy

Learn about how to research your family history using an extensive range of library resources.

Home and Habitat – what you can do to make a difference!

Hume City Council Environment invites grade 3 and 4 students to a free half-day of environmental education sessions. Register early to secure your school's place.

A walk around historic Sunbury

Learn about the rich heritage of the ashes birthplace on a leisurely walking tour.

Kids Activities

Sri Lankan Storytime

Storytime in Sri Lankan presented by Srinath Maddumage

Family maths fun night

An evening to strengthen the relationship with your children and be a lifelong learning family. A night of fun experiences for parents, children and teachers.

Little pumpkins playgroup

Play and meet other parents with children in the community. Activities for children aged 0-5. Bring a health snack and sun protection.

Floor play

Educational video and demonstration of 'tummy time' parent participation and question time. T: Gayle 9301-5688

National Simultaneous Story Time

'Good Night, Me', Written by Andrew Daddo, Illustrated by Emma Quay.

Colouring competition

Let your children get creative and enter the colouring competition, prizes will be awarded to the top 3.

Turkish Storytime

Storytime in Turkish including songs and rhymes presented by Hume City Council Mayor Cr Adem Atmaca.

Appendix 5 - Survey of Potential Participants

Potential Partners for Learning Festival

Learning Festival

May 12th 2005 Victoria was proclaimed to be “A Global Learning City” by Mayor Alan Lowe. The City of Victoria urges all of its citizens and visitors alike to celebrate learning in all its forms.

One aspect of the learning community is a proposed learning festival. Learning Festivals take place all over the world at different times of the year in places such as the United Kingdom, Australia, Africa and Singapore; however this will be the first of its kind for all of Canada.

Why a learning Festival? : A Learning Festival is where people can come and be exposed to every type of learning opportunity available in Victoria from job skill development to sports, art , formal education and literacy.

Just a few examples of activities that can be found at learning festivals are: learning to walk on fire, writing poetry, learning to sing, museum tours, salsa dancing, computer skills, pottery workshops, introduction to foreign languages, African drumming workshop, financial literacy and flower arranging.

Who? The goal is to eventually involve all of the learning agencies in Victoria from the formal to informal and to have people from all walks of life and ages attend.

When? The festival will be starting off small as a one or two day event and will grow to a week long event by the third year. As it looks now we will most likely be holding the festival during the last week of September or in the Spring.

Where? It will have a large central venue where different organizations can hold events, workshops or information sessions. The central venue will provide an opportunity for participants to showcase learning opportunities outside the walls of there establishment. In conjunction with the central venue, the goal is to have learning agencies in Victoria open their doors to the public and hold smaller sessions and events which will showcase many of the learning opportunities available in Victoria.

Why should your organization be involved? It will be a great way to market and promote the different learning opportunities in Victoria as well as to get people excited and engaged in learning. The three main goals for the learning festival are:

1. Create awareness and promote downtown Victoria as a place of learning for all ages, levels and diversity.
2. Celebrate Victoria’s unique learning community and demystify learning for all residents and visitors.
3. To deliver a fun and interactive showcase of lifelong learning opportunities available in downtown Victoria.

The MBA Student Consultants, Margot Briggs, Kim Reid, Julie Chase and Justin Li.

1) **General**

Given the description above, if the City of Victoria was to host a Learning Festival, would your organization be interested in hearing more about it? If yes, continue. If no, why?

2) Have you been in a festival before? If yes, what was the festival and how were you involved?

3) In your opinion, how likely would your organization be involved? If not likely, then ask why and type answer in "other "box.

- Most likely
- Likely
- Not likely
- Other:

4) If you were likely to get involved, how would your organization take part in it?

- Booth at a common area
- stay at your business site and have open house.
- demonstrate an activity at common area.
- Other:

5) If you were to be involved, how many days could you participate in the first year, 2nd and 3rd?

6) If you were likely to get involved in the Learning Festival, what would you expect to get from your participation?

- Awareness of the business.
- Increased attendance on the day of event.
- Other:

7) Would you be willing to move your event to a central location somewhere downtown?

8) **Promotion and Marketing:**

What (types of) promotion and public relations should the proposed Victoria Learning festival use, in your opinion?

9) What target groups do you currently address in your organization?

10) Do you think there should be payment by the Attendees or participants?

Definition

Attendees: those attending the event i.e. those paying admission.

Participants: those renting a booth space to display their business, or school.

If yes, what price do you think would be fair to the attendees and participants?

11) Success Measures

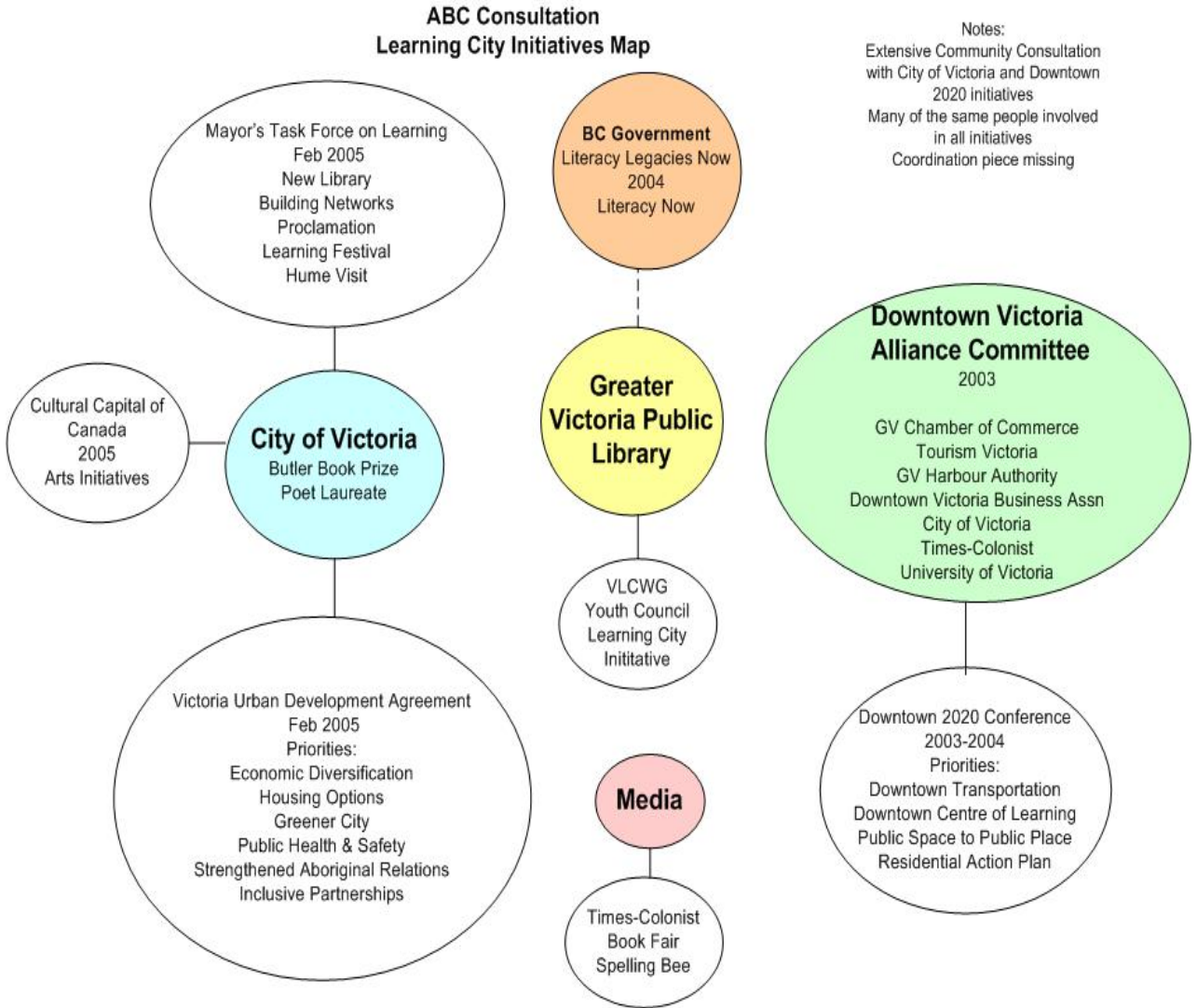
what measures need to be in place to assess the success of the festival for your business? surveys for participants, attendees?

