Lambton
CHILDREN’S SAFETY Village

Business Plan
Lambton Children’s Safety Village
Business Plan

Registered Charity # 89624 8127 RR0001
Incorporated January 24, 2014

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1.0 Executive Summary

The Lambton Children’s Safety Village (LCSV) will be a hands-on educational destination for elementary-school-aged children to learn about safety in memorable ways. Reducing preventable injuries and deaths needs to be a priority for Lambton County. In Canada, injuries kill more children annually than all other causes combined. In 2011, for children ages 0–19, there were 6,186 Emergency Department visits and 118 hospitalizations due to injury in Lambton County. Bicycle incidents continue to climb.

The LCSV will help to reduce injuries by teaching individual responsibility and awareness whenever a child rides in a motor vehicle, pedals a bicycle, walks down the street, visits a farm, meets strangers, is bullied, is offered illegal substances, needs assistance or encounters other potential hazardous circumstances in their home or community. A wide range of educational opportunities will also educate children on fire, water and electrical safety.

Programs will be managed year-round by safety professionals, such as police officers, firefighters and EMS workers.

The LCSV will be located at the Lorne C. Henderson Conservation Area, strategically located on the west end of Petrolia, in central Lambton County.

The property will consist of two learning hubs: an education centre and an outdoor village. The centre will have flexible spaces for small or large classes as well as space to accommodate other schools which use the popular Conservation Area. Washrooms, offices and storage spaces will also be included. The building construction will incorporate sustainability elements and seek LEED certification which will reduce its environmental impact and long-term operational costs.

The miniature village, accessible from the rear entrance of the building, will feature custom-designed buildings, in the shape and style of safety village sponsor buildings, and transportation highlights, such as roads, street signs, lights and cross walks, all to teach children about safety in a wide variety of ways. Miniature motorized vehicles will also help children navigate the village and understand the importance of safety on roads, from the perspective of drivers.

Although there are many other destinations in Lambton County for teachers to take their students for hands-on learning that fits their curriculum, the LCSV feels that the unique programming opportunity and financial incentives, such as sponsored busing and no-fee admission, will result in more than 100 class visits per year.

Operational costs will be secured via long-term partnerships with local charities and businesses that understand and believe in the value of risk prevention, especially among our vulnerable children.

The charity is confident that the strategic alliances formed over the past 18 years, as well as those to be gained prior to the start of construction, will ensure that there is no debt by the grand opening planned for September 2018.

Mission Statement

The primary goal of the Lambton Children’s Safety Village (LCSV) is to help to reduce child-related injuries in the communities of Lambton by creating a safe setting where young people will learn safety awareness and will be motivated to learn how to make smart choices in their daily lives.
2.0 Business Summary

2.1 Organization History

The idea for a children's safety village in Lambton County was shaped in 1999 when Mary Ann Buntrock saw the success of safety villages and felt the need for one here in Lambton County. On October 25 of that year the foundation to build a future for children's safety in Lambton County was laid by having the organization registering as a charity with the Government of Canada.

The concept was built upon and a number of presentations were held throughout Lambton County to gauge the community's enthusiasm for the Lambton Children's Safety Village (LCSV).

In 2000, the LCSV received a Venture grant from the Sarnia-Lambton United Way to further pursue the feasibility of such an attraction. Over the next few years, committee members spoke with a large number of community groups including the City of Sarnia, retired teachers' organizations, Bluewater Optimists and the IODE.

By 2003, the board was actively fundraising for the first step in making the dream come to life: architectural drawings. Funds came from many areas: a fundraiser hypnotism event at the Hiawatha Horse Park & Entertainment Centre, masonic lodge and another venture grant from the United Way.

A golf tournament was launched in 2005 to add to the funds raised. This inaugural event was a success in Petrolia and was followed up with another in Mooretown and Sawmill Creek, in 2006 and 2007 respectively.

A chance meeting with architect David Lavender at an event hosted by the Sarnia-Lambton Chamber of Commerce in 2010 lead to discussions about the future village and how Mr. Lavender could play a role in turning the idea into a plan.

Spurred on by the thought of creating master plans, the committee continued encouraging excitement through the community with a number of groups regarding the construction and sustainability of the project. Organizations included safety engineers, optimist zone, insurance companies, farm association, municipality meetings, business development meetings and everything in between.

A community study was undertaken in 2013 to gauge support. ‘Inspire’ coordinated approximately 50 interviews and compiled the data. It found that the goal of approximately $1.5 million is achievable, 92% of interviewees supported the project and 78% would financially give to it. Benefits cited include: creating a foundation of safety education at a young age, hands-on approach and having fun. There were concerns though: there was a low awareness of the project, no major donors were yet to support it and there are many worthwhile charities requesting money.

On January 24, 2014, the LCSV incorporated.

Activities through 2016 included cash calendars and 50/50 ticket sales. Donations from a wide range of community groups and passionate community individuals continued to add up.

