OIL MUSEUM OF CANADA

150th ANNIVERSARY CELEBRATIONS

BUSINESS PLAN
OBJECTIVE

To plan a series of special activities and events to celebrate the 150th anniversary of the first commercial oil well, dug at the site of the Oil Museum of Canada, by James Miller Williams. Williams, a businessperson from Hamilton, was also the first to refine crude oil into kerosene and opened the Canada Oil Co. to produce, refine and market petroleum resources.

GOALS

1. To celebrate an event of historical importance to the County of Lambton and support the availability of a range of cultural services that contributes to being a learning community (Strategic Plan Area of Effort #3 Community Development Initiatives).

2. To cultivate an improved sense of awareness and pride in Lambton County’s past technological and industrial achievements, both locally and nationally.

3. To raise the profile of the Oil Museum of Canada and the Oil Heritage District with all levels of government in order to access additional grants and resources and to support the establishment of an Oil Springs Heritage Conservation District.

4. To enhance public access to and the community’s appreciation for Lambton’s key oil heritage resources, especially those aspects that will contribute to the long-term goal of achieving a UNESCO World Heritage Designation.

BACKGROUND

The Oil Museum of Canada, located in Oil Springs, attracts visitors and scholars from around the world to the site of the “world’s first commercial oil well”. The story of oil heritage is one of research, technical development and innovation as processes and manufacturing techniques have been designed in the local area for over a century. Early pioneers from Lambton, known as hard oilers, exported oil processing techniques to foreign lands such as Venezuela, Saudi Arabia and United Arab Emirates. The museum has over 15,000 artifacts commemorating the development of the petrochemical industry locally, nationally and internationally.

A series of special events and educational programs make the museum artifacts and story more accessible for the public. This local history of the oil industry touches on almost every aspect of past, present and future life in this County. In partnership with energy companies such as Union Gas, Fairbank Oil Properties, and the Oil Museum of Canada Foundation, the Oil Museum seeks to tell the story of Lambton County’s
influence in world oil history and is lobbying to have the property designated as a
UNESCO World Heritage Site.

OPERATIONAL PLAN

Establish a Working Committee
In late 2005, a working committee comprised of County staff, local municipal staff,
county politicians and representatives from Tourism Sarnia Lambton (TSL), was
established. This group’s mandate, in consultation with representatives from local
cultural organizations, other not-for-profit groups and volunteers, was to put together
a list of activities and events that would celebrate the 150th anniversary of the first oil
well. The initial mandate was to ensure that a broad range of activities was taking
place across the County. The intent was to use the events to apply for a Cultural
Capitals of Canada Grant.

Develop a List of Activities and Events
The working committee established a list of events and activities and developed the
initial budget requirements for each event (Appendix A). In January 2006, County
Council pledged $100,000 towards this project as part of the Cultural Capitals of
Canada application.

The working committee also determined that although overall, the existing exhibits
worked well in terms of presenting the storyline, some had become tired and needed
to be refreshed. In other areas, new exhibits were identified that would better relate
the unique heritage attributes of the site (Appendix B). These new exhibits would
spotlight the numerous “firsts” which the Oil Springs field can claim as its own. The
upgrades would also help with the designation of the Oil Springs Heritage District
and the eventual UNESCO World Heritage Site designation.

In December 2006, the Committee learned that they had made the “short list” for
potential Cultural Capital’s funding and continued to plan on the basis of receiving
full funding. It was not until June 2007 that Committee was informed that their
Cultural Capitals of Canada grant was not successful. Working in partnership with a
number of other groups, the Committee then developed a revised list of activities
and events. These events were a scaled down version of the original list and limited
the celebrations to the Oil Heritage District area. The activities and events list
continued to be fine-tuned during the year, with the International Council on
Monuments and Sites (ICOMOS) symposium and the North American Oil
conference being added late in 2007 and the “Doors Open” self guided driving tour
being finalized early in 2008. Detailed operating budgets were then developed for
these events (Appendix C).