12) Interviewee Information

Name, Title of Organization, Phone Number

Appendix 6 - Learning City Initiatives Map

ABC Consultation Learning City Initiatives Map

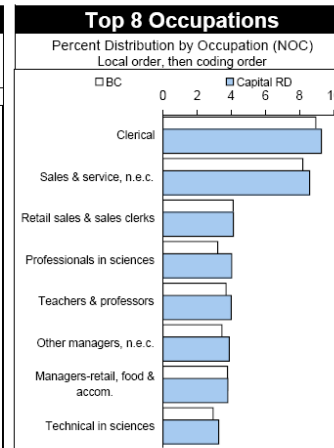
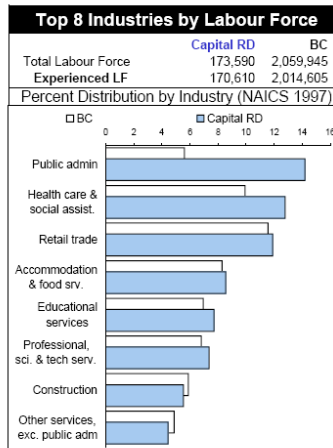
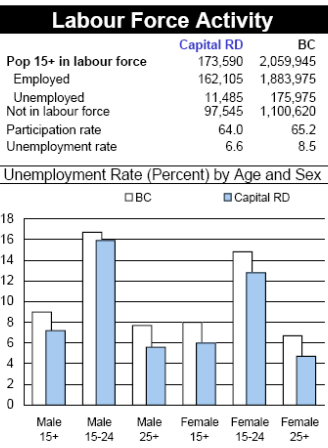
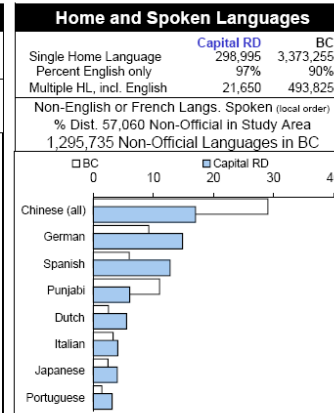
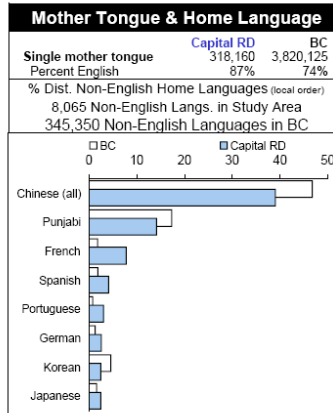
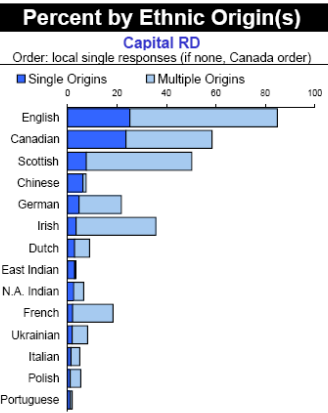
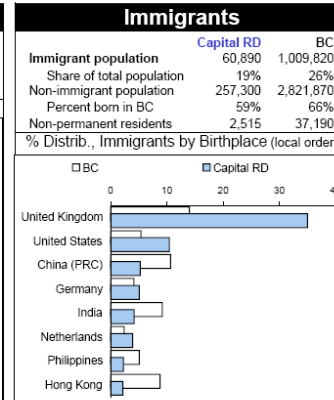
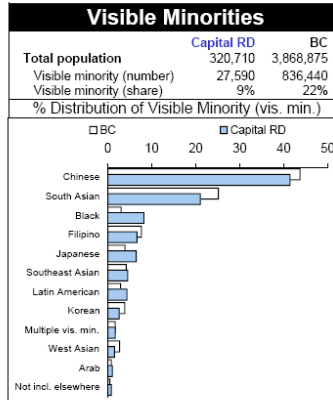


Notes:
Extensive Community Consultation
with City of Victoria and Downtown
2020 Initiatives
Many of the same people involved
in all initiatives
Coordination piece missing

Appendix 7 - Further Details of the Minority Population of Greater Victoria

First Nations		
	Capital RD	BC
Total population	320,710	3,868,875
Aboriginal identity	9,100	170,025
Share of total population	3%	4%
North American Indian (*si...	6,155	118,290
Metis (*single response)	2,570	44,270
Inuit (*single response)	75	805
Multiple Aboriginal response	55	1,170
Other Aboriginal response	235	5,490
Aboriginal ethnic origin		
Single response	4,325	87,355
North American Indian	86%	90%
Metis	12%	10%
Inuit	2%	0%
Multiple response	9,880	134,980
North American Indian	71%	71%
Metis	28%	28%
Inuit	1%	1%

1996 & 2001 Census had question on Aboriginal identity. Origin data is more comparable with previous censuses.



Data presented in this report are subject to suppression and random rounding in order to preserve the confidentiality of respondents to the census. The effect is significant in areas with little population or where a particular category drew few responses. The census is a rich source of demographic data for even small communities, at five year intervals. The information presented here is drawn from a large dataset. Other variables are available by request on a fee for service basis.

Source: Statistics Canada, Census of Population and Housing Produced by: BC S TATS www.bcstats.gov.bc.ca

Appendix 8 - List of Identified Learning Agencies

Company	Contact	Address	Phone	Sub
Academy of Learning	Jeanine Reemst	975 Fort St	250 385 1333	
5 Star Charter		706 Douglas St	250 388-7223	
Abe Books	Hannes Blum	4-410 Garbally Road	475-6013	
Academy Of Excellence Hair Design And Aesthetics	Lorie Chadsey	1119 Fort Street	250 386-3621	Private Vocational - Hairdressing & Aesthetics
Academy Of Learning	Jeanne Reemst	204-1111 Blanshard Street	250 385-1333	Private Vocational
Advance School of Hair Design& Esthetics Ltd.	Erin Bernard	105, 1633 Hillside Ave	592-2430	Private Vocational - Hairdressing & Aesthetics
Aiewa		510-1061 Fort St	250 889-5557	Performing Arts
Aikido Yoshinkan Victoria		715 Johnson St	250 704-6164	Martial Arts Instruction
Alison Piano		2328 Government St	250 384-3935	Music Education
Art Gallery of Greater Victoria	Barb Armstrong	1040 Moss Street		Museum
Artspace Classes & Workshops	Florence Becker	621 Chatham St	250 384-3766	
Aveda Environmental Lifestyle Store	Paul Costa	1402 Douglas	386-7993	
Ballet Victoria	Luglio Sandoval	108-733 Johnson St	250 380-6063	Performing Arts
BC Experience	Bev Dragseth	713 Douglas Street	360-2055	
BC Justice Institute		910 Government St	250 405-5500	
BC Ministry Of Advanced Education			250 953-3536	
BC Ministry Of Education		Humbolt St	250 953-3536	
BC Ministry Of Skills Development and Labour				
Bill Porteous Art Studio	Bill Porteous	1611 Richardson St	250 885-0606	
Boys & Girls Club	K Lansley	830 Pembroke Street	370-5909	Youth
Bridges for Women	Trish Stovel	320-1175 Cook Street	385-7410	Women
Brown's Flowers	Natasha Wasyliv	757 Fort Street	388-5545	
Bug Zoo	Carol Maier	631 Courtney St	250 384-2847	
Butler Book Prize				
Camosun College	Susan Haddon	4461 Interurban Road	370-4565	Post Secondary
Canadian Acupressure Institute Inc	Cathy Debucy	301-733 Johnson St	250 388-7475	Health & Wellness

