



# **Business Plan**

**Project:**

**Parkway Elementary School Location  
for Leapin Lizards Before & After School Childcare**

**June 2014**

**Leapin Lizards Before and After School Licensed Daycares**

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## **1.0 Executive Summary**

Leapin Lizards Before and After School Licensed Daycare, is located within the Columbia, Naramata and West Bench Elementary Schools. We provide positive learning experiences in an atmosphere of happiness, acceptance, encouragement and trust.

Leapin Lizards is a privately owned business run by, Robin Kroon. Robin opened the first Leapin Lizards location at Naramata Elementary School in 2004 after operating a licensed family daycare in Vancouver, BC. Robin opened the Columbia and West Bench locations in 2009. Robin keeps involved with everything in all three Leapin Lizards locations with regular visits, program planning and knows all the children and parents by name. Robin has extensive experience and a special passion for child care.

### **1.1 Mission & Philosophy**

To provide the highest quality child care possible. To recognize each child's needs by providing a fun, educational and stimulating program. To provide a variety of age appropriate activities and social interaction within a safe, secure environment. To develop fine-motor and gross-motor coordination through various program elements. To encourage sharing and taking turns. To establish predictable routines and structure. To help develop self-esteem, confidence and respect for others. To guide children in acceptable behaviour through positive reinforcement and natural consequences. To acknowledge and praise all appropriate behaviours. To demonstrate environmental sensitivity and community involvement. To develop and maintain good relationships and open communication with the children, parents and co-workers.

We believe all children have the right to a safe supervised environment, promote respectful interactions that strengthen, build relationships and provide a sense of value to everyone at our facilities. We believe learning through play-based educational experiences is a key in providing high-quality child care. We provide a variety of activity choices to support learning and memorable experiences.

### **1.2 Proposed Project Summary**

Leapin Lizards is in preliminary planning stages of the creation, development and implementation of a new Before and After School Daycare at Parkway Elementary in Central Penticton. Leapin Lizards serves families who value quality of education and high quality child care provided for their school aged children ages 5 to 12 years. The facility will include the purchase of a used modular classroom and will have capacity for 24 children. In compliance with licensing standards the modular building will contain three washrooms. The proposed new child care facility at Parkway Elementary will also provide Spring Break, Professional Development Day and Summer school-aged Daycare. This project will provide needed child care spaces that are not readily available in Penticton as similar facilities are near capacity and have very few child care spaces available. Leapin Lizards owner, managers and staff work with the Health Authority Licensing Officer to ensure that the proposed new facility meets licensing regulations in accordance with both the *Community Care & Assisted Living Act* and the *Child Care Licensing Regulation*.

## **2.0 Company Summary**

All three Leapin Lizards Before and After School Licensed Daycare facilities operate with a Group Child Care (School Age) Licence under the *Community Care & Assisted Living Act* and the *Child Care Licensing Regulation*. The proposed new child care facility at Parkway Elementary will also operate under the Group Child Care (School Age) license category.

## **3.0 Services**

Leapin Lizards provides Before and After School child care at Columbia, Naramata and West Bench Elementary schools. Leapin Lizards offers full-time, part-time and drop-in rates. We also provide Spring Break, School District 67 Professional Development Day (Pro-D day) child care and Summer school-aged Daycare at the Columbia location. The proposed new child care facility at Parkway Elementary also plans to provide Spring Break, Pro-D day and Summer school-aged Daycare. This project will provide needed child care spaces that are not readily available in Penticton as similar facilities are near capacity and have very few child care spaces available.

Leapin Lizards owner, managers and staff work with the Health Authority Licensing Officer to ensure that all Leapin Lizard facilities and the proposed new facility meet licensing regulations in accordance with both the *Community Care & Assisted Living Act* and the *Child Care Licensing Regulation*.

Leapin Lizards works along with Supported Child Development (SCD), the Child & Youth Mental Health (CYMH) and the OSNS Child Development Centre (CDC) as a community partner to provide early intervention services, and a system of joint referral to service families and children with special needs who require extra supports. This process enables us to deliver the best possible services for families and children.

Leapin Lizards also provides and is committed to helping families obtain affordable child care through advisement and administrative support for required documents for families applying for *Child Care Subsidy* to assist eligible families with the cost of child care.