Today, the LCSV has a long list of local and regional supporters, and is securing its top-tier sponsors that will result in a ground-breaking ceremony planned for spring 2018.
2.2 Rationalisation
The safety village concept has been around for decades, and the need for one in Lambton County continues to grow with every year that passes. A destination for children to learn about safety in hands-on ways is needed in Lambton County because:

- Canada has poor rates when it comes to childhood injuries. Injuries kill more children than all other causes combined.
- Teachers and other educational professionals do not have the expertise, equipment and setting to tell children about the many ways that injuries can be preventable, especially in their home.
- Parents do not have the expertise, equipment and setting to tell children about the many ways that injuries can be preventable, especially in their home.
- In 2014, more than 303 Lambton County children were admitted to hospital due to preventable injuries.
- Injuries cost $26.8 billion annually in Canada, or $762.23 for every citizen. (According to The Cost of Injury in Canada, a report released by Parachute on June 3, 2015)
- With a population of 126,638 (2016 census – rose 0.3% from previous census), Lambton County’s annual cost of health care relating to unintentional injuries, many of which are preventable, is more than $38 million.
- Investing in injury prevention saves lives and money.
- Funding for injury treatment continues to rise, but injury prevention is the best way to reduce hospital visits and even death, yet there is no discernible injury prevention strategy at a local level.

2.3 Location and Facilities
The planned site of the LCSV is conveniently located on Petrolia Line at the Lorne C. Henderson Conservation Area in Petrolia, Ontario.

The picturesque site will have a multipurpose building which will host an educational space. The foyer will have an acknowledgment area for all donors and sponsors. The educational space will have rooms with collapsible room dividers to support large or small groups. Within this space will be a fire education area, which will have a recreated residential kitchen and bedroom to assist firefighters in explaining fire and electrical safety in the home. The educational program will teach students about planning an escape route and how to get out of a home safely to make them aware of being fire aware. Visit our website, www.LambtonChildrensSafetyVillage.com, to read testimonials showcasing the power of fire education through safety villages.

A rear door in the foyer will open into the Village, which will be set behind the building. Four scaled-down city blocks will have up to six miniature buildings in each. These are facades however, and will be sponsored through community partners such as MacDonald’s, Tim Hortons, Bluewater Power, credit unions and churches. Each sponsor will have a maintenance contract with the Village for long-term sustainability and each building’s construction will be done through cooperation with Lambton College and local unions.

This Village will be an interactive space for students to practice what they have been taught in their school classroom. Both paved and gravel roads will be explored by students in a variety of ways: walking, biking and even travelling on child-size motorized vehicles. The Village will have miniature railway crossings, hydro generators, traffic lights and more. There are also plans to have areas with an EMS ambulance, school bus and farm equipment. A walkway will be built using bricks with donors’ names engraved in them.

The site will have parking for cars and up to three buses.
3.0 Program

3.1 Program Description
The main program to be hosted at the LCSV is designed for elementary school students to learn about safety in hands-on ways. The average tour will last approximately 2.5 hours, but must also allow for bus transportation and possibly lunch for students. Preliminary plans include having the tour take place in the morning, while the St. Clair Conservation Authority will do their own programming afterward, making the trip a full-day experience.

The following is a prospective outline of the program:

1. To start this process a permission form will be sent to parents with information about the LCSV. Parents will be encouraged to come on the field trip as well, and will be asked to continue the ‘safety’ conversation with their children at home.
2. Students will arrive on buses and will be dropped off at the front entrance of the educational centre.
3. Each class will be told which safety area will be highlighted during their visit. The classroom environment will be taught by safety professionals from the community, including police officers, firefighters, public health & safety professionals, Canadian Red Cross representatives, Farm Safety Association members or one of the LCSV’s many other community partners. Professionals may be assisted by students from Lambton College who are enrolled in applicable programs: Police Foundations, Pre-Service Firefighter Education & Training, Paramedics and others.
4. Once settled, students will be welcomed to the LCSV by the program coordinator, who will excite them about the adventure they will begin.
5. After the brief overview, and depending on the customized program, the coordinator will welcome a ‘special guest’, which teachers will select prior to the event date, including the following:
   • police officer;
   • firefighter;
   • EMS personnel;
   • dietician;
   • farm safety professional;
   • Canadian Red Cross representative; and
   • someone from one of the village’s many other community partners.
6. At this point the class can further their in-class learning with safety demonstrations in the educational centre’s mock kitchen or bedroom, or they will proceed to go outside in an orderly fashion. (The only exception to this is if the class’s trip is focused on fire safety – in that case the class will remain inside.)
7. Once the classroom environment is completed the participants will be taken outside to practice what they learned with a hands-on experience. For example, if they have just been taught about bicycle safety they will be given bicycles to ride. All of the safety precautions will be explained to them so they can observe them while riding their bicycles through the Safety Village. Each student will be given helmets which they must wear.
8. The coordinator or volunteer will then lead them in some of the outdoor activities:
   • riding the motorized vehicles on the streets and teaching students about road safety;
   • walking on the sidewalks/streets while obeying laws/rules/signals;
   • learning about Aboriginal heritage at the First Nation station; or
   • learn about farm safety.
9. At the conclusion of each visit teachers will be given teacher surveys and student surveys to ensure their LCSV experience is the best it can be.
3.2 A Day in the Life of the Village

The following is an outline of how a class trip to the LCSV may be structured, using a theme of “Bicycle Safety” for Grade 5.