Canadian College		16 Bastion Sq	250 383-3933	Health & Wellness
Canadian College For Chinese Studies	Aiaochuan Pan	855 Cormorant Street	250 385-6622	Health & Wellness
Canadian College Of Acupuncture & Oriental Medicine	Angie Collez	551 Chatham St	888 436-5111	Private Vocational - Health & Wellness
Canadian College Of Film & Acting	Gerald LaBelle	16 Bastion Sq	250 383-3933	
Canadian College Of Performing Arts	Jacques Le May	1701 Elgin Rd	250 595-9970	Performing Arts
Canadian Scholarship Trust Plan		302-895 Fort Street	382-3622	
Canoe Brewpub	Leslie & Sean	450 Swift Street	361-1940	
CDI College		810 Fort St	385-8585	Private Vocational
Centre For Education Information Standards & Services		6-1483 Douglas St	250 413-4400	
Centre of the Universe	Adrian	5071 West Saanich Road	363-8262	
Chapters	Linda Lord	1212 Douglas Street	380-9009	
Cheramy Guitar And Vocals		15-819 Fort St.	250 380-1621	Music Education
Chinese School		636 Fisgard St	250 384-7352	
Christ Church Cathedral School		912 Vancouver St	250 383-2714	
Cinevic Society Of Independent Filmmakers		2022/2024 Douglas St	250 389-1590	
City Of Victoria Archives		#8 Centennial Sq	250 361-0375	
City Of Victoria Parks And Rec Comission		#1 Centennial Sq VictOria BC	250 385-5711	
City Of Victoria Police		850 Caledonia St	250 995-7654	
Compel Technologies Inc.		1809 Douglas Street	656-6596	
Computer Works	Dean Osborne	4122 Santa Anita Avenue	479 1757	
Counsellor Training Institutute Of Canada		840 Cormorant St	250 386-3191	
Dave's Piano & Keyboard		2020 Blanshard St.	250 383-5222	Music Education
Diamond Institute	Sylvia	718, 185-911 Yates Street		
DTI Computer School	Stacey Kraus	906 Yates Street	388-9990	
Earth & Fire Pottery Studio		1820 Government	250 380-7227	
Economic Development Commission	James Hackett		384-1516	
Educacentre		102-535 Yates	250 382-1310	
Emily Carr House	Jan Ross	207 Government St	250 383-5843	Museum

E-Traffic Solutions Inc.	Sarah Milner	102-2955 Jutland Rd	250.658.8238 ext. 46	
Executive Networks Inc	Kelly Hayes	203-612 View Street	389-2848	
Family Resource Institute And Career College		105-2750 Quadra	250 385-1105	
Fiesta Cruises		1234 Wharf St	250 389-2628	
Four Corners Language Institute		201-1111 Blanshard St	250- 383-6719	
Frontrunners	Rob Reid	1200 Vancouver Street		
Geos Language Academy		225-1207 Douglas St	250 382-1196	
Girl Guides Of Canada	Rosemary Smith	938 Mason St	658-0050	Youth
Global Arts Education Centre	Nadine Cruick Shanks		721-7806	
Global Career Developer	Neil	743 View St	383-3983	Job Skills
Greater Victoria Chamber Of Commerce		850 Courtney St	250 383-7191	
Greater Victoria Library	Sandra Anderson	735 Broughton St	250 382-7241	
GWEV	Jan Picard		384-4938	
Heart & Stroke Foundation	Bobbe Woods	107-1001 Cloverdale Avenue	382-4035	
Helmcken House		10 Elliot St Square	250 361-0021	Historical
Home Builders Association	Casey Edge	1-3690 Carey Road	383-5044	
Hwong's Martial Arts Centre		804 Queens St	250 382-7778	Martial Arts Instruction
Inlingua		303-906 Gordon St	250 480-5200	
Intercultural Association Of Victoria	Jean McRae	930 Balmoral Ave	250 388-4728	
International College of Traditional Chinese Medicine	Dr. Wally Mui & Jenny Wong-Mui	769 Pandora St	388-4266	Private Vocational - Health & Wellness
International Hairdressing School		705 Johnson Street	250 386-6841	Private Vocational - Hairdressing & Aesthetics
Island Blueprint	Merle	905 Fort St	250 383-5986	
Junior Achievement Of British Columbia		108-850 Courtney St	250 380-6765	
Junior Achievement Student Entrepreneurs	Jenny Leary	209-525 Fort St	250-380-6765	
Justice Institute		910 Government St	405-5500	Post Secondary
Kaleidoscope Theatre	Ara Parker	205-556 Herald St	250 383-8911	Performing Arts
Kidco Theatre Dance School & Co		715 Yates St	250 384-7929	Performing Arts
Kings Canada School Of English		31 Bastion Sq	250 383-5464	
Korekoach International	Mike Ray	970 Milner Ave	800-670-6876	
Kung Foo Academy		711b Princess St	250 384-5864	Martial Arts

				Instruction
Kung Foo Club		1620 1/2 Government St.	250 386-3713	Martial Arts Instruction
Larsen Music		1808 Cook St	250 389-1988	Music Education
Leadership Victoria	Dave Marshall	306-620 View Street	386-2269	
Leadership Victoria				
LifeCycles	Kezia Cowtan	521 Superior Street	383-5800	
Liquor Plus	Randy Wilson	2915 Douglas Street	385-6736	
Lynda Raino Dance	Lynda Raino	715 Yates St	250 388-5058	Performing Arts
Maritime Museum	Greg Evans	26 Bastion Sq	250 385-4222	Museum
Martier School Of Hair Design And Aesthetics	Elizabeth Mayes	716 Johnson St.	250 383-9343	Private Vocational - Hairdressing & Aesthetics
Metis Community Services	Robert Donahue	222 - 645 Fort Street, Victoria, BC	250 480-0006	
Monterey Centre	Jenny Rhodes	1442 Monterey Ave	370-7305	
Munro Books	Jim Munro	1108 Government Street	382-2464	
Mystery Book Shop	Frances	Fort street		
Ocean Explorations	Tom Goodwin	532 Broughton St	250 383-6722	
Ocean River Sports	James Rogers	1437 Store St	250 381-4233	
Old Town Strings		539 Pandora St	250 383-3412	Music Education
One Language School (Greater Victoria School District)	Pamela Smith	2nd Floor, 923 Topaz Ave	592-6871	
On-track Computer Training		270 -1675 Douglas St	250.480 -5210	
Open Space Gallery		510 Fort St	250 383-8833	Visual Arts
Opus Framing	Marsha Arbour	512 Herald St	250 386-8133	
Orca Books				
Our Place	Rev Al	711 Johnson St	388-7225	
Pacific Design Academy		1824 Store Street	250 383-3631	
Pacific Gateway International College		3rd Flr 1012 Douglas St	V8W 2C3	
Pacific Sport	Roger Skillings	100-4636 Elk Lake Drive	744-3583	
Pacific Undersea Gardens	Casey Mielnickhuk	490 Bellville St	250 382-5717	
Pacifica Paddle Sports	Peter Harris	575 Pembroke St	250 361-9365	
Pan Pacific International College		707 Johnson St	250 380-9030	
Parks Canada Interpretive Centre		711 Broughton St	250 363-3511	
Parliament Buildings Tours		Parliament Buildings	387-3046	
Peterec's Martial Arts Center	Joe or Stan	831 Fisgard	389-6166	Martial Arts