Marketing Plan
Two of the goals for the 150th celebrations are to raise the profile of the Oil Museum
and the Oil Heritage District with all levels of government and to improve the sense
of awareness and pride, locally, in Lambton County’s past technological and industrial achievements. In order to achieve the local component, the specific activities and events will be advertised heavily in Lambton County with the broader market being the Southwest Ontario region. Working in conjunction with the local municipalities and TSL, the “pooled advertising budget” should result in increased coverage for the events. The immediate target range will be a one-hour driving radius, which represents approximately 3 million people. The larger target audience will include the Greater Toronto area and Southeast Michigan (approx. ten million people in this larger target market). Advertising will be through radio, print and to some extent TV.

It is also recognized that the Oil Museum’s normal target audience is a very specific group, locally, nationally and internationally, that is interested in the specific oil history of the area. The ability to attract this audience to the Museum will achieve the second goal of increasing the profile of the Museum with the intent of securing a UNESCO designation in the near future. The intent will be to attract representatives of these groups for symposiums, conferences or workshops held at the Museum, which highlight the unique oil history. This strategy has already proved successful with the attraction of the ICOMOS symposium in April and the North American Oil Conference in May.

In addition, the production of an oil songs CD and a new DVD that could be broadcast in the Museum’s theatre on a regular basis, as well as used for local advertising purposes would assist in the improving the sense of awareness in the local community. These could also be used as promotional items for the conferences and be available for purchase in the Museum’s gift shop.

Resource Requirements
Staff
Current Situation
There are three part-time staff and one full-time supervisor currently working at the Oil Museum.

From January to late April, the supervisor is the only staff person on site. The part-time staff begin work in late April and continue to just before Christmas (Normally April 20th to December 20th). There are no specific days of work for the part-time staff; the schedule is drawn up on a monthly basis. If there are no specific events, tours or programming, one part-time staff is at the site each day.

On weekends from May 1st to October 31st, one staff person and one student are scheduled to work unless a special event or activity has been scheduled.

Required
The 2008 activities will require both planning and operational staff time.
The events are new and it will be necessary to plan the event, deal with the logistics, source the entertainment, coordinate the volunteers and plan the advertising campaigns. Additional staff will be required at the Museum on the day(s) of the event in order to ensure the event is a success. On days when activities are not being held directly at the museum, but at one of the other sites in the Oil Heritage District, additional staff will also be required on site, to deal with the expected increase in attendance due to the other activities.

Many of the activities require the extensive use of volunteers, over and above staff. These volunteers assist in the re-enactments, provide entertainment and “populate” the museum with historical figures. The volunteers will require staff time to coordinate their activities, ensure sufficient volunteers are available for each event and provide training.

The new staff and summer students will require several hours of training, not only on the history of the site but also Occupational Health and Safety training. The museum’s current staff has many years of experience and each is capable of handling a tour on their own. Newer staff will not be in the same position initially.

Financial
The Oil Museum’s 2007 budget was $203,294. This budget allows only for the normal operations of the museum and is not sufficient for any additional event or activities.

The budgets for the events being held at the Oil Museum indicate actual programming costs of $20,000, not including staff time or advertising and promotion. Some of these costs can be offset by ticket sales (Black Gold Extravaganza, Spirit Walk, Murder Mystery Dinner) and sales of the CD, but it is a relatively small amount. The budget for capital improvements is much larger at $310,000. Appendix D provides the budget for the events hosted by the Oil Museum. Funding, therefore, needs to be raised through grants, donations, or additional levy from the County of Lambton.

The working committee has made numerous grant applications and has been successful in some areas. In addition, a number of donations have also been received (Appendix E).

CONCLUSION
The Oil Museum houses 15,000 artifacts derived from oil heritage that tells the story of technological innovation of the last two centuries. The first commercial oil production in the world is located on this site as is the first commercial oil refinery in Canada. The site provides education tours to children and hosts events for tourists and residents alike, to illustrate the evolution of technological development.
The accomplishments of the petrochemical industry or the “Chemical Valley” over the last 150 years are commemorated at the Oil Museum. The site has been re-designated as a National Historic District by Parks Canada and will be receiving a new plaque designation for the area of the Oil Museum and the Fairbanks properties. This area has also been targeted by Parks Canada as a “site of interest” for a World Heritage designation, which is the first step in being put on the interest list for submission to UNESCO some time in the future.