• A package from the LCSV will be sent to the parents at least two weeks before the visit. The package will have instructions, directions, permission slips and a survey. Parents/volunteers will be encouraged to attend. Each student will be asked to bring their old bicycle helmet.
• The class will arrive at approximately 9:30 a.m.
• A greeter will be at the door to assist and welcome everyone. Students, volunteers and school staff will hang their jackets or sweaters, leave boots in the foyer.
• In the education room, the greeter will tell students what they can expect for the day and they will be introduced to a safety professional – in this case a police officer.
• The police officer will instruct the group about bicycle safety.
• At the end of the in-class instruction the students will receive new helmets and be encouraged to leave their old ones behind. This new helmet will be fitted properly by the professional.
• The hands-on instructions will begin and the students will be assigned bicycles to ride in the safety village.
• The police professional &/or a volunteer will then give them instructions to follow them through the village and observe all the safety instructions they were given.
• The students will learn how to properly ride their bicycles on a paved road and gravel roads; how to treat stop lights and stop signs; how to ride over a train track properly; and how to use hands gestures for turning.
• Students will then return to their classroom where a debriefing will occur
• Each teacher/adult volunteer will be given a survey to fill out.

At 11:30 a.m., lunch will take place. Immediately afterward, students will be welcomed by a Conservation Authority representative who will begin the next part of the students’ day. Depending on the class and time of year, students may learn about pond insects, chickadees, the circle of life, maple syrup, owls, and much more. More information on the St. Clair Conservation Authority’s school programs can be found at www.scrca.on.ca.

The class trip will be a full day for students, estimated at approximately 4.5 hours, not including travel time.
3.3 Competitive Comparison
Although the LCSV will have the only safety village in Lambton County, there are many other competitors to the village reaching its goal of welcoming 100 classes every year.

Competing Safety Villages
There is only one truly competing safety village and that’s the Chatham-Kent Children’s Safety Village in Blenheim. The follow outlines some comparison points.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Stones &amp; Bones Museum</th>
<th>Judith &amp; Norman Alix Art Gallery</th>
<th>Lambton Heritage Museum</th>
<th>Wawanosh Wetlands Conservation Area</th>
<th>Lambton Children’s Safety Village</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths</td>
<td>Rated the #1 attraction in Lambton County, well-known</td>
<td>AAA-rated art gallery with hands-on activities</td>
<td>Local history and they do school visits</td>
<td>Unique pre-packaged learning experiences</td>
<td>- The premier destination for children’s safety - Hands-on education - Children will take ownership</td>
</tr>
<tr>
<td>Weaknesses</td>
<td>One tour may be enough for many students</td>
<td>Hands-on learning options are limited</td>
<td>Dependent on weather and season</td>
<td>Not known / New</td>
<td></td>
</tr>
<tr>
<td>School Cost</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Driving Distance from Grand Bend</td>
<td>52 minutes</td>
<td>53 minutes</td>
<td>9 minutes</td>
<td>49 minutes</td>
<td>55 minutes</td>
</tr>
<tr>
<td>Driving Distance from QEI in Sarnia</td>
<td>8 minutes</td>
<td>8 minutes</td>
<td>50 minutes</td>
<td>11 minutes</td>
<td>18 minutes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location</th>
<th>Chatham-Kent Children’s Safety Village</th>
<th>Lambton Children’s Safety Village</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Presence</td>
<td>Facebook</td>
<td>Website, Facebook</td>
</tr>
<tr>
<td>Cost per pupil</td>
<td>Donation of $2</td>
<td>Free</td>
</tr>
<tr>
<td></td>
<td>2. Specific programs for Grades 1, 4 and 6 only</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Some courses offered in French 4. Programming offered for business safety training</td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>$156,189 (2015)</td>
<td>TBD</td>
</tr>
<tr>
<td>Expenses</td>
<td>$134,035 (2015)</td>
<td>TBD</td>
</tr>
<tr>
<td>Assets</td>
<td>$1,100,850 (2015)</td>
<td>TBD</td>
</tr>
<tr>
<td>Liabilities</td>
<td>$1,085,576 (2015)</td>
<td>TBD</td>
</tr>
<tr>
<td>Youth Population for County: 0–14 (Census 2011)</td>
<td>Kent – 17,710</td>
<td>Lambton – 19,675</td>
</tr>
<tr>
<td>Number of Schools Within a Half-Hour Drive</td>
<td>Talks of closing Blenheim, Tillbury, Ridgetown and south Chatham</td>
<td>Closing – Plympton-Wyoming, Moore</td>
</tr>
</tbody>
</table>
4.0 Market Analysis

Summary

4.1 Target Market Analysis
The LCSV will primarily target elementary school teachers and principals in the area bounded by Wallaceburg to Sarnia to Alvinston to Grand Bend. Although there are other schools located outside of this area that may visit, the LCSV believes that the concentration of classes will come from this area.

Number of students (as of 2015):
Lambton Kent District School Board
Approximately 6,000 in Wallaceburg/Alvinston/Forest catchment

St. Clair Catholic District School Board
Approximately 3,300 in Lambton County

Also private school and home school students.