				Instruction
Pitman Community College	Rick Mickelson	707 Johnson St	384-1898	
Poet Laureate				
Police Dogs				
Prince Of Whales	Alan McGillivray	812 Wharf St	250 383-4884	
Professional Self Defence	Ralph Chinnick	201-1420 Quadra St	250 384-0033	Martial Arts Instruction
Project Literacy	Ruth Derrick	930 A Yates St.	381-3755	
Provincial Capital Commission		613 Pandora Ave	250 953-8800	
Public Service Commission Of Canada		539-1230 Government St	250 363-0588	
Restart Computer Inc		256 Bridge St	250 721-9000	
ReStore		2100 Douglas Street	480-7688	
Robinson's Outdoor Store	Gayle Robinson			
Rondo Piano Academy		101-1814 Vancouver St	250 360-1199	Music Education
Royal British Columbia Museum	Pauline Rafferty	675 Belleville St	250 356-7226	Museum
Royal Roads University	Susan Chandler	2005 Sooke Road		Post Secondary
Royal Victoria College		654 Yates St	250 414-0111	
Royal Wax Museum	Ken Lane	470 Bellville St		Museum
Running Room	Jim Wiggins	1008 Douglas Street		
Salts Sails Training	Loren Hagerty	2-203 Harbour Rd	250 383-6811	
Sawyer Sewing Centre	Dean Sawyer	840 Fort St	250 388-6228	
School House Teaching Supplies	Mike Buchanan	2014 Douglas		
Screen Actors Studio	David Simmons	845 Fisgard St	250 595-1339	
Sea King Adventures		950 Wharf St	250 381-4173	
Sea Spririt Adventures		450 Swift St	382-7327	
Seafun Safaris	Anton	950 Wharf St	250 360-1200	
Sector Business School Software Training	Gerry Brimacombe	951 Alston Street	727-2266	
Selkirk Montessori School	Catherine Scorey	2970 Jutland Rd	V8T 5K2	
Shane Global Village English Centre		200-1290 Broad St	250 384-2899	
SIDES - South Island Distance Educational School	Yule Heibal ,Principal	1000 Pentrelew Pl	707-4979 (School) 480-1491 (Yule)	
Sierra Club Of Canada BC Chapter	Katherine Malloy	302-733 Johnson St	250 386-5255	
Silver Threads	Eddie Copeland	1728 Douglas St	250 388-4268	
Sinclair Academy Of Performing Arts		715 Yates St Victoria, BC	Eco Tours	Performing Arts
Songhees Employment Program	Verna Barker	1500B Admirals Road		Job Skills
South Park Elementary School		508 Douglas Street	250 382-5234	

Spectrum Job Search Centre	Sheila Walker	1405 Douglas St	250 381-9074	
Sprott-shaw (One Career School)	Nick B and Steve C	2nd Floor, 2621 Douglas St	384-8121	Private Vocational
Spyhopper Whale Watching Tours		950 Wharf St	250 388-6222	
St Andrew's Catholic School		1002 Pandora St	V8V 3P5	
St. Anne's Chapel And Interpretive Centre	Kris Anderson	835 Humboldt St	250 953-8828/250 361-1000	
Stewart College Of Languages		2nd Flr 777 Fort St	250 388-7774	
Studio 16 1/2	Kirsten Wright	Fan Tan Alley		
Studio 4	Andrea and Kristie Byer	715 Yates St (2nd floor)		
Temple Emmanuel School		1461 Blanshard St	250 385-3830	
The Land Conservancy of BC	Jennifer	2709 Shoreline Drive	483-1620	
The Papery	Cassie	669 Fort St	382-1669	
Thunderbird Park	Grant Hughes	675 Belleville St	250 356-7226	Historical
Tony's Trick & Joke Shop	Murray	688 Broughton Street	murray@magicktrick.com	
Tourism Victoria	Melissa McLean	4-31 Bastion Square	414-6999	
Training on the web.net	Marry Brooke	2200 Oak Bay Ave	595-6985	
United Church		Quadra		
University Canada West	David Strong	950 Kings Street	978-1800	Post Secondary
University of Victoria - Downtown Centre		110-910 Government Street	250 389-2287	Post Secondary
University of Victoria - Law Centre	Glenn Gallins	1221 Broad St	250 385-1221	Post Secondary
University of Victoria Continuing Studies	Richard Mimick	PO Box 2020, Stn CSC	472-4747	Post Secondary
Vancouver Career College	Sharon Ullom	200-1483 Douglas	383-9393	Private Vocational
Viatec		850 Courtney St	250 953-6680	
Victoria Arts Connection		Suite 110 - 2750 Quadra Street	Not working	
Victoria Arts Council	Alexis Celona	1001 Douglas Street	<u>381-2787</u>	
Victoria Canoe & Kayak Club	Judi Murakami	355 Gorge Rd	250 361-4238	
Victoria Childrens' Museum		5 Alma Place		Museum
Victoria College Of Art	Alian Costaz	1625 Bank Street	598-5422	Visual Arts
Victoria Compost Education Center	Louise Ditmears	1216 North Park	386-9676	
Victoria Conference Centre		720 Douglas St		
Victoria Conservatory Of Music	Bohdan Zajcew	907 Pandora St	<u>386-5311</u>	Music Education
Victoria International Academy Of English		200-607 Yates St	250-384-7200	

Victoria International Development Education Assn		407-620 View St	250 385-2333	
Victoria Ivy Academy		736 Broughton	250 721-0009	
Victoria Judo Club	Mickey Fitzgerald	715 Johnson St	250 384-7612	Martial Arts Instruction
Victoria Native Friendship Centre	Bruce Parisian	610 Johnson St	250 384-3211	
Victoria Neighbours Society/Faith in Action	Marcia Williams	1611 Quadra Street	381-0488	
Victoria READ Society	Claire Rettie	720 Linden Ave	388-7225	
Victoria School of Business and Technology Inc.	Chris Boag	302-771 Vernon Avenue	721-9991	
Victoria School Of Writing Society		306-620 View Street	250 595-3000	
Victoria Whale Watching Ticket Centre		950 Wharf St	250 385-8818	
VIHA	Dr. Richard S Farswick			
Vitamin Shop				
Volunteer Victoria	Beth Blom	620 View Street	386-2269	Job Skills
WCG International/Job Wave	Ms. M Millar	707 Fort Street	389-0699	Job Skills
West Coast College Of Massage Therapy	L. Lovett	637 Bay Street	250 381-9800	Private Vocational - Health & Wellness
Western Academy Of Photography	Greg Eligh	755a Queens Street	250 383-1522	Private Vocational
Western Canada Wilderness Committee	Ken Wu	651 Johnson St	250 388-9292	
Western Office For National Partnership Of Advanced Skills		G7-1001 Douglas St	250 384-2401	
Wildcat Adventures		1234 Wharf St	250 384-9998	
Women's Enterprise Centre	Cheryl Farmer	7G 1001 Douglas Street	384-2201	
Wonder Dogs	Ben Kersen	133 Joseph Street	389-1876	
World Academy	Christine Kim	1124 Blanshard St	250 388-0909	
World Fisheries Trust	Penny Poole	525 Fort St	250 380-7585	
YMCA-YWCA	Steve Gough	880 Courtney St	250 386-7511	
Young Entrepreneurship Association	Jason Guile			