### **3.1 Program Offering**

Leapin Lizards offers a variety of developmentally appropriate activities such as reading, games, homework assistance, outside playtime, snack time, group activities, playground visits, soccer, gym time, puzzles, arts, crafts and special guests are invited periodically to facilitate art projects or special events. Periodic field trips and fun themes are also an integral part of the Leapin Lizards program.

#### **4.0 Market Analysis Summary**

With inflation continuing to rise each year, the typical Canadian family requires dual or supplemental incomes. This trend has created an increasing need for quality child care services. In addition the population growth rate in the Penticton area of the Okanagan according to Statistics Canada for the 2011 Penticton census agglomeration (CA) shows a growth rate of 3%. The market for child care is anticipated to expand along with market potential in the Penticton area. Price, service, certification and reputation are critical success factors in the child care service offerings. Leapin Lizards will compete in the child care market by offering competitive prices, high-quality child care services, and leading-edge programming with certified child care providers and will maintain the excellent reputation we have established with parents and the community.

Leapin Lizards has conducted a market analysis demonstrating the need for the proposed child care spaces through extensive online research, contacting local child care facilities regarding wait lists, community needs and obtaining localized statistics. The Penticton branch of Child Care Resource and Referral was consulted and provided statistics resulting in an advisement that an additional Before & After school facility is much needed in Penticton. The CCRR indicated the advisement is based on demographics, year to year need variances, child care service assessments and the large amount of parent inquiries they receive for Before & After School Child care.

Currently there is eight Before & After School Child care facilities in Penticton with six of those located on School grounds, two of which are Leapin Lizard facilities, operating in Penticton. The third Leapin Lizards facility is located in Naramata. The remaining two in Penticton are not on school grounds but provide bus or shuttle transportation to and from various schools. These facilities were contacted and are currently operating very close to capacity and only two of the eight facilities offer school-age Spring Break, Pro-D day and Summer Break full day Child care.

Prior to opening the new facility at Parkway Elementary, Leapin Lizards will promote and conduct an enrolment drive through various methods such as advertising, networking with School District 67, Parkway Elementary Staff and provide detailed child care locations, registration, space listings and offerings on the Leapin Lizards website. Leapin Lizards strives to meet the needs of the community and will remain formative to effectively respond to the needs of the families that we serve. This proposed facility complements existing child care programs and facilities in the area by reducing wait-lists at competitor facilities and creating more child care and location options for families while making child care choices to best fit their needs.

#### **5.0 Strategy and Implementation Summary**

Leapin Lizards Before and After School Daycare focuses on three community areas: Columbia Elementary in the eastern region of Penticton BC, Naramata Elementary in the village of Naramata 15 km North of Penticton and West Bench Elementary on the upper West side of Penticton. Leapin Lizards is in preliminary planning stages of the creation, development and implementation of a new Before and After School Daycare at Parkway Elementary in Central Penticton. Leapin Lizards serves families who value quality of education and high quality child care provided for their school aged children ages 5 to 12 years.

## **5.1 Value Proposition**

Leapin Lizards value proposition is clear and easily distinguished from others in the market. We offer premium yet affordable child care services, measured by child care planning, supporting all the developmental areas, special activity planning, community involvement, field trips and theme planning.

## **5.2 Marketing Strategy**

Marketing in the child care service depends largely on reputation and referral. At Leapin Lizards that reputation will extend through our existing three facilities within the Region and enhanced by our care and involved commitment to families we serve.

## **5.3 Promotion Strategy**

Leapin Lizards will rely on family and school based referrals, advertising, community exposure and online campaigns as our main way to reach new families. Our core positioning message: "Before and After School Care at Parkway Elementary School" to differentiate our new service location. Marketing campaigns will be conducted with enrolment drives, and online advertising to advise of new childcare spaces, registration details and enrolment for the proposed new facility. Leapin Lizards will also be involved in the local community through taking an active role in the community of Penticton's events, developing networking strategies and partnerships.