School Limitations
Although the LCSV will be a high-value destination for youth to learn about safety, there will be many obstacles to overcome for teachers to take a class off of school property.

- Teachers do not have free reign when it comes to field trips. It takes a great deal of organizing, approvals and time to plan a simple trip.
- Often, teachers have limits as to how much time they can devote to certain subjects to meet their curriculum mandates.
- Field trips can only take place if the destination fits with the Ontario curriculum of that grade level.
- The location of the schools will play major roles in attendance at the LCSV. For example, a school in Sarnia will be more likely to book a visit to the safety village than a school in Grand Bend, because of bus times and school hours.
- Field trips often require bookings months in advance of the date, to allow for parents’ approval and busing reservations.
- Funding plays a huge role in field trips, which is why most classes only have one or two off-site trips per year
- Activity fees. Parents or teachers pay the field trip fees on behalf of the students. There will be no fees to visit the LCSV.

Curriculum is Best Suited for Certain Grades
The following is an outline of pertinent learning requirements as outlined by grade level through the Province of Ontario’s Ministry of Curriculum:

Safety
- Grade 1 – Safety risks
- Grade 2 – Safety rules
- Grade 3 – Safety procedures
- Grade 4 – Injury prevention
- Grade 5 – Personal safety
- Grade 6 – Response to violence
- Grade 7 – Harassment
- Grade 8 – Support services

Substance Abuse
- Grade 1 – Identify medicines
- Grade 2 – Healthy alternatives
- Grade 3 – Healthy choices
- Grade 4 – Tobacco use
- Grade 5 – Alcohol use
- Grade 6 – Illicit drugs
- Grade 7 – Strategies
- Grade 8 – Symptoms resources
4.2 Market Trends
The number of schools in Lambton County is shrinking as the number of students also shrinks. The Canada Census 2011 states that there were 13,300 children aged 5–14 in Lambton County. Five years later, in 2016, there were 13,046.

4.3 Market Growth
The numbers of schools and students is shrinking, but the LCSV may consider targeting other avenues to increase safety knowledge – these targeted population groups could be business, charities and government agencies. This will increase the number of people who learn about safety, as well as help to ensure future growth/sustainability through pay-for-service programming.
5.0 Strategy and Implementation Summary

5.1 Positioning Statement
The LCSV will use customized hands-on education programs to reduce the frequency and severity of injuries to children in Lambton County.

5.2 Competitive Edge
The LCSV will separate itself from the competition by providing an essential program that has never before been available in Lambton County – focused on hands-on injury prevention learning. It will use customized programs that fit in line with students’ curriculum and present them in fun and interactive ways at no cost to schools or students.

5.3 Marketing Strategy
The LCSV must communicate and connect with school principals and teachers in engaging ways. Although the principals/teachers are the primary decision makers, many other people have an influence on their decisions. These include the students themselves, as well as their family members and friends.

It’s for these reasons that a number of marketing initiatives will be implemented: (in no particular order)

**Presentations**
Personnel will regularly make presentations to local groups to ensure sponsorship retention and acquisition. They will also be meeting with teachers, principals and board directors as needed.

**Website**
A modern, exciting and informative website will be developed, including resources for teachers and students to access.

**Business Cards**
Key personnel will have business cards for networking opportunities.

**Rack Cards**
Concise and colourful cards will be displayed at key locations throughout the county, such as the Ontario Travel Information Centre, school lunch rooms, government agencies and businesses.

**Facebook**
To remain in the hearts and minds of citizens, the LCSV will create and regularly publish updates on its Facebook page and other social media avenues.

**Posters**
One for each elementary school in Lambton County. Other posters can be developed for various programs.

**Envelopes**
For mailing.

**Letterhead**
For professional communication to schools, sponsors and donors.

5.3.2 Pricing Strategy
The LCSV plans to offer its facility, program coordinator and supplies at no charge to schools. In addition to this, the LCSV will find sponsors for school bussing expenses in Lambton County.

The facility will be used for other reasons to fulfill a wide range of community needs: holiday events (Easter, Christmas, Halloween), PD Day activities, training for K9 units, destination for autistic children, conference meetings, wedding showers and summer camps.

Room rentals will be available at an agreeable cost.

Family and friends may wish to tour when the village is open and will be encouraged to make a donation.
5.4 Strategic Alliances
The LCSV project has extensive support from all areas of Lambton County:

**Government**
- Marilyn Gladu, Sarnia-Lambton MP
- Steve Arnold, Mayor of the Township of St. Clair
- Paul Wubben, Director of Education, St. Clair Catholic District School Board
- Carol Gardiner, Branch Services Manager, County of Lambton's Cultural Services Division
- Mike Bradley, Mayor, City of Sarnia
- Al Broad, Mayor, Township of Dawn-Euphemia
- Amanda Gubbels, Clerk/Deputy Administrator, Township of Warwick
- Roberta Brandon, Administrative Assistant, Municipality of Lambton Shores

**Educational Institutions**
- Jim Costello, Director of Education, Lambton Kent District School Board
- Judith Morris, President and CEO, Lambton College