Appendix 9 - Global Festival Details

<i>Learning Festival / Event</i>	<i>Cork</i>	<i>York</i>	<i>SETT</i>	<i>Hume</i>	<i>Singapore</i>
City , Country	Cork, Ireland	York, North Yorkshire,UK	Glasgow, Scotland,UK	Hume , Australia	Singapore
Background	The 2nd largest city, touristy city	Country town of Yorkshire	Touristy city and a major education center with four universities	It is located 20 kilometers northwest of Melbourne. Hume City has a number of quality learning centers working together to achieve lifelong learning	The cleanest, safest and most developed multi-cultural city in Asia.
Demographics	25,000 student , about 20% of the population	181,000 population	Student population in excess of 168,000 out of 629,501 in total (26.6%)	With population of 155,000, it is a very culturally diverse population with 128 nationalities speaking 101 languages, with 35% of the population being foreign born.	Total population, 4,600,0000 - 14 years 18% 15-64 years; 75% 65 years and over 7%
Location	Multiple places across the city	Parliament Street and other multiple locations at schools, community centers and malls cross the city.	Multiple locations suitable for seminar, exhibition and Spotlight sessions	Various locations and at the Hume Global Learning Center	Multiple locations

<i>Learning Festival / Event</i>	<i>Cork</i>	<i>York</i>	<i>SETT</i>	<i>Hume</i>	<i>Singapore</i>
Who's organizing	Learning Forum set up under the Cork City Development Board Cork. Tel 021 4924596	City of York Council Department of Education, Leisure and Lifelong Learning with the strategy of learning city of York (2005 – 2008)	The Scottish Learning Festival is organized by Learning and Teaching Scotland and Emap Education.	Apparently, the Hume Global Learning Village and Hume City Council organized the events	The Singapore learning festival is a government initiative and organized by Ministry of Manpower and Workforce development Agency
Goals	Investigate – Participate – Celebrate	To celebrate, to offer the opportunity to learn	Multiple goals such as· Provide direction and support for Scottish education and inspire leadership at all levels	The Festival aims to involve as many businesses, sporting groups and community groups as possible. It is a part of the overall strategy that aims to promote Hume to be a learning community (learning city in 2030).	To nurture a lifelong learning culture in Singaporeans
Catchword	lifelong learning 7 days(Apr 3rd -9th,06)	your lifelong learning partnership June 22nd – July 1st, 06, totally in 10 days	Learning +Teaching Scotland 20 - 21 September	learning city, lifelong learning and global learning village 28 August to 8 September 2006, 12 days in total	Lifelong learning culture 5 weeks

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Catchword	lifelong learning	your lifelong learning partnership	Learning +Teaching Scotland	learning city, lifelong learning and global learning village	Lifelong learning culture
Duration	7 days(Apr 3rd -9th,06)	June 22nd – July 1st, 06, totally in 10 days	20 - 21 September	28 August to 8 September 2006, 12 days in total	5 weeks
History	the 3rd annual event	The 7th annual event	2003 as the earliest record	The one in Aug, 2006 will be the 2nd Learning festival, however some the learning events such as National Literacy Week and Adult Learners' Week, both has a longer history started from mid Nineties.	It has been an annual public festival since it's first kickoff in 2000 Aug 7th, the first initiative.

<i>Learning Festival / Event</i>	<i>Cork</i>	<i>York</i>	<i>SETT</i>	<i>Hume</i>	<i>Singapore</i>
Partner	Members in learning forum	Municipal and Events providers	Learning and Teaching Scotland and Emap Education.	Organized by the Hume Global Learning Village in partnership with Hume City Council	In partnership with the Reed Exhibitions, Infocomm Development Authority of Singapore, People's Association and the National Library Board ect. And other 150 partners.
Participants	Citizens, tourists and people at all age	“People living and working in York as well as visitors. Anyone with curiosity”	head teachers, senior management, policy makers, librarians and teaching practitioners in early years, primary, secondary, further and special education establishments. Community education learners and practitioners are also catered for.	<ul style="list-style-type: none"> · Government and non-government schools catering for students up to Year 10 · Students · Teachers · Parents, grandparents and parent bodies · Indigenous and ethnic communities · Professional associations · Businesses · Local community organizations and charities 	People who live ,work and travel in the city. More than 90,000 participants took part in activities and the feedbacks very were positive.
Financial Resource	The Festival is supported financially by the City of Cork VEC, Cork City Council, FETAC (Further Education & Training Awards Council), The Evening Echo and Ballyphehane Credit Union.	Municipality and other education organizations such as European Commission Socrates Programme	<ul style="list-style-type: none"> Ø Dell Corporation Ltd Ø Educational Institute of Scotland (EIS) Ø Times Educational Supplement Scotland (TES Scotland) Ø Research Machines (RM) Scottish Executive Education Department Schools Group. 	The Australian Government and State and Territory Education Authorities	No clear sign that where the funding resource is. However, according to the description of the activities, we could know that the funding resources include government and other 150 partners.

<i>Learning Festival / Event</i>	<i>Cork</i>	<i>York</i>	<i>SETT</i>	<i>Hume</i>	<i>Singapore</i>
Events*	150 free events	70 free events	With over 140 sessions to choose from the conference programme, 50 workshops taking place within the Scottish Education village, 150 exhibitors and other activities, this year's event provides the widest diversity of choice ever available to delegates.	More than 60 ...Most of the events are free, and they are extra activities that community learning providers, schools, educational institutions and businesses put on, over and above their normal activities.	Learning Expo; Singapore Learning Symposium; Learning Web Activities; Industry Learning Tours Lifelong Learner Awards and other more than 550 learning activities
Brief intro	The event has become more and more successfully, the most recent event has been the 3 rd learning festival in the city's history. The inaugural festival in 2004 ran for two days, with more than 65 events; in 2005 the second festival lasted four days, and included over 140 different events; in 2006, 150 events and lasted for seven days.	2006 sees the seventh Learning Festival taking place, which will celebrate the learning that takes place in the city as well as offering people visiting or living and working in York the opportunity to learn something new.	The Scottish Learning Festival is about teaching and learning and offers a number of opportunities to enhance the education profession by providing * inspiration and new ideas * an opportunity to network with peers * a range of options to enhance the learning and teaching experience for all In addition, teachers want practical advice and ideas about effective use of ICT in their classrooms to improve the quality of learning and teaching.	The Hume Global Learning Village is an innovative new partnership that links learning providers from across Hume City including five libraries and the mobile library, local schools, neighborhood houses and learning centers, the Hume Global Learning Centre, Visy Cares Learning Centre, Kangan Batman TAFE, local businesses and Victoria University.	The Festival is extended to five weeks and features more than 550 learning activities organized by the Ministry of Manpower (MOM) and 150 Partners. The Festival presents a wide variety of learning activities centering not only on careers and employability, but also for self-development and growth, and learning life skills.

