



STRATEGIC PLAN  
2022 to 2026

# EMPOWERING NEURODIVERSE KIDS AND YOUTH



# AT CAMP KIRK WE...

Help kids who think, act, and learn differently build a  
**POSITIVE SELF IMAGE.**

Give kids an environment where their differences are  
valued and seen as **STRENGTHS.**



Provide proof that they have  
a lot more **ABILITIES**  
than disabilities.

Celebrate  
**NEURODIVERSITY.**



**The language we use matters.**

# NEURODIVERSITY

At Camp Kirk we have always supported the concept of neurodiversity. We are now embracing the term in our communications to celebrate the gifts our kids and youth offer the world.

Simply put, neurodiversity is the diversity of the human mind. There are different ways to learn, think, and experience the world, and we believe these differences should be valued and celebrated.

Having a brain that functions differently than the 'average' individual is valuable and beneficial to our society. Innovations, breakthroughs, and masterpieces throughout history are all thanks to individuals who saw the world in a different way than those around them (hello Albert Einstein, DaVinci, Michael Jordan, and Whoopie Goldberg!).

All of the kids and youth we serve are neurodiverse, and typically have one or more of the following diagnoses:

- Learning Disability
- Attention Deficit Disorder
- Autism Spectrum Disorder
- Tourettes or a tic disorder
- An anxiety disorder
- Sensory Processing Disorder
- Fetal Alcohol Spectrum Disorder





*"As a kid, Camp Kirk was the only place where I felt safe enough to not hide my autism and the fact that I am neurodivergent....it was the first place where I was able to exist with my disabilities without shame"*



# OUR VISION

## How we envision the future

A community where everyone can embrace their differences and harness their strengths.

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# OUR MISSION

## Our reason for being

We empower neurodiverse kids and youth to reach their potential through recreational programs.

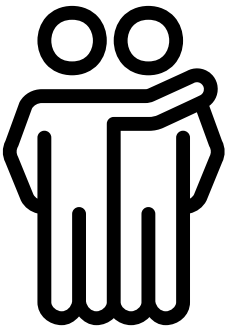
# OUR VALUES



## FUN

We believe fun and recreation are the key ingredients for kids to learn and grow.

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## RELATIONSHIPS

Self image, confidence, and resilience are shaped by our experiences with others, which is why positive relationships are the cornerstone of our programs.

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## CUSTOMIZED CARE

We go the extra mile to understand our kids, youth and families, and we design our programs to ensure everyone feels like a valued member of our community.

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## A FOCUS ON STRENGTHS

We create environments where differences can be seen as strengths, so kids can walk away with a true sense of what they have to offer the world.



# INTENT OF 2022-2026 STRATEGIC PLAN:

Grow our capacity to support  
neurodiverse kids and youth



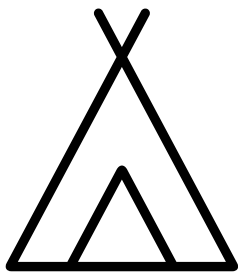
Over the past 10 years we focused on strengthening our roots. We dedicated time to developing our board practices, fundraising, and administrative systems to ensure our programs and campers could thrive. Fast forward to today, we are in position to ask the question:

**What more can we do to support our kids and youth?**

**By 2026 Camp Kirk will have enhanced resources, programs and partnerships to better serve neurodiverse kids and youth**

# OUR THREE BIG PRIORITIES

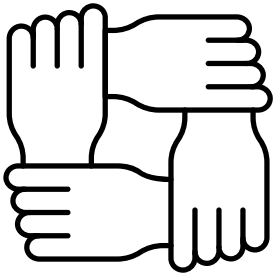
To better serve neurodiverse kids and youth, we will be focusing on the 3 strategic priorities:



## PROGRAM DEVELOPMENT

Enhancing our programs to deepen our impact

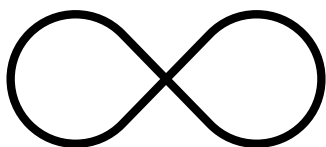
- Reach more kids + youth, more often
  - Support campers as they transition to adulthood
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## Equity + Inclusion

Shaping our policies, practices and organizational culture to ensure our camp community is accessible, inclusive and welcoming to all.

- Create an informed plan
  - Diverse representation
- 



## Organizational Sustainability

Ensuring our financial health and governance practices pave the way for a resilient, thriving organization.

- Practice good governance
- Enhance fundraising





*"I think camp helped Isaac to realize that his diagnosis isn't uncommon. That he's accepted for who he is, and that he can be proud of who he is and ultimately proud that he has ADHD and see it in a positive light, more as a 'superpower' or a special trait that not everyone gets to have."*

# PROGRAM DEVELOPMENT

Enhancing our programs to deepen our impact

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## ① Reach More Kids + Youth, More Often

### Revise summer session schedule:

To better meet camper needs, we will revise our session schedule to offer shorter sessions, while maintaining the option for longer sessions. We will reach more kids by better accommodating needs, while also increasing enrollment spots.

### Launch year-round programming:

To extend the benefits of the summer camp program year-round, we will offer virtual programming and in-person programs in the Fall, Winter, and Spring. This will also create opportunities for new participants to join the Camp Kirk community.

### Reduce financial barriers:

We will increase access to camp by implementing a financial aid program that supports a 'pay-what-you-can' model.