The 150th Anniversary celebrations are important to Lambton County and provide the perfect opportunity to celebrate our history while raising the profile of the Oil Museum of Canada.
APPENDIX A
2008 ACTIVITIES AND EVENTS *
CULTURAL CAPITALS OF CANADA GRANT

1. It All Begins Here’ Oil Pageant - The 150th Anniversary of the First Oil Well
   A celebration event in early summer of 2008, to observe the digging of the first
   commercial oil well on the Oil Museum of Canada property, featuring costumed re-
   enactments of four types of oil production, interpretive stations, and erecting of 3-
   pole heritage derricks.

   BUDGET: $192,000

2. Lambton Life-Memories Project …documenting collective life experience
   The creation of a legacy website to document and record for posterity the collective
   living memory and life experience of Lambton County residents. This project will be
   contributed to by all parts of the County culture and heritage department, will partner
   with other non-profit organizations such as the County Historical Society, Heritage
   Sarnia-Lambton, Petrolia Heritage Committee, and holds the potential to receive
   contributions and involvement of personal living memory by every member of the
   resident community.

   BUDGET: $182,500

3. Lambton Then and Now - the changing face of Lambton County
   Production of a legacy display volume to document the cumulative human impact on
   the land, the changing pace of technology, and the constancy of change. The
   project would see the pairing of heritage images with their corresponding
   contemporary view. Of particular focus will be those locations that reflect the
   themes of 2008 Celebrate, such as views at Oil Springs and early oil wells,
   threatened lakeside dune systems, or the rare Oak Savannah natural ecosystem

   BUDGET: $148,000

4. Archival Heritage of Lambton - A Traveling Educational Exhibit
   Hosted by the Lambton Room, this celebration of archival and museum resources
   would bring to the attention of the public, and in particular the students and
   professional educators of Sarnia-Lambton, the rich and under-utilized heritage
   resources available through our archival and museum facilities.

   BUDGET: $151,700

5. The Legacy from Oil: The Industries Art Fund
   Gallery Lambton will host an art exhibition for 11 weeks at Gallery Lambton from
   June 14 to August 30, 2008 to highlight celebrated works of Canadian art purchased
   through The Sarnia Industries Art Fund.

   BUDGET: $65,500
6. **A History of Arts and Culture in Lambton County**

Gallery Lambton hopes to be able to produce a fully illustrated book that describes the history of art and culture in the County of Lambton including the activities of the Sarnia Women’s Conservation Art Association in the 1920s, the foundation of a community Public Art Gallery, and the history and development of other arts organizations such as The Sarnia Art Association, the Sarnia Artists Workshop, the various Guilds, The Sarnia Lambton Arts Council, and The Lawrence House Centre for the Arts.

**BUDGET:** $75,000

7. **Lambton Cultural Communities Celebrations**

Lambton Heritage Museum will work with the Dutch-Canadian Society and North Lambton Quilter’s Guild to mount two cultural celebration events. The Heritage Dutch Festival will be a daylong heritage picnic featuring 15 entertainers, visiting especially for the event, from Holland. The Heritage Quilt Show & Competition will be a week long celebration of the beauty and functionality of heritage quilts.

**BUDGET:** $65,200

8. **Heritage Fair and Cultural Passport Tour**

Heritage Sarnia Lambton (group of 11 local museums) will host a celebration of local heritage sites and related heritage resources, such as key artifacts, living memory, heritage skills, museums’ collections and private collections of local artifacts made and used here. The format will be an interpretive family driving tour available over two weekends, using a souvenir passport for access to ten museums across the County, and including an anchor-location Heritage Fair to profile all arts and heritage organizations of Sarnia Lambton.

**BUDGET:** $81,000

9. **Enniskillen Historical Driving Tour (Enniskillen Twp)**

A tour of some of the richest areas in the township which depict the lives and times of our forefathers. There are several layovers at a variety of historic places – the oil fields, the barns full of antiques and historic paraphernalia, Tansy Hall, Shiloh School and Community Centre, as well as others. The stops tell the tale of the pioneers that came to settle in Enniskillen and in the drilling of the first commercial oil well in North America. The moaning oil derricks, the hip roof barns, the lonesome water pump handle have tales to tell through the grandsons of the oil barons.