<i>Learning Festival / Event</i>	<i>Cork</i>	<i>York</i>	<i>SETT</i>	<i>Hume</i>	<i>Singapore</i>
Contact	Development Board Cork. Tel 021 4924596	Telephone: 0800 834239 Email: lchandler@guidance- enterprises.co.uk jmassey@guidance- enterprises.co.uk	The Scottish Learning Festival management team General e-mail enquiries: SETT@LTScotland.org.uk	Hume City Council PO Box 119 Dallas 3047 Telephone: 9205 2200 Fax: 9309 0109	Tel: (65) 6438 5122 Fax: (65) 6534 4840 Email: mom_hq@mom.gov.sg
History	the 3rd annual event	The 7th annual event	2003 as the earliest record	The one in Aug, 2006 will be the 2nd Learning festival, however some the learning events such as National Literacy Week and Adult Learners' Week, both has a longer history started from mid Nineties.	It has been an annual public festival since it's first kickoff in 2000 Aug 7th, the first initiative.
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Contact

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Cork. Tel 021 4924596

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The Scottish Learning
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Fax: 9309 0109

Tel: (65) 6438 5122
Fax: (65) 6534 4840
Email:
mom_hq@mom.gov.sg

<i>Learning Festival / Event</i>	<i>Learning Cape Festival</i>	<i>Albury-Wodonga Learning city festival</i>	<i>International Adult Learners' Week</i>	<i>Adult Learner's Week in Wales</i>	<i>Word On the Street</i>
City , Country	Cape town , South Africa	Albury-Wodonga, Australia	Canada	Country wide in Wales	Vancouver, Canada
Background	Capital, touristy, cultural center of S.A	The twin Australian cities, with strong base industries to generate the wealth of the region	Canada	Born out of Adult Learner's Week it is the umbrella for 22 individual learning festivals that occur around Wales in the third week of May	The Word On The Street Book & Magazine Fair. From 11 a.m. to 6 p.m. on the last Sunday in September, Vancouver, Calgary, Kitchener, Toronto and Halifax will unite Canada in a national celebration of literacy and the printed word.
Demographics	The population of Cape Town is 2,893,251 people, 46.6% of the population is under the age of 24, while 5% are over the age of 65	The urban Albury-Wodonga population is in excess of 72,000 with an average age of 34.	Canada	2.9 million people, 96% are White British	2.12 million people in Greater Vancouver. 545,00 live downtown
Location	Multi-lactations at city and rural areas	This Festival is held mainly in Albury and Wodonga; multiple place at the city including museum, Library and community center.	All cities, provinces es and areas across Canada	22 different towns around Wales	Library Square & the CBC Plaza (Vancouver)

<i>Learning Festival / Event</i>	<i>Learning Cape Festival</i>	<i>Albury-Wodonga Learning city festival</i>	<i>International Adult Learners' Week</i>	<i>Adult Learner's Week in Wales</i>	<i>Word On the Street</i>
Who's organizing	Department of Labor (The Government of South Africa) Western Cape Education Department (Provincial Government of the Western Cape) Department of Economic Development and Tourism (Provincial Government of the Western Cape)	Albury Wodonga Learning City banner and Wodonga Learning City	Canadian Commission for UNESCO	NIACE Dysgy Cyrmu	The Word on the Street (4 staff , 150 volunteers)
Goals	The Goal of the Festival is to develop a learning Province by promoting a culture of lifelong learning for personal development, social justice and economic development.	The Festival is designed to: · Highlight the broader notion of learning as opposed to the narrower view of education · public learning opportunities · Celebrate learning achievements particularly those "who achieved against the odds", those innovative learning achievements and those quiet "learning achievers"	International Adult Learners' Week in Canada serves to create and sustain a concerted effort to promote adult learning throughout life among the general public and various learning environments.	To promotes adult learning through organizing Adult Learners' Week and the Sign Up Now campaigns, to motivate adults to want to learn and in support of local education and training providers.	Unite the country in an annual, large-scale celebration of literacy and the printed word. Highlight the pleasures of great reading through the excitement of great writing. Provide a free literary theme park where the printed word comes to life.
Catchword	lifelong learning, learning from social activities	The Festival is a celebration of learning opportunities, of specific learning events and of learning achievements.	Adult Learner	“Try your hand at something new”	N/A

<i>Learning Festival / Event</i>	<i>Learning Cape Festival</i>	<i>Albury-Wodonga Learning city festival</i>	<i>International Adult Learners' Week</i>	<i>Adult Learner's Week in Wales</i>	<i>Word On the Street</i>
Duration	A Month (August)	15 days	Varies from 1 day to a week	1 week	1 day
History	Started in 2002, it will be the 4th annual event in Aug 06	The Festival was initiated in 1999 and has continued on an annual basis since that time.	2006 is its 5th anniversary in Canada	NIACE Cymru was established in 1985 to advise national and local government on issues affecting adult learners in Wales.	7 years
Partner	Western Cape Department of Education, other departments and numerous trade unions, civil society organizations, business, education and training providers and NGO's that all host learning events over the month of August.	An array of groups sit on the Organizing Committee, ranging from Local Government, Schools, TAFE, Universities, Disability Groups, Libraries, Environment groups, other community representatives, media, Seniors, Small Business and neighborhood centers.	Under the leadership of the Canadian Commission for UNESCO (CCU), partners from the provincial and territorial education ministries, the Council of Ministers of Education, Canada (CMEC), federal departments and agencies, and non-governmental organizations.	Network of learning festivals in each town	Kumon, BC Transit, Starbuck's, CBC, Knowledge Network, Vancouver Public Library
Participants	The Festival promotes learning amongst old and young, individuals and communities.	People from all over the area. Over 50 groups participate in the actual festival and in 2004 Festival over 2,350 people participated.	A wide variety of players from the society and Orgs like Women's groups, grassroots and literacy organizations etc	14,000 people country wide ages 15 and up	About 30,000 Readers of all ages

<i>Learning Festival / Event</i>	<i>Learning Cape Festival</i>	<i>Albury-Wodonga Learning city festival</i>	<i>International Adult Learners' Week</i>	<i>Adult Learner's Week in Wales</i>	<i>Word On the Street</i>
Financial Resource	<p>City of Cape Town First National Bank Callconnexions Good Hope FM Cape Argus Standard Bank Cape Film Commission Nasou Via Africa Metro rail State Information Technology Agency Bush Radio</p>	<p>The main sponsors of the Festival are the media both paper and electronic, City of Wodonga, the Victorian Adult Community and Further Education Board</p>	<p>Canadian Commission for UNESCO (CCU), Council of Ministers of Education, Canada (CMEC), Minister for Human Resources Development Canada (HRDC), and Provincial government.</p>	<p>Core funding comes from the Welsh Assembly government and the European Social Fund with support from ELWa</p>	<p>Supported nationally by: Department of Canadian Heritage, Transcontinental, Web COM</p>
Events*	<p>Most are free events · LEARNING AND CAREER EXPO · DISCUSSION AND WORKSHOP FORUM · FILM FOCUS · RURAL EVENTS</p>	<p>More than 40 free activities range from University & TAFE Open days, workshops, lectures, discussion evenings, School Arts Festivals, media broadcasting, Community Groups Open activities, Re-enactments, Learning Awards, guidance and advice sessions, Factory visits, bus tours, etc</p>	<p>Last year, over 450 events were organized throughout Canada to mark International Adult Learners' Week.</p>	<p>All events are free, there is a wide variety all over country, certain festivals have target groups such as "World Cup Learning Goal" which is a fun and informal way for adults to develop their reading, writing and arithmetic skill through the subject of Football.</p>	<p>All events are free. Each city's festival will feature a compelling roster of authors, editors and publishers engaged in readings, discussions with festival-goers, advising young writers, hosting kids' events and much more. Music, food and entertainment will round out this annual celebration.</p>