**Safety Organizations**
- Marco Vozza, Chairperson, Canadian Society of Safety Engineering
- B. Scott Janssens, Detachment Commander, Lambton OPP Detachment
- Canadian National Railway – Safety Group
- Lambton Drug Awareness Action Committee
- Farm Safety
- Lambton Farm Safety

**Not-For-Profit Organizations**
- C.J. Taylor, Community Services Coordinator, Canadian Red Cross
- Lambton Farmers’ Association
- Lambton Mutual Assurance
- Alvinston Optimist Club
- Farm Credit Canada
- Mooretown Optimist Club
- Sarnia Lambton Chamber of Commerce
- Retired Teachers Organization
- Construction Union
- IODE
- Customs Benevolent Group
- Sarnia Kidsfest
- Prime Timers
- B.W. Lions
- Rotary
- Corunna United Church
- Rotary Club Of Forest
- Elks Lodge – Sarnia
- Royal Canadian Legion – Sarnia
- Courtright Union Church
- Probus
- Lioness, Wyoming
- Knox Presbyterian Church
- CUPE local 1238

**Businesses**
- Enterprise
- Petrochem Forum
- Shell
- MIG
- Cabot
- Courtright Variety Store
- McCormick Insurance Brokers Ltd.
- Simon & Sherrol’s No Frills – Corunna
5.5 Milestones/Timeline

The following is an outline of activities leading up to the planned opening of the LCSV in September 2018.

**JANUARY 2017 – NOVEMBER 2017**

- Increase LCSV community awareness through fundraisers, such as the Cookie Bake Sale
- Prepare announcements for large corporate donations

**DECEMBER 2017 – APRIL 2018**

- If major sponsor joins the project, construction connections will be made
- Confirm commitments from businesses and not-for-profit organization to sponsor the buildings
- Confirm agreement with the St. Clair Conservation Authority
- Meeting with working committee members (CN, Sarnia Police, OPP etc.)
- We will have a Quarter Auction fundraiser
- Celebrate safety in a Junior Safety Award ceremony
- Develop co-op contacts to assist with the operations of the education centre
- Confirm commitments with trade unions
- Contact both boards of education, as well as private and home schools, for curriculum
- Secure and train volunteers

**MAY 2018**

- Begin construction

**JULY 2018 – AUGUST 2018**

- Hire a program coordinator
- Complete training of volunteers and directors
- Complete landscaping
- Contact busing companies for contracts

**SEPTEMBER 2018**

- Grand opening celebrations!
6.0 Personnel Summary

A full-time program coordinator will oversee the LCSV – bookings, operations, marketing, etc. A small team of volunteers will assist in completing tasks, such as hosting students, opening/closing the facility for after-hours rentals etc.

6.1 Organizational Structure

The Lambton Children’s Safety Village is a registered charity with the Government of Canada with registration number 824356778 RR0001 effective October 25, 1999. As such, it operates with a board of directors currently structured as follows: (as of summer 2017)

Mary Ann Buntrock – Chair
John Reurink – Vice Chair
Marjo Nieuwenhuis – Treasurer
Colleen Collins – Secretary
Jeff Agar – Director
Ruth Buffinga – Director
Debbie Gilliard – Director (representative from the Lambton Federation of Agriculture)
Darlene Coke – Director (representative from the County of Lambton)

The above-listed directors and the volunteers listed below are members of the Lambton Children’s Safety Village Committee.

Harold Chadwick – Volunteer
Julie Maw – Agriculture
Chris Moxley – Sarnia Police Services
Andrew McMillan – Fire
Brady Arnold – CN Police Service
Lisa Myers – Instructor
Cherie Barnett – Volunteer
Koert Nieuwenhuis – Volunteer
CJ Taylor – Canadian Red Cross

The LCSV also has four associate members, who provide volunteerism for the organization:
Bill Sisler – Health & Safety Consultant
Marco Vozza – Volunteer
Rose Atkins – Health promoter
Dale Mosley
7.0 Financials

7.1 Important Financial Assumptions
As of summer 2017, the following is an outline of important assumptions to keep in mind while reviewing the following financial projections:

- The St. Clair Conservation Authority and the LCSV have a lease agreement for the cost and areas of responsibility
- The building is planned to be LEED certified and will result in lower operational costs, but higher construction costs
- The number of children in Lambton County will plateau in the near future and a small number of schools will close in the next 10 years
- Long-term high-value sponsorships can be secured prior to construction
- Families are able and willing to spend $20 on a visit to the safety village every year
- All expenses are rough estimates (not confirmed) and are not to be used as a basis for future financial projections. Formal quotes for all expenses will be secured prior to construction of the project.
- Local professionals will volunteer their time at the LCSV at no cost to the organization.

It is highly recommended that the LCSV obtain quotes prior to beginning the Capital Campaign and contact other safety villages for accurate construction and operational expenses.
7.2 Projected Profit and Loss

These estimates should not be taken as accurate. It is highly recommended that the LCSV obtain quotes prior to beginning the Capital Campaign and contact other safety villages for accurate operational expenses.

