



APPLEBY COLLEGE WELCOMES CAMP KANDALORE

QUESTIONS AND ANSWERS

Q1. Where is Camp Kandalore located?

Camp Kandalore is located on Lake Kabakawa in the Algonquin Highlands, Ontario and is approximately a three hour drive north of Oakville.

Q2. How long has Camp Kandalore been in operation?

Camp Kandalore was founded in 1947 and has been in operation for 75 years.

Q3. What type of programming does Camp Kandalore offer?

Camp Kandalore is regarded as one of the finest traditional overnight camps in Canada and offers more than 30 different in-camp activities, such as high ropes, pottery, water skiing, etc. It also has a world-class canoeing and canoe tripping program that includes a 22-day white water river expedition.

Q4. How is Appleby paying for the camp? Are tuition fees being used for this acquisition?

Revenue generated from tuition-related fees was not used in the purchase of Camp Kandalore. We are acquiring the camp through the net revenue generated by Camp Kandalore while also exploring donor support. Looking forward, Camp Kandalore will be an ongoing source of revenue for the school, thereby addressing one of our strategic priorities of having a more sustainable financial model for the benefit of our Appleby families.

Q5. What impact will this acquisition have on Appleby's outdoor education program?

Through this acquisition we will continue to build on Appleby's outdoor education program as well as further our efforts to extend our impact on the broader community. Our Middle One students currently attend Kandalore in the fall. Because of the confidential nature of the negotiations, the people directly involved with identifying opportunities for Appleby to extend its programming at Kandalore have not been able to start this process. This also extends to our Ancillary Activities programs, including Appleby Camps.

Q6. What impact will this acquisition have on Appleby's S. Bruce McLaughlin Northern Campus on Rabbitnose Island in Temagami?

Appleby's outdoor education experience at the S. Bruce McLaughlin Northern Campus will continue to be a core element of the Appleby College program.

Q7. Why did the school decide to make this acquisition now?

We entered into discussions about this opportunity when we were made aware by the owners that they were seeking a succession in ownership that would enhance the strength and permanence of Camp Kandalore. We immediately recognized how the addition of Camp Kandalore would both build on and complement our existing outdoor education and camps programming, diversify the school's future sources of revenue, and provide opportunities for synergies between the two organizations.



Q8. Why was Appleby attractive to the owners?

It was important for the owners that the Camp Kandalore legacy continue and were looking for a successor that shared the camp's culture, philosophy and values, as well as offered resources that will benefit Camp Kandalore over the short and long term. The deeper we got into discussion, the better we understood about the high degree of alignment between our two organizations.

Q9. Is this the same camp that Middle One Appleby students currently attend in September as part of their introduction to the school's outdoor education program?

Yes.

Q10. Since Camp Kandalore is already part of the school's outdoor education program, why purchase the camp? Why not invest in another area of the school?

This acquisition provides numerous benefits for the school. In addition to enhancing our experiential education program for students, and providing a new revenue source for the school, Camp Kandalore also provides us the opportunity to extend our impact on the broader community, and promote the growth of outdoor experiential education while remaining true to our Mission, Purpose and Pillars. The new revenue stream will, by extension, allow Appleby to enhance its programs and offerings.

Q11. Does Appleby have plans to make further acquisitions?

We do not have any immediate plans. However, one of the four core areas of our strategic map focuses on developing and implementing new strategies and ventures that are consistent with our education philosophy and will help us broaden and diversify our sources of revenue for the benefit of our Appleby families. We will continue to expand our highly successful Ancillary Activities programming in the summer, and are exploring a range of other new opportunities, including The Appleby Climate Fellowship.

Q12. What are the synergies between Camp Kandalore and Appleby?

We recognize that there will be numerous synergistic opportunities which will further enhance the Appleby student experience, the Kandalore camper experience, as well as more efficient operations of both. Work in this area is now beginning.

Q13. Will Camp Kandalore be offering any special pricing for Appleby employees or Appleby families who wish to send their children to the camp?

No. There will be no 'Appleby' discounts.

Q14. Will Camp Kandalore employees be considered Appleby employees?

No. The Camp Kandalore staffing model will remain as is.

Q15. How can I find out more or ask questions?

Members of the Appleby College community are invited to join Innes van Nostrand, Principal, and members of the school's Leadership Team for a Zoom call on Monday, February 6, 2023 at 8:00 p.m. EST to learn more and to ask any questions that they might have regarding the acquisition. Click [here](#) for call details.