<i>Learning Festival / Event</i>	<i>Learning Cape Festival</i>	<i>Albury-Wodonga Learning city festival</i>	<i>International Adult Learners' Week</i>	<i>Adult Learner's Week in Wales</i>	<i>Word On the Street</i>
Brief intro	<p>The Learning Cape Festival is a month-long event and it has become common cause that economic and social development is dependent on enhancing a culture of life-long learning in workplaces, families and communities.</p>	<p>The Festival is celebrated across the Albury/Wodonga region with many events. Whether it is watching the art of medieval fighting, finding out more about your digital camera, going on a nature walk, stargazing, or understanding Generation Y, there are many events to choose from.</p>	<p>Through its decentralized structure for the event, the Canadian Commission for UNESCO (CCU) and its government and non-governmental partners invite organizations at all levels to promote adult learning throughout life in conjunction with their activities at different times during the events.</p>	<p>Adult Learners' Week is the flagship celebration of learning, and takes place in May each year, followed by Sign Up Season in September, and Taking Control in January.</p>	<p>Highlights in each city include readings and book signings by established and new Canadian authors; a kids' area featuring popular children's authors, entertainers and activities; and Literacy Lane, where regional literacy organizations celebrate the joy of reading at all levels</p>
Contact	<p>Jo or Bernadette at events2@africanequations.co.za</p> <p>Tel : (021) 461 5735</p>	<p>Person & position: Jim Saleeba Organization: Albury Wodonga Learning City Address: PO Box 129 Wodonga 3689 Telephone: 02 6043 8226 E-mail: learningcity@ceclearning.com.au</p>	<p>http://www.adultlearning.unesco.ca/contact.php</p>	<p>NIACE Dysgu Cymru, Third Floor, 35 Cathedral Road, Cardiff CF11 9HB Phone: 029.2037.0900</p>	<p>Contact: Bryan Pike The Word On The Street Vancouver #902 - 207 West Hastings Street, Vancouver, BC V6B 1H7 or #107 - 100 West Pender Street, Vancouver, BC V6B 1R8 Tel: (604) 684-8266 Fax (604) 684-5788 or (604) 669-3701</p>

Appendix 10 - Example of Logo and Tag line



VICTORIA LIFELONG LEARNING FESTIVAL
SEPTEMBER 30TH - OCTOBER 7TH, 2006

DIP into learning
at the
Victoria Lifelong Learning Festival

Discover, Inspire and Participation

Appendix 11 – Marketing Plan Overview – Resource Solutions Group

Resource Solutions Group, Suzanne Dane
September 25, 2006

PRINT ADVERTISING

▪ Times Colonist	▪ 15 ads (3 paid – 12 sponsored)	▪ September
▪ Press Releases	<ul style="list-style-type: none"> ▪ 2 releases to all media <ul style="list-style-type: none"> ○ #1 – Festival Announcement ○ #2 – Event Reminder – Focus on stage performances. 	<ul style="list-style-type: none"> ▪ #1 – Sept 13th ▪ #2 – Sept 22nd

ELECTRONIC MEDIA

▪ Television (CH)	▪ Island Beat	▪ Ongoing – Sept
▪ Television (Shaw)	▪ Shaw committed to do a pre-LW piece. Details TBD.	▪
▪ Radio (CFAX)	<ul style="list-style-type: none"> ▪ 50 x 30 second produced announcements ▪ 50 x 10 second produced announcements ▪ Inclusion in Community Cruiser for 1 week leading up to the event ▪ Talk show interview opportunity if available ▪ Website visibility and link at www.cfax1070.com ▪ 40 x live announcements on 107.3 KOOL FM ▪ Website link and visibility at www.1073kool.fm 	▪ Ongoing – Sept
▪ E-Notices	<ul style="list-style-type: none"> ▪ 2 E-blasts to Committee; program participants; and community associations for distribution through their networks. <ul style="list-style-type: none"> ➤ #1 – General Festival Awareness ➤ #2 – Reminder to register – announce all community stories 	<ul style="list-style-type: none"> ▪ #1 – Sept 13th ▪ #2 – Sept 27th
▪ Website		▪ Launched September 11 th

PRINT MATERIALS

▪ Brochures	▪ Qty –10,000 (Distribution as per Appendix A)	▪ Distribution Sept 18th
▪ Posters	▪ 800 ➤ 500 (General City distribution) ➤ 50 Libraries & Rec Centres ➤ 100 Participating Organizations ➤ Committee	▪ Distribution wk of Sept 11 th

GENERAL PROMOTION

▪ Media Interviews	▪ Interviews being pursued wth: ➤ Terry Moore (CFAX) ➤ CH & A Channel ➤ T/C (committed to doing a piece) ➤ CBC (interested for morning show)	▪ TBD
▪ Editorial	➤ Follow up to ensure Festival is in “Around Victoria” with NewsGroup and The Community Calendar in TC	▪ TBD

MISCELLANEOUS – COMMUNITY BASED

▪ City Hall	▪ Display in front hall.	▪ Sept 13 th
▪ Libraries	▪ Displays at all branches.	▪ Date TBD
▪ DBA	▪ Mention in newsletter.	▪ Date TBD
▪ Save On Foods Centre	▪ Event notice on reader board.	▪ Date TBD
▪ Tourism Victoria	▪ E-blast to members.	▪ Week of Sept 18 th

Appendix 12 - Detailed Information on Potential Funding Organizations

Funding Resources		Category	Likelihood	Application Deadline	Reference Amount	Required Documents	Contact
The Department of Canadian Heritage	Cultural Spaces Canada Program	Federal Government	Most likely	Any time through the year; however it takes about 6 months to process	33% - 50% of eligible project costs.	Application forms with assessing questions; Other support documents	Canadian Heritage 2nd Floor - 711 Broughton Street. Victoria, BC V8W 1E2 Tel: 250-363-3514 Fax: 250-363-8552
	Cultural Capitals of Canada		Most likely for the following years after 2008	May 15, 2006, for the 2008 awards. October 15, 2006, for 2009 awards.	75 percent of total eligible costs up to a maximum of \$750,000	Funding Application includes General Information; Detailed form and Budget form	
New Horizons For Seniors		Federal Government	Most likely	May 16th - July 14th	\$25,000 Max.	Application form	Linda Jacobsen, 604.666.3208 Linda.jacobsen@servicecanada.gc.ca

<i>Funding Resources</i>	<i>Category</i>	<i>Likelihood</i>	<i>Application Deadline</i>	<i>Reference Amount</i>	<i>Required Documents</i>	<i>Contact</i>
Gaming Policy and Enforcement Branch	Provincial Government	Most likely	Apply between February 1 and May 31. Grants approved by August 31.	\$100,000 annually Max	Application form	Telephone: 250.387.0757 Email: gaming.branch@gems1.gov.bc.ca
City of Victoria Festival Investment Grant	Provincial Government	Most likely	Nov 30th and Funds will be issued by July 1st	\$4,000 - \$10,500	Application form and Final report	Community Development Division (250) 361 0363
2010 Legacies Now	Arts Now	Most likely	30-Jun-06	\$5,000-\$25,000	Application form, Final report and Final report Financial Statement	Lori Baxter Phone 778-327-51601 artsnow@2010legaciesnow.com
	Literacy Now	Foundations & Societies	Likely	No Deadlines	Application form Expressions of Interest (EOI)	Ron Faris is Community Contact for Victoria - rfaris@shaw.ca

<i>Funding Resources</i>	<i>Category</i>	<i>Likelihood</i>	<i>Application Deadline</i>	<i>Reference Amount</i>	<i>Required Documents</i>	<i>Contact</i>
Provincial Capital Commission	Foundations & Societies	Likely	No Deadlines		Request form and a complete presentation	Phone: 250 953-8800 E-mail: info.pcc@bcpsc.com
Victoria Foundation	Foundations & Societies	Most likely	Fall - Friday, September 1, 2006 Spring - early March 2007	\$10,000- \$100,000	Application Process Letter of Interest Application Forms Final Evaluation Forms	Cathleen Freshwater Phone:250-381-5532 cathleen@victoriafoundation.bc.ca
JW McConnell Family Foundation	Foundations & Societies	Most Likely	No Deadlines	\$5,000 literary Festival	A project Summery, Summery Budget and Annual report	Suite 1800 1002 Sherbrooke Street WestMontreal, QC H3A 3L6
The Real Estate Foundation of British Columbia	Foundations & Societies	Likely	No Deadlines	\$4,000 - \$200,000	1. Letter of Inquiry 2. Grant Application	Phone: 604.688.6800 Email: info@realestatefoundation.com
Max Bell Foundation	Foundations & Societies	Likely	No Deadlines	\$80,000- \$2Million over 3 years	Letter of Intent; Full Proposal	tel: (403) 215-7310 fax: (403) 215-7319 apply@maxbell.org