<table>
<thead>
<tr>
<th></th>
<th>Estimate</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE ONCE OPERATIONAL</strong> <em>based on average breakdown of similar safety villages</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipted Donations</td>
<td>$5,000.00</td>
<td>Donations</td>
</tr>
<tr>
<td>Non-Receipted Donations</td>
<td>$3,500.00</td>
<td>Annual guaranteed funds from businesses</td>
</tr>
<tr>
<td>Gifts from other Charities</td>
<td>$10,000.00</td>
<td>Long-term funding plans from County clubs and foundations</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$18,500.00</td>
<td></td>
</tr>
<tr>
<td><strong>EXPENSES ONCE OPERATIONAL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td>$3,000.00</td>
<td>Costs to create, place and maintain marketing material</td>
</tr>
<tr>
<td>Bank fees</td>
<td>$2,000.00</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>$5,000.00</td>
<td>Liability, directors, property, product, vehicle, operational interruption, etc.</td>
</tr>
<tr>
<td>Meals and entertainment (allowable part only)</td>
<td>$500.00</td>
<td>Meeting with donors/sponsors/organizations/charities</td>
</tr>
<tr>
<td>Legal, accounting, and other professional fees</td>
<td>$1,000.00</td>
<td></td>
</tr>
<tr>
<td>Offices</td>
<td>$2,000.00</td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td>$5,000.00</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$18,500.00</td>
<td></td>
</tr>
<tr>
<td><strong>Profit/Loss</strong></td>
<td>$-</td>
<td></td>
</tr>
</tbody>
</table>
### Figures from 2015

<table>
<thead>
<tr>
<th>Name</th>
<th>Revenue</th>
<th>Expenses</th>
<th>Assets</th>
<th>Liabilities</th>
<th>Received Donations</th>
<th>Non-Received Donations</th>
<th>Gifts from Other Charities</th>
<th>Government Funding</th>
<th>All Other Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belleville Police Service Children's Safety Village</td>
<td>$24,757.00</td>
<td>$29,026.00</td>
<td>$29,026.00</td>
<td>$3,676.00</td>
<td>68%</td>
<td>31%</td>
<td>0%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Community and Children's Safety Village of Haldimand-Norfolk</td>
<td>$9,468.00</td>
<td>$6,878.00</td>
<td>$10,834.00</td>
<td>none</td>
<td>1%</td>
<td>96%</td>
<td>4%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>CHATHAM KENT CHILDREN'S SAFETY VILLAGE</td>
<td>$156,189.00</td>
<td>$134,035.00</td>
<td>$1,100,850.00</td>
<td>$1,085,576.00</td>
<td>56%</td>
<td>7%</td>
<td>0%</td>
<td>0%</td>
<td>37%</td>
</tr>
<tr>
<td>CHILDREN'S SAFETY VILLAGE OF LONDON AREA</td>
<td>$3,588.00</td>
<td>$27,090.00</td>
<td>none</td>
<td>$608,721.00</td>
<td>17%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>83%</td>
</tr>
<tr>
<td>CHILDREN'S SAFETY VILLAGE OF WINDSOR AND ESSEX COUNTY</td>
<td>$452,614.00</td>
<td>$377,799.00</td>
<td>$1,310,564.00</td>
<td>$1,266,725.00</td>
<td>15%</td>
<td>14%</td>
<td>0%</td>
<td>0%</td>
<td>39%</td>
</tr>
<tr>
<td>KIDS' SAFETY VILLAGE OF DURHAM REGION</td>
<td>$197,361.00</td>
<td>$46,456.00</td>
<td>$303,660.00</td>
<td>$27,584.00</td>
<td>18%</td>
<td>82%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Niagara Safety Village</td>
<td>$155,285.00</td>
<td>$231,152.00</td>
<td>$750,215.00</td>
<td>$89,082.00</td>
<td>2%</td>
<td>9%</td>
<td>1%</td>
<td>54%</td>
<td>34%</td>
</tr>
<tr>
<td>The Children's Safety Village of Brant</td>
<td>$141,497.00</td>
<td>$167,515.00</td>
<td>$305,952.00</td>
<td>none</td>
<td>16%</td>
<td>37%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>TOTAL AVERAGE</strong></td>
<td>$142,751.71</td>
<td>$127,518.88</td>
<td>$653,450.25</td>
<td>$417,265.83</td>
<td>24.13%</td>
<td>34.50%</td>
<td>3.63%</td>
<td>14.50%</td>
<td>23.50%</td>
</tr>
</tbody>
</table>

**NOTES:**
- Very little revenue from other charities (service clubs, foundations etc.)
- Some receive significant support from local/federal governments, while others receive nothing
- Some numbers require further analysis - it would be interesting to find out why Niagara gives receipts for only 2% of donations, while their ‘other’ revenue is 34%
### 7.4 2016 Profit & Loss