**BUDGET:** $19,700
10. **Paint Ontario Art Expo**

Paint Ontario partners with the Lambton Heritage Museum to celebrate and build upon our commitment to the cultural and arts community, an integral part of which is the First Nations population. Paint Ontario is a three week long festival that will include competition, exhibits and sale features of visual art celebrating the natural beauty of the area, art education through guided tours and demonstrations and giving financial support to regional artists.

**BUDGET:** $62,500

11. **Old Boy’s Reunion & Oil Town Picnic – (Town of Petrolia, Victoria Hall, Petrolia Discovery Museum)**

The Town of Petrolia would celebrate by reviving a 20 year celebration of oil heritage, in 2008. The Town’s celebrations would be over a week long period and feature an “Old Boy’s Reunion – Town Hall Picnic” that would include community activities, art exhibits in the park, community theatre, re-enactments and a town dance. The Petrolia Discovery Museum would have oil heritage exhibits and century old technology displayed to show how the early oil industry developed in Lambton.

**BUDGET:** $65,000

The list of events submitted with the Culture Capitals of Canada grant has been shortened to include only those events offered by the Oil Heritage District.

**TOTAL BUDGET:** $1,008,100
APPENDIX B
CAPITAL UPGRADES FOR 2008

Audio Visual Orientation Theatre (Main Building)
Redesign to better inform visitors the world significance of the discovery and add a polished interpretive element to the site.

BUDGET $44,000

Recreate Historical Oil Well Sequence
De-sanitize the site of the early technological achievements to better establish the context of their development and times and present the development of the three oil technologies in their chronological sequence.

BUDGET $15,000

World's First Oil Refinery
Create simple oil still, as used by Williams on the site in 1858.

BUDGET $30,000

Recreate the Historical Landscape and the Forest of Derricks
Recreate the most defining visual element of the historical cultural landscape, now missing - 33 derricks made of ash logs.

BUDGET $35,000

Audio Broadcast Driving Tour Stops
Using MP3 technology, allow public to access a first-person interpretive story via FM radio.

BUDGET $19,500

Interpretive Signage
Full colour all-weather vandal proof signage for outside exhibits.

BUDGET $20,000

MP3 Label Listening Devices
Set of 10 stationary devices for grounds and buildings.

BUDGET $5,000
Audio-Visual Presentation Content
Create a 8-12 minute HD digital product for theatre.

BUDGET 25,000

Historical Workmen Cut-outs
Two-dimensional life-sized cut-outs of historic figures to populate outbuildings.

BUDGET $1,800

Outbuilding Upgrades
Oil Receiving Station
Barnes Oil Tank mural
Blacksmith Shop
Canadian Drill Rig
Langbank Post Office
Boardwalks
Photo Enlargements
Tank Covers
Box Roof for Union Gas pump-jack
Well-head Shelter
Train Station
Drill Shed
Outhouse roof

BUDGET $30,000

Update Driving Tour
Produce an new version of the Oil Heritage Driving Tour, with the ability for drivers to access the tour through their car radio.

BUDGET $30,000

Foreign Drillers Display
Develop a computer based, interactive exhibit to reflect the broad range of countries that the Oil Heritage drillers exported their knowledge to.

BUDGET $15,000

TOTAL CAPITAL IMPROVEMENT BUDGET $310,000
APPENDIX C
REVISED ACTIVITY AND EVENTS LIST

Mayor’s Levy

BUDGET $4,600

*Ontario Heritage Week
February 23. Local individuals will display their collections of oil history items to the public.

BUDGET $2,050

Peril at Petrolia, Foiled by Oil, Dastardly Doings at the Derrick
March 20, 21, 22. This play is being staged by the Petrolia Community Theatre and performed at the Victoria Playhouse in Petrolia

Alice in Oil Town
April 12 & 13. Victoria Playhouse’s Young Company performs this play.

*Black Gold Extravaganza
April 19. An 1850 to 1940’s fashion show. Each decade to be highlighted by commentary on the clothing as well as tidbits of trivia on what happened in oil history and social history during these years, with music, song and dance.

