



QUESTIONS AND ANSWERS

Kandalore Community (Families, Summer Staff, OEC Staff, Alumni)

Q1. Who is Appleby College?

Located in Oakville, Ontario, Appleby College is a non-profit, coeducational independent school for 800 students in Grades 7 to 12. Founded in 1911, Appleby offers an exceptionally diverse education that combines rigorous academics with dynamic arts, athletics and community service. Hallmarks of the Appleby experience include an emphasis on global education, and its outdoor education program which is centred around the S. Bruce McLaughlin Northern Campus in Temagami. Appleby is also highly regarded for its successful Appleby Camps program which provides both March and Summer day camp options.

Q2. Why did the owners decide to sell Camp Kandalore at this time?

After 35 years of ownership, it was time to look for a successor, to ensure Camp Kandalore continues to thrive, led by a passionate and devoted organization that shares its values.

Q3. Why is Appleby College a good fit?

Appleby College has a long-standing commitment to outdoor and experiential education and shares Camp Kandalore's philosophy and values. The owners also wanted to ensure that the next generation of Kandalore leadership is equipped with the financial resources to continue to strengthen and improve the Camp, and to ensure its permanence in the Canadian camping landscape. Appleby's financial situation is strong and is well positioned to do this.

Q4. Why did Appleby College acquire Camp Kandalore?

Appleby College recognized how the addition of Camp Kandalore would both build on and complement its existing outdoor education and camps programming. As discussions with the Camp Kandalore team progressed, Appleby gained an appreciation for how aligned our philosophies and values are, seeing Camp Kandalore's mission and purpose as an extension of their own. The school recognizes many opportunities for synergies between the two organizations for the benefit of Appleby students, Kandalore campers, and the organizations themselves.

Q5. What are the short and long term benefits?

There are numerous synergistic opportunities which will further enhance the Kandalore camper experience, and Appleby student experience, as well as more efficient operations of both. Work in this area is now beginning.

Q6. How will the acquisition of Camp Kandalore impact this year's summer and outdoor education programs?



It is Appleby College's intention to operate Camp Kandalore as a separate entity; maintaining the Kandalore programming, camp experience, legacy and brand so that it continues to thrive.

Appleby also appreciates the tremendous leadership of Jackie Pye and the Kandalore leadership team who will continue to lead the camp. Appleby looks forward to working with the entire Kandalore team and will be providing them with the same high level of quality support that is the Kandalore way.

Q8. Will the camp's policies or terms of service change under the new ownership?

Appleby College does not have any intention to make significant changes to camp policies or terms of service. Appleby recognizes that Camp Kandalore is a well-run operation.

Q9. What does this mean for Kandalore's staff?

It is Appleby College's intention that Camp Kandalore's staffing model will not change.

Q10. Will there continue to be a Camp Kandalore Board of Directors?

Yes. The Camp Kandalore Board of Directors will continue as a separate entity and will include three members of Appleby College's leadership team: Innes van Nostrand, Principal, Fraser Grant, Head of School & Deputy Principal, and Jewell Kennedy, Chief Financial Officer; Andrew Cockwell, a member of the Appleby College Board of Governors; and David Hadden, one of Kandalore's outgoing owners.

Q11. Will the former owners be involved in the transition?

Yes. The former owners have made clear their personal commitment to lending their support to Appleby College and the Camp Kandalore team throughout the transition period. This includes David Hadden serving on the Kandalore Board. The owners continue to share a deep interest in the long-term strength and success of Camp Kandalore.

Q12. What does this acquisition mean for the future of the camp?

It is Appleby College's intention to operate Camp Kandalore as a separate entity; maintaining the Kandalore programming, camp experience, legacy and brand, while seeing exciting opportunities that will benefit the Kandalore community so that it continues to thrive. Appleby is a strong organization with a significant range of assets and financial resources that will enhance the strength, permanence and growth of Kandalore.

Q13. "How can I find out more or ask questions?"

We appreciate that you may have questions regarding this announcement and invite you to join us on Wednesday, February 8, 2023 for a Camp Kandalore Town Hall Zoom Call.

A Town Hall Zoom Call for current Camp Kandalore employees will be held at 7:00 p.m. EST. Please [click here](#) for call details.

A Town Hall Zoom Call for members of the Camp Kandalore community will be held at 8:00 p.m. EST. Please [click here](#) for call details.