**January through December 2016**

<table>
<thead>
<tr>
<th>Ordinary Income/Expense</th>
<th>Jan - Dec 16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td></td>
</tr>
<tr>
<td>Gifts rec’ from other charities</td>
<td>500.00</td>
</tr>
<tr>
<td>Other gifts - not receipted</td>
<td>10,000.00</td>
</tr>
<tr>
<td>Quarter Auction</td>
<td>2,327.50</td>
</tr>
<tr>
<td>Tax-receipted gifts</td>
<td>805.00</td>
</tr>
<tr>
<td><strong>Total Fundraising</strong></td>
<td>13,632.50</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>13,632.50</td>
</tr>
<tr>
<td><strong>Expense</strong></td>
<td></td>
</tr>
<tr>
<td>Advertising and Promotion</td>
<td>663.90</td>
</tr>
<tr>
<td>Fees and Dues</td>
<td>334.41</td>
</tr>
<tr>
<td>Insurance</td>
<td></td>
</tr>
<tr>
<td>Director’s Insurance</td>
<td>1,362.96</td>
</tr>
<tr>
<td><strong>Total Insurance</strong></td>
<td>1,362.96</td>
</tr>
<tr>
<td><strong>Lottery Expenses</strong></td>
<td></td>
</tr>
<tr>
<td>50/50 Winner</td>
<td>707.00</td>
</tr>
<tr>
<td>Lottery Licence</td>
<td>67.50</td>
</tr>
<tr>
<td>Printing Costs 50/50 Tickets</td>
<td>267.50</td>
</tr>
<tr>
<td><strong>Total Lottery Expenses</strong></td>
<td>1,042.00</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>682.26</td>
</tr>
<tr>
<td>Postage &amp; Delivery</td>
<td>209.62</td>
</tr>
<tr>
<td>Professional Fees</td>
<td></td>
</tr>
<tr>
<td>Accounting Fees</td>
<td>289.99</td>
</tr>
<tr>
<td><strong>Total Professional Fees</strong></td>
<td>289.99</td>
</tr>
<tr>
<td>Rent Expense</td>
<td>200.00</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>4,785.14</td>
</tr>
<tr>
<td><strong>Net Ordinary Income</strong></td>
<td>8,847.36</td>
</tr>
<tr>
<td><strong>Other Income/Expense</strong></td>
<td></td>
</tr>
<tr>
<td>Other Income</td>
<td></td>
</tr>
<tr>
<td>Interest Income</td>
<td>75.82</td>
</tr>
<tr>
<td><strong>Total Other Income</strong></td>
<td>75.82</td>
</tr>
<tr>
<td><strong>Net Other Income</strong></td>
<td>75.82</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td><strong>8,923.18</strong></td>
</tr>
</tbody>
</table>
8.0 Capital Campaign Financials

8.1 Naming Rights Levels

<table>
<thead>
<tr>
<th>Building</th>
<th>Amount</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building - Fire Safety and EMS</td>
<td>$900,000</td>
<td>DIAMOND</td>
</tr>
<tr>
<td>Classroom - Fire Safety and EMS</td>
<td>$200,000</td>
<td>GOLD</td>
</tr>
<tr>
<td>Classroom - Police - Road/Bicycle/Internet</td>
<td>$200,000</td>
<td>GOLD</td>
</tr>
<tr>
<td>Fire Home and Catering Kitchen</td>
<td>$100,000</td>
<td>GOLD</td>
</tr>
<tr>
<td>Office for Fire and Police</td>
<td>$20,000</td>
<td>SUPPORTERS OF SAFETY</td>
</tr>
<tr>
<td>LCSV Meeting Room</td>
<td>$60,000</td>
<td>SILVER</td>
</tr>
<tr>
<td>Boardroom</td>
<td>$70,000</td>
<td>SILVER</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Safety Village</th>
<th>Amount</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Village - Pavilion - Storage Pad and Building</td>
<td>$30,000</td>
<td>BRONZE</td>
</tr>
<tr>
<td>Pavilion - Bus &amp; EMS pads</td>
<td>$20,000</td>
<td>SUPPORTERS OF SAFETY</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Streets</th>
<th>Amount</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outside Oval</td>
<td>$250,000</td>
<td>PLATINUM</td>
</tr>
<tr>
<td>Standard Street</td>
<td>$50,000</td>
<td>SILVER</td>
</tr>
<tr>
<td>Narrow Street</td>
<td>$40,000</td>
<td>BRONZE</td>
</tr>
</tbody>
</table>
8.2 Donor Recognition Levels

**DIAMOND**  ($500,000 & up)

**PLATINUM**  ($250,000 TO $499,999)

**GOLD**  ($100,000 TO $249,999)

**SILVER**  ($50,000 TO $99,999)

**CN**

**BRONZE**  ($25,000 TO $49,999)

- FARM CREDIT CANADA
- OPG

**SUPPORTERS OF SAFETY**  ($10,000 TO $24,999)

- LAMBTON MUTUAL INSURANCE
- ALVINSTON OPTIMIST
- LAMBTON FARMER'S ASSOCIATION
- FARM CREDIT CANADA
- MOORETOWN OPTIMIST

**FRIENDS**  ($1,000 TO $9,999)

- CN SAFETY GROUP
- LAMBTON DRUG AWARENESS ACTION COMMITTEE
- RETIRED TEACHERS ORGANIZATION
- CITY OF SARNIA
- CONSTRUCTION UNION
- PETROCHEM FORUM