BUDGET $15,200

Oil Days
April 19. This lively production could be called Lambton’s Oil History Packed Into Thirty Minutes. Fun and informative, it will be on stage at the Victoria Playhouse in Petrolia.

*ICOMOS Symposium
April 18-20. Symposium will provide an opportunity for ICOMCO members to visit the site and develop expertise in the assessment of historic sites. At the end of the workshop, there will be a declaration of the universally heritage value of the Oil Springs site. Estimated attendance 40 to 50 delegates.

BUDGET $5,000

*Stamp Release
May 2. Oil Springs and the Oil Museum will host Canada Post and Trans Canada Pipeline as they release a special issue postage stamp in honour of the celebrations.

BUDGET $2,455

*Spring Kite Fly
May 4. Celebrate Museum month with the unveiling of a new display featuring service station memorabilia from a private collection.

BUDGET $2,050
*North American Oil Conference
May 8 – 10. An oil historian’s conference with American and Canadian participants, including a public speaking engagement by noted author Homer Dixon. Estimated attendance 40 to 50 delegates.

BUDGET $5,000

Linnea Good Concert
May 27. The Oil Springs/Oil City United Churches will hold a concert at the Oil Springs Youth Centre.

BUDGET $2,800

*Spirit Walk
June 13. Uncover the unknown – re-enactors relate unique oil history stories from the past.

BUDGET $3,500

Enniskillen Driving Tour
July 1. The public will be able to take bus tours of historical oil and cultural sites in Lambton County and end up at the park for a chicken barbeque.

BUDGET $4,000

*Oil History and Heritage Days
July 18 – 20. Special guided tours of the adjacent oil field, interactive demonstrations, entertainment, heritage displays, games and activities.

BUDGET $8,850

Black Gold Barrel Bonanza Supershow
July 18 – 20. This is a special event, sanctioned by the National Horse Barrel Racing Association that will be held on the property adjoining the Oil Museum during the Oil History and Heritage Days.

*Wagon Rides
July – August, weather dependent. Horse drawn or motorized wagon tours during the months of July and August to coincide with Oil Heritage Days and the 2008 Celebrate events.

BUDGET $7,400

Oil Springs Drive In Theatre
July 18, August 2. A portable drive in will be held at the Oil Springs Youth Centre. Excerpts from the “Just Passing Through” video will be shown, followed by a full-length family movie. This is an Oil Springs sponsored event.

BUDGET $4,500 for each event
**Classic Car Show**  
July 19. This show will showcase vehicles, farm, steam, and automobiles from the last 100 years, as well as transportation vehicles from the 1850’s and 1860’s. This is an Oil Springs sponsored event.

BUDGET $4,600

**Open Air Concert**  
July 19. At the Oil Springs Youth Centre. This event is sponsored by the Oil Springs Parks and Recreation Department.

BUDGET $5,200

**Fireman’s Fish Dinner**  
July 19. Located at the Oil Springs Youth Centre and sponsored by the Oil Springs Fire Department.

BUDGET $5,500

**Community Dance**  
July 19. A Community dance will be held at the Oil Springs Youth Centre with a London band performing. This event is sponsored by Oil Springs and the Oil Springs Legion.

BUDGET $4,500

**Lawn Tractor Races**  
July 26. Lawn Mower races will take place at the Oil Springs Youth Centre, sponsored by Oil Springs.

BUDGET $3,300

**Olympics**  
August 2. This is a family and child event with an oil historical theme, sponsored by the Voice of Truth Church and Oil Springs.

BUDGET $1,875

**Parade**  
August 9. The parade will start in Oil Springs and feature historic vehicles and historic personalities and will end at the Oil Museum.

BUDGET $11,350

**2008 Celebrate**  
August 9 & 10. Celebrate 150 years of oil history. Re-live history as performers portray the 1858 first commercial oil well discovery, unique guided oil field tours, Buckskinner encampment, interactive demonstrations, special displays and exhibits.

BUDGET $15,400
Oil Barons’ Ball
August 9. A semi-formal event featuring traditionally attired 1860’s community players. Sponsored by Oil Springs and OLG.