## **5.4 Milestones**

The forecasted milestones for the proposed new Leapin Lizards facility located on Parkway Elementary School grounds in Penticton BC are:

**5.4.1 Begin site development** - October 2014

**5.4.2 Licensing the facility** - January 2015

**5.4.3 Facility opening** - February 2015

## **6.0 Web Plan Summary**

The Leapin Lizards website, [www.leapinlizardsdaycares.com](http://www.leapinlizardsdaycares.com), is the virtual business card and portfolio for all Leapin Lizards locations. It showcases the Columbia, Naramata and West Bench Leapin Lizards locations, staff biographies, registration, Parent Handbook and contact information. Our website is well designed and represents the latest in interface design presents on a customized CSS template. It is an informative Web presence that markets the Leapin Lizards service offerings and community commitment.

## **6.1 Website Marketing Strategy**

The Leapin Lizards website highlights the mission and philosophy of our service offerings. It offers visitors the opportunity to view pictures of the facilities, and give families a visual idea of the level of quality and service their children will receive with Leapin Lizards. Mostly informative in nature, the website is a digital representation of our facilities and standards of care.

## **6.2 Development & Maintenance Requirements**

The Leapin Lizards website has been developed and is maintained by a professional Technical Writer, in direction by Robin Kroon, Leapin Lizards owner. The site is maintained using the continued services of it's developer.

## **7.0 Organizational Structure**

The Management team of Leapin Lizards consists of the owner Robin Kroon who is also Manager of the Naramata Leapin Lizards facility, Elaine Patterson Manager of the Leapin Lizards Columbia facility, and Jennifer Chamberlain Manager of the Leapin Lizards West Bench facility. Leapin Lizards employs one assistant who works with the Manager for Before School care and two assistants for the After School portion, providing a higher adult to child ratio than the minimum requirement set forth by the *Child Care Licensing Regulation*.

### **7.1 Management Summary**

- Robin Kroon owned and operated a Family Daycare in Vancouver BC and opened Leapin Lizards in Naramata in 2004 and then the Columbia and West Bench locations in 2009. Robin is involved with everything in all three Leapin Lizards locations with regular visits, program planning and knows all the children and parents by name. Robin recently switched from the position of Manager at Columbia to the Managing the Naramata location and the *Community Care License* is in the process of being amended.
- Elaine Patterson helped open the Naramata Leapin Lizards with Robin 10 years ago. She now enjoys managing the Columbia location and is integral to the success of Leapin Lizards as a whole. Elaine recently switched from the position of Manager at Naramata to Managing at the Columbia location and the *Community Care License* is in the process of being amended.
- Jennifer Chamberlain joined our team in 2011 with a background of nurturing, most recently from We Care. Jennifer definitely has a special gift in working with children

All Leapin Lizards facilities employ assistants in child adult ratios set forth by the *Community Care & Assisted Living Act* and the *Child Care Licensing Regulation*. All Leapin Lizards facilities boast a very low staff turnover, after 10 years of operating only 3 employees have been replaced.

### **7.2 Proposed Management**

The proposed new Leapin Lizards facility for Parkway Elementary will be managed and assisted by qualified persons set forth by the Child Care Licensing Regulation and the following documentation will be obtained, criminal record check for the person, 3 character references in respect of the person, a record of the person's work history, copies of any diplomas, certificates or other evidence of the person's training and skills, a statement signed by a medical practitioner indicating that the person is physically and psychologically capable of working with children and carrying out assigned duties in a community care facility, evidence that the person has complied with the Province's immunization and tuberculosis control programs. Other considerations are if the person is of good character, has the personality, ability and temperament necessary to manage or work with children, and has the training and experience and demonstrates the skills

necessary to carry out the duties assigned to the manager or employee. If equivalent programs or courses are used as qualifications confirmation of these equivalents will be sought from Interior Health Authority Licensing Officers.

Employees with responsible adult qualifications for employment in the proposed facility will be at least 19 years of age, be able to provide care and mature guidance to children, have completed a course, or a combination of courses, of at least 20 hours duration in child development, guidance, health and safety, or nutrition, and have relevant work experience in compliance with the Child Care Licensing Regulation.