**DONORS**  (UP TO $999)

- SHELL
- FARM SAFETY
- IODE
DAVID CUMMINGS
CUSTOMS BENEVOLENT GROUP
DON & AMY LANDRY
KIDS FEST
STEVE ARNOLD (BRICK CAMPAIGN)
MARIE BUCHANAN
PRIME TIMER’S
B.W. LIONS
ROTARY
UNITED CHURCH IN CORUNNA
EARL CLYSDALE
ROTARY CLUB OF FOREST
ELKS LODGE - SARNIA
ROYAL CANADIAN LEGION - SARNIA
ROYAL CANADIAN LEGION - FOREST
CHAMBER OF COMMERCE
PROBUS
CABOT
LIONESS, WYOMING
SIMON & SHEROL NO FRILLS - CORUNNA
MISCELLANEOUS NEIGHBOURHOOD BBQ
KNOX PRESBYTERIAN CHURCH
UNION LOCAL 1238
CHERIE BARNETT
ORVILLE WHITESELL (BRICK CAMPAIGN)

PAVILIONS  (16 available)
BLUEWATER POWER
HYDRO ONE
LIUNA 1089
EMS
MOORETOWN OPTIMIST

BRICK CAMPAIGN
LARGE BRICK  $500 EACH
SMALL BRICK  $100 EACH
8.3 Capital Campaign Projections

These estimates should not be taken as accurate. It is highly recommended that the LCSV obtain quotes prior to beginning the Capital Campaign and contact other safety villages for accurate capital campaign expenses. Revenue and expenses can vary depending on many factors.

<table>
<thead>
<tr>
<th>CAPITAL CAMPAIGN REVENUE</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsorships</td>
<td>$719,900.00</td>
</tr>
<tr>
<td>Receiptable Donations</td>
<td>$308,800.00</td>
</tr>
<tr>
<td>Total</td>
<td>$1,028,700.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPITAL CAMPAIGN AND CONSTRUCTION EXPENSES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Management and administration fees</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Meals and entertainment (allowable part only)</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Legal, accounting, and other professional fees</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Office expenses</td>
<td>$4,000.00</td>
</tr>
<tr>
<td>Travel</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Construction related to storage</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>Construction related to safety village</td>
<td>$296,250.00</td>
</tr>
<tr>
<td>Construction related to education building</td>
<td>$459,000.00</td>
</tr>
<tr>
<td>Start-up Supplies</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Motorized mini vehicles</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Sub-Total Estimated Expenses</td>
<td>$857,250.00</td>
</tr>
<tr>
<td>20% Contingency</td>
<td>$171,450.00</td>
</tr>
<tr>
<td>Total</td>
<td>$1,028,700.00</td>
</tr>
</tbody>
</table>

Total Revenue-Expenses: $1,028,700.00
### 8.4 Schematic Design Estimate

<table>
<thead>
<tr>
<th>EXPENSE</th>
<th>ESTIMATED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Storage Buildings</strong></td>
<td></td>
</tr>
<tr>
<td>Vehicle and Storage Building</td>
<td>$45,000.00</td>
</tr>
<tr>
<td>Winterizing the Current Storage Building</td>
<td>$5,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$50,000.00</strong></td>
</tr>
<tr>
<td><strong>Safety Village</strong></td>
<td></td>
</tr>
<tr>
<td>Clearing and Levelling</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Storm Sewer</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Sanitary Connection</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Water</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Asphalt Pavement and Base</td>
<td>$35,000.00</td>
</tr>
<tr>
<td>Concrete Sidewalk</td>
<td>$24,750.00</td>
</tr>
<tr>
<td>Fence 6 Feet High</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Grandular Pavillion Surround</td>
<td>$12,000.00</td>
</tr>
<tr>
<td>Pavillion Pads (12 + Farm + Bus)</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Line Markings</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>External Lighting</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Traffic Lights</td>
<td>$18,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$296,250.00</strong></td>
</tr>
<tr>
<td><strong>Educational Building</strong></td>
<td></td>
</tr>
<tr>
<td>Foundation</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>Concrete Floors and Base</td>
<td>$45,000.00</td>
</tr>
<tr>
<td>Roof and Structure</td>
<td>$37,000.00</td>
</tr>
<tr>
<td>Masonry Non-Bearing Interior Walls</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>Aluminum Doors and Windows</td>
<td>$40,000.00</td>
</tr>
<tr>
<td>Ceiling</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Flooring</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Interior doors</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Toilet Partitions and Accessories</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Painting</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Skylight</td>
<td>$25,000.00</td>
</tr>
<tr>
<td>Plumbing</td>
<td>$30,000.00</td>
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<tr>
<td>HVAC</td>
<td>$37,000.00</td>
</tr>
<tr>
<td>Electrical</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Data and Com</td>
<td>$15,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$459,000.00</strong></td>
</tr>
<tr>
<td><strong>Storage Buildings, Safety Village and</strong></td>
<td><strong>$805,250.00</strong></td>
</tr>
<tr>
<td><strong>Educational Building</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$966,300.00</strong></td>
</tr>
<tr>
<td><strong>20% contingency</strong></td>
<td><strong>$161,050.00</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,127,350.00</strong></td>
</tr>
</tbody>
</table>
8.5 Safety Village Tentative Layout
8.6 Education Building – Tentative Floor Plan