BUDGET $10,500

Oil Rush
August 12-30. Professional summer theatre celebrates Lambton County’s oil boom with Victoria Playhouse Petrolia’s lively production written by Robert Moore and Jacqueline Sadler.

*Doors Open Driving Tour
September 20. A Self Guided driving tour of the Oil Heritage District, creation of a virtual online driving tour featuring excerpts from the Just Passing Through DVD. This event is being organized and sponsored by Tourism Sarnia Lambton.

BUDGET $75,765

*Oil Patch Murder Mystery Dinner
November 1. Unravel the clues to solve the mystery.

BUDGET $4,750

TOTAL BUDGET: $214,600

*EVENTS INVOLVING THE OIL MUSEUM OF CANADA EITHER DIRECTLY OR IN PARTNERSHIP
## APPENDIX D
### OIL MUSEUM CELEBRATIONS BUDGET

Activity and Event Programming Costs $29,250  
(Events from Appendix C with **'s)

### Marketing Activities

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<th>Cost</th>
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<td>Quest for Oil CD</td>
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<tr>
<td>Promotional Material for Distribution</td>
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<td>Advertising – local radio, paper, SW region TV ads</td>
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| Total Budget                      | 65,000 |

### Staffing Costs

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<tr>
<td>Additional On-Site Staff for 5 months</td>
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<td>Specific Event Staffing</td>
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| Total Budget                      | 58,400 |

### Capital Upgrades

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<tr>
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</tbody>
</table>

| Total Budget                      | 584,000 |

| Total Budget                      | 462,650 |
Grant Applications

Cultural Capitals of Canada

An application for a Cultural Capitals of Canada grant was submitted in March of 2006, based on the list of events developed by the working committee. A total of $1.2 million was requested with an additional $2.1 million to be contributed through “in kind” donations, revenue generation, donations and other grants. In support of the application, County Council approved a $100,000 contribution, with the understanding that the funds would be used to leverage cash and in-kind contributions from other organizations, as well as support the 2008 activities. In July 2007, the County learned that it was not one of the successful applicants for a Cultural Capitals grant.

Ontario Ministry of Culture

In early 2007, a grant request was submitted to the Ontario Ministry of Culture for funding related to the 150th Anniversary celebrations. A one-time allocation of $225,000 was received from the Ministry in March 2007, with the requirement that the funds be expended prior to November 2007. Although this grant would not provide funding for the actual 2008 events, it did fund the majority of the capital requirements that the working committee had determined necessary.

Canadian Heritage – Community Historical Anniversaries Programming

In October 2007, the Village of Oil Springs, the Township of Enniskillen and the Oil Museum of Canada submitted a joint grant application to the Community Historical Anniversaries Program for $50,000 to offset the costs of a number of the 2008 events. Initial indications are that the majority of funding under this grant will be approved. The exact announcement is due on February 23rd.

Cultural Spaces Canada Grant

In October 2007, a grant was received from Heritage Canada’s Cultural Spaces program for $23,500 to install theatre projection and sound equipment in the theatre orientation room. Again this was one time funding, available for capital expenditures.

Celebrate Ontario 2008 Tourism Grant

An application is being prepared for submission to this group for $25,000 to enhance the Oil History and Heritage Days events. Any funding received under this grant would be used to “add on” activities, a requirement of the grant, rather than underwrite the cost of the activities already planned.
**Donations**

**Oil Museum of Canada Foundation**

A new pressure-treated derrick was constructed through the courtesy of the Foundation. The structure will provide the public stage area for the 2008 Celebrate activities.

**Imperial Oil VIP Grant**

The 2007 Imperial Oil VIP grant of $1,000 was used to purchase chairs for the newly renovated theatre room. It is anticipated an additional grant will be received in 2008.

**Tourism Sarnia Lambton**

A consumer ad for 2008 Celebrate will run in the March/April issue of Sarnia Lambton Living Magazine. The magazine has a circulation of approximately 8,000 households in Sarnia, Point Edward, Bright’s Grove and parts of Lambton County and Port Huron. Donated value is estimated at $5,600.

**Ontario Hydro**

A donation of three 60 foot steel poles plus erecting costs, with an estimated value of $5,000.