## 8.0 Financial Plan

### Leapin Lizards Monthly Budget - Operating Budget (one year representation)

#### REVENUE - Based on projected enrolment of 24

Kindergarten.....	\$320/mo
Grades 1-5.....	\$240/mo
19 children - Grade 1-5.....	\$4,560
5 children - Kindergarten.....	\$1,600
Sub-Total.....	\$6,160
CCOP.....	\$1,300
<b>Grand Total.....</b>	<b>\$7,460</b>

#### WAGES

Manager (1) per facility.....	\$1,600 - 50 hrs/mo. @ \$17/hr
Regular Part-time.....	\$1,300 - 50 hrs/mo. @ \$14 - \$15/hr
Part-time.....	\$600 - Afternoons - 30 hrs/mo. @ \$14 - \$15/hr
<b>Total Wages.....</b>	<b>\$3,500</b>

#### EXPENSES

Wages.....	\$3,500
Repayment plan.....	\$1,000
Remittance.....	\$600
Taxes.....	\$500
Pad Rental.....	\$500
Electricity.....	\$300
Phones.....	\$100
Book-keeping.....	\$150
Insurance.....	\$100
Cleaning Supplies.....	\$100
Toys & Crafts.....	\$200
Other.....	\$400
(eg: large toys, vandalism and contingency etc.)	
<b>Total Expenses.....</b>	<b>\$7,450/mo</b>
<b>Operating Budget for One Year of Operation =</b>	<b>\$89,400</b>



### 8.1 Localized Fees Survey

The following fees survey was obtained by the Penticton CCRR and represents the average fee rates for school-aged childcare in comparison to Leapin Lizard fees.

School-Age:	Monthly Average	Daily Average	Leapin Lizards fee (comparison)
Before AND After School Care - 5day/wk	\$300-400/mo.	\$20/day	\$240.00/mo
Before OR After School Care - 5day/wk	\$240-\$320/mo	\$15/day	n/a
Full days - Summer, Spring Break and Pro-D days	\$500/mo (\$125/wk)	\$30/day	\$600/mo - \$150/wk \$30/day summer \$25/Spring & ProD

## 9.0 Appendix

### 9.1 Facility Details & Hour Schedule

Facility	School Day Mornings	School Day Afternoon
Columbia - 250-770-7641 - 250-460-2384 1437 Allison St. Penticton, BC V2A3X5	7:00am - 8:47am	2:47pm - 5:30pm
Naramata - 250-496-0081 - 250-460-2383 3660-8th St. Naramata, BC V0H 1N0	7:30 am - 8:47am	2:47pm - 5:30pm
West Bench - 250-770-7647 1604 West Bench Dr. Penticton, BC V2A 8Z3	7:30 am - 8:50am	2:45pm - 6:00pm

### 9.2 Before & After School Fees - School Grades 1-5

Facility	Full Time 5day/wk	Part Time 3day/wk	Drop- In	Spring Break & Pro-D daily fee
Columbia	\$240.00/mo	\$145.00/mo	\$14.00/day	\$25.00/day
Naramata	\$240.00/mo	\$145.00/mo	\$14.00/day	n/a
West Bench	\$240.00/mo	\$145.00/mo	\$14.00/day	n/a

### 9.3 Before & After School Fees - Kindergarten

Facility	Full Time 5day/wk	Drop- In	Spring Break & Pro-D daily fee
Columbia	\$320.00/mo	\$17.00/day	\$25.00/day
Naramata	\$320.00/mo	\$17.00/day	n/a
West Bench	\$320.00/mo	\$17.00/day	n/a

\* Kindergarten fees represent the increase in insurance premiums to Leapin Lizards for the specific age group.

### 9.4 Summer Schedule, Location & Fees

Dates - Columbia Location	Hours	Weekly Fee	
June 30th, 2014 - July 4th, 2014	7am - 5:30pm	\$120.00	<b>CLOSED - July 1st, 2014</b>
July 7th, 2014 - July 11th, 2014	7am - 5:30pm	\$150.00	
July 14th, 2014 - July 18th, 2014	7am - 5:30pm	\$150.00	
July 21st, 2014 - July 25th, 2014	7am - 5:30pm	\$150.00	
July 28th, 2014 - August 1st, 2014	7am - 5:30pm	\$150.00	
<b>August 2nd, 2014 - August 25th, 2014</b>	-	-	<b>CLOSED</b>
August 26th, 2014 - August 30th, 2014	7am - 5:30pm	\$150.00	

\* Fees are based on \$30.00/day