<i>Funding Resources</i>	<i>Category</i>	<i>Likelihood</i>	<i>Application Deadline</i>	<i>Reference Amount</i>	<i>Required Documents</i>	<i>Contact</i>
Thrifty Foods	Private Business	Likely	at least 6 weeks prior to the event	\$4000, - \$28,000	Request in letter	Fax: (250) 483-1621 sponsorships@thriftyfoods.com
Van city	Private Business	Most Likely	January 3, April 3, July 4, and October 2, 2006 and the applications will be reviewed within 15 weeks from the application deadline.	\$10,000 Max.	Application Form A and B in quadruplicated	Victoria Branch 3057 Douglas Street Victoria BC V8T 4N3
Terasen Gas	Private Business	Likely	Take up to 15 days to get update		Community funding request form and on line request form	http://www.terasengas.com
Coast Capital Savings	Private Business	Most Likely	Dec30th, Mar 31st, June 30th and Sep 30th of each year	\$5,000	Letter of Intent; Grant Application	Toll-Free 1-888-517-7000 communityfund@coastcapitalsavings.com

<i>Funding Resources</i>	<i>Category</i>	<i>Likelihood</i>	<i>Application Deadline</i>	<i>Reference Amount</i>	<i>Required Documents</i>	<i>Contact</i>
Starbucks	Private Business	Most Likely	No Deadlines	\$5,000	Guideline and on line request form	CanadaDonations@starbucks.com

Appendix 13 – Explanation of Most Common Sections of a Funding Application

Summary: The summary section will come first and will help the grantor understand in a brief statement what the learning festival is seeking from the organization. The summary should include a brief summary of the event, a declaration of the vision and mission and the goals and objectives for the festival.

Example: “The Victoria Lifelong Learning Festival requests \$10,000 for a seven day event to celebrate the diversity of learning opportunities in downtown Victoria.”

Organizational Information: An explanation of how the Board of Directors will determine the best use of the funds and why they should be trusted to use the requested funds responsibly and effectively. At this point a reinforcement of the vision and mission, the social benefit the money brings and an overview of the successes of the festival board would be useful. A description and list of the learning festival’s initiatives and programs are best used in this section.

Situation Description: This is the opportunity to convince the funding organization that the learning festival is supporting an important social initiative and is the most suited to provide that support. Assume the person reviewing the application does not have any prior knowledge of learning festivals therefore explain why the festival is a legitimate event and what research supports the festival as a means to addressing this social initiative.

Work Plan/Specific Activities:⁵⁵ The funding organizations will require an explanation regarding the execution of the festival and are interested in the details listed below. These questions look at the planning and research that has gone into the organization of the festival as the funding organizations want to ensure their money is going to good use.

- Target audience.
- Describe the activities.
- What planning has taken place? The research?
- Who will do the work and why are they qualified?
- When will the festival take place? The start date and end date?
- Where will the festival take place?

Budget: The budget has to be expressed in a clear statement with all the expenses in detail and use an example to show how the sum comes up if needed. Some of the funding organizations may only sponsor the certain percentage of the eligible budget, make sure the budget leaves leeway to adjust.

⁵⁵ <http://nonprofit.about.com/od/fundraising/ht/proposals.htm>. Accessed September 2nd, 2006.

Appendix 14 - Example of Learning Festival Volunteer Application

Victoria Lifelong Learning Festival
Discover, Inspire, Participate
DIP into Volunteering!

VOLUNTEER PROGRAM
APPLICATION FORM

YOUR CONTACT INFO

Date of Application: _____

Name: _____

Phone (H): _____ (W): _____ (CEL): _____

Address: _____

City: _____ Prov: _____ Postal Code: _____

Email: _____

___ I would be interested in volunteering at the Victoria Lifelong Learning Festival

___ I would be interested in being added to the Learning Festival mailing list.

___ I would be interested in receiving the Learning Festival email bulletin

WHERE DID YOU HEAR ABOUT VOLUNTEERING FOR THE LEARNING FESTIVAL?

Source: _____ OR I have volunteered before for _____ years.

WHAT DO YOU WANT TO DO?

Please indicate your top three areas of interest by number (with #1 being tops)

- | | | |
|--|---|---------------------------------------|
| <input type="checkbox"/> Participant Assistant | <input type="checkbox"/> Runner (Bike Courier) | |
| <input type="checkbox"/> Learning Ambassador | <input type="checkbox"/> Volunteer Centre/Organization | |
| <input type="checkbox"/> Learning Hotline | <input type="checkbox"/> Technical Crew (Set Up/Strike) | |
| <input type="checkbox"/> Environment Crew | <input type="checkbox"/> Marketing Crew | <input type="checkbox"/> Website Work |
| <input type="checkbox"/> Promotions Crew | <input type="checkbox"/> Office/Administration | |
| <input type="checkbox"/> Kids Tent | <input type="checkbox"/> Other: _____ | |

If you are not sure, please check the boxes that apply below:

- | | |
|--|---|
| <input type="checkbox"/> I have experience handling cash | <input type="checkbox"/> I have good phone skills |
| <input type="checkbox"/> I like working with other people | <input type="checkbox"/> I have no preference |
| <input type="checkbox"/> I prefer to work on a project on my own | <input type="checkbox"/> I'm very organized |
| <input type="checkbox"/> I like dealing with the public | <input type="checkbox"/> I would feel confident training others |

NB: If you are working in an area which requires a criminal record check, we will be requesting your birthdate and identification.

TELL US ABOUT YOURSELF

Hobbies, Interests: _____

Special Skills: (ie web designer, massage therapist, first aid): _____

Education: _____

Current employment or volunteer work: _____

Previous employment or volunteer work: _____

Do you speak any other languages?: _____

Why are you interested in Volunteering at the Learning Festival? _____

Do you have any medical conditions we need to be aware of?

YES: _____ Emergency Contact: _____

WHEN ARE YOU AVAILABLE?

About how many hours are you available to volunteer during the Learning Festival?

What dates are you available to volunteer? (Festival runs September 30-Oct 7 2006)

Generally Speaking...

- I'm flexible
- Prefer Weekends
- Prefer Weekdays
- Prefer Evenings
- Prefer Daytime
- I could be available "On Call"

I'm definitely NOT available these days/times:

Monday: (ie all day, 7-9 pm)
Tuesday:
Wednesday:
Thursday:
Friday:
Saturday:
Sunday:

I have a friend I like to volunteer with: (Name) _____

YOUR PRIVACY

The personal information on this form is being collected by the Steering Committee for the Victoria Lifelong Learning Festival and will be safeguarded. Your information will not be shared with any other organization and will be used solely for the purpose of a festival volunteer assignment, contact lists, scheduling and recognition.

I consent to the use of the information on this form being collected and used by the Steering Committee for the Victoria Lifelong Learning Festival

Sign: _____

WHERE TO SEND YOUR FORM:

Victoria Lifelong Learning Festival
#1 Centennial Square
Victoria BC V8W 1P6
Fx: (250)361-0214
info@learningvictoria.ca

If you have questions, please contact us by email or phone (250)385-5711

THANK YOU!

*Please note, this application form was developed using the volunteer application form for the Victoria Fringe festival. It is intended to be an example for the committee, to promote further discussion and development of the process.