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## ② Support Campers as they Transition to Adulthood

### Create more opportunity:

We will introduce new training streams in our summer Mentorship Programs that focus on trade skills. Participants will now have the option of having volunteer and work placements focused on food preparation and maintenance, in addition to childcare.

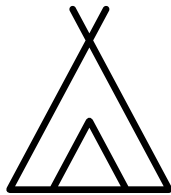


# OUR PROGRAMS

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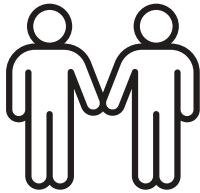
## SUMMER PROGRAMS

We've revised our summer programs to better support participants and reach more kids.



### CAMPER PROGRAMS

- Core Program (ages 6 - 14)
- Teen Program (ages 14 - 16)



### MENTORSHIP PROGRAMS

- Volunteer Opportunities (ages 16 - 18)
- Employment Opportunities (ages 19+)

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## FALL-WINTER-SPRING

We've launched new programs to increase touch points with our campers and reach new kids and youth.



### VIRTUAL PROGRAMS

- For kids and youth ages 6 - 16



### IN PERSON PROGRAMS

- For kids and youth ages 6 - 16

# EQUITY AND INCLUSION

Shaping our policies, practices, and organizational culture to ensure our camp community is accessible, inclusive, and welcoming to all.

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## ① Create an Informed Plan

### **Identify priority areas:**

Complete a '360 Assessment' to evaluate our current ability to create equitable and inclusive experiences for campers, staff, volunteers, and supporters.

### **Create a roadmap for change:**

Use findings from '360 Assessment' to name priority areas, set targets, and create an action plan

### **Gather diverse perspectives:**

Form an 'Equity & Inclusion Committee' to help interpret data, shape an action plan, and hold ourselves accountable to change.

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## ② Promote Diverse Representation

### **Widespread recruitment + non-biased selection:**

Establish initiatives that will recruit a diverse set of applicants for our leadership teams, summer staff, and camper community.

### **Create inclusive environments:**

Schedule ongoing training and education to develop our understanding of equity and inclusion issues impacting our community.



# ORGANIZATIONAL SUSTAINABILITY

Ensuring our financial health and governance practices pave the way for a resilient, thriving organization.

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## ① Practice Good Governance

### **Strengthen partnerships:**

Establish partnership guidelines that provide a written mandate, common goals, and decision-making process with each of our partners, including the Lions Clubs Camp Kirk Foundation.

### **Effective risk management:**

Increase our focus on risk management practices. Annually review and adapt risk management policies, including camp's safety plan, board governance, and staff succession planning.

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## ② Enhance Fundraising

### **Build our brand:**

Clarify our identity and build a strong case for support to ensure staff, board and volunteers can champion our cause.

### **Increase our reach and engagement:**

Offer events and campaigns that allow a variety of community members to be involved.

### **Increase predictable revenue:**

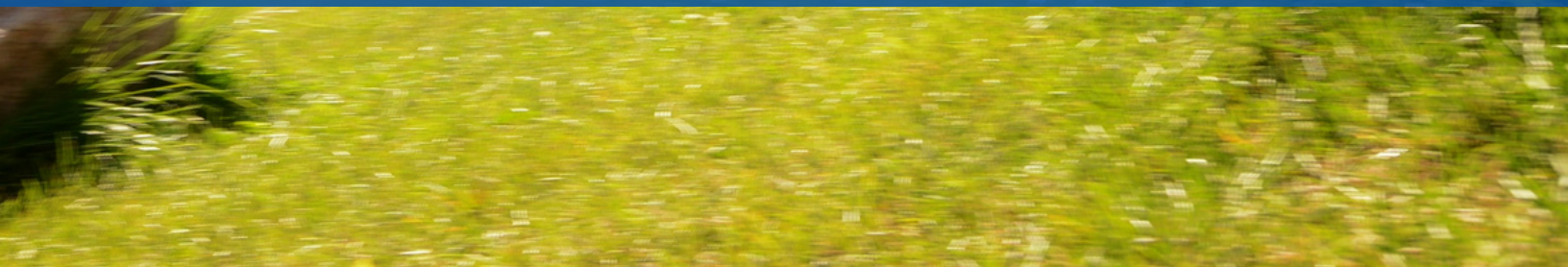
Prioritize multi-year gifts and monthly giving.

### **Focus on major gifts:**

Launch a fundraising campaign to secure major gifts, grants, and sponsorships (i.e. \$5K+ gifts).



*"Camp Kirk helped Rory in so many ways, but most noticeably in her self-confidence as to how she views autism and others diagnosed with it. I'm thankful CK was her first away from home experience and believe it strengthened her belief that she can make friends and be accepted as she is."*





# What Success Looks Like in 2026

- Campers and their families continue to provide high rankings on year-end surveys.
- Annual enrolment capacity for programs increased by 80%.
- Camp Kirk has touch-points with kids and youth throughout all 4 seasons.
- Volunteer and employment opportunities for graduating campers have doubled.
- Camp Kirk attracts a leadership team, staff, and camper population that represents the diversity of the greater community (i.e. Greater Toronto Area).
- Risk management plans, policies, and practices are annually reviewed and strengthened.
- Community members are inspired to become Camp Kirk Champions. There are more opportunities to give back.
- Our annual fundraising income ensures we can consistently meet or exceed our operating needs.







[CampKirk.com](http://CampKirk.com)