



HEALING THROUGH HAPPINESS

STRATEGIC PLAN 2026-2030

A roadmap to **expand access** and **deepen impact** for kids with serious illness.



EXECUTIVE SUMMARY

Since 1983, Campfire Circle has helped children with cancer or serious illness find joy, connection, and healing through programs delivered at hospital bedsides across Ontario, and at our medically supported overnight camps, Muskoka and Rainbow Lake.

Today, we are proud to build on that legacy as we launch our bold five-year plan to expand our impact and open our circle to more children living with serious illness.

Across Ontario, more than 40,000 children are living with complex conditions like heart disease, end-stage organ failure, or sickle cell anemia, and don't have access to the kind of social-emotional support Campfire Circle provides. At the same time, demand for our programs has never been greater, with both of our overnight camps operating at full capacity.

By 2030, our goal is to serve every seriously ill child in Ontario, ensuring mental well-being is part of each sick child's medical journey. We will partner with healthcare providers in the paediatric system to reach the sickest kids, when they need us most. **To do that, we have a bold vision to triple the number of children we serve annually—from 3,000 to 10,000.**

We will expand our in-hospital programming to provide therapeutic play to children where they receive care across the province and build a new overnight camp in Prince Edward County to bring transformative care to even more children outside of hospital walls.

This vision was shaped in collaboration with healthcare partners, families, staff, volunteers, and donors—people like you. Together, we're committed to building a more equitable, joyful future for children living with serious illness.

Join us in bringing this vision to life.



Alex Robertson
Chief Executive Officer
Campfire Circle



Jennifer Grossklaus
Board Chair
Campfire Circle



**CAMPFIRE
CIRCLE**

HEALING THROUGH HAPPINESS

MISSION

We foster resilience, well-being and lifelong connections for children with serious illness and their families through camp-inspired programs.

VISION

Campfire Circle is a world where children thrive and families heal.

VALUES



CARE

We hold our Campers and their families at the heart of all we do. We support the well-being and development of staff and volunteers. We provide enriching experiences in a safe and caring environment, working with our healthcare partners.



INCLUSION

Campfire Circle strives to provide equitable access to our programs and we are committed to ongoing improvement. We believe diversity makes us stronger. Everyone is welcome and respected.



COMMUNITY

We are committed to building community by making joyful moments that ignite laughter, create memories and build meaningful, lifelong friendships through shared experiences.



INTEGRITY

We create an environment that fosters trust and transparency. We are focused on the impact of our programs on all of our stakeholders.



SUSTAINABILITY

We preserve and protect the lands used by Campfire Circle. We consider environmental sustainability in our decision-making.

ORGANIZATIONAL OVERVIEW

Since 1983, Campfire Circle (formerly Camp Ooch & Camp Trillium) has brought healing through happiness to kids with cancer or serious illness and their families —at no cost to them.

OVERNIGHT CAMP

Campfire Circle offers an opportunity no one else can: medically accessible, overnight camps with no financial barriers. Muskoka is the only camp in Canada that can provide IV chemotherapy and blood transfusions, while Rainbow Lake hosts family camps, fostering healing and connection with onsite medical support.

IN-HOSPITAL PROGRAMS

Campfire Circle plays a key role in Ontario's paediatric healthcare system, providing play-based programming, combatting isolation, supporting frontline healthcare teams, and ensuring equitable access for kids too sick to go home.

OUR PARTNERS





OUR STRATEGIC GOALS

We have a bold vision to serve every seriously ill child and ensure that mental well-being is a core part of each sick child's medical journey.

Through strategic investments in our sites, growing and strengthening our community partnerships, and continuing to refine our innovative programming, we can triple our annual impact and serve those who need us most – children with serious illnesses.

We will transform the state of paediatric healthcare by providing critical opportunities for kids to build resilience, well-being and lifelong connections.

By 2030, we will triple our annual impact—ensuring every child with serious illness in Ontario has equitable access to our medically supported programs.

Milestones & Impact To Date:

- In 2024, Campfire Circle broadened its eligibility to welcome children with cancer, heart disease, blood disorders, sickle cell disease, solid organ failure and transplants, and complex care needs.
- Campfire Circle established the international standards for oncology camps – our Muskoka site is the only camp in Canada that can provide IV chemotherapy and blood transfusions.
- 100+ medical volunteers each year from 19+ medical centres across the province.
- Campfire Circle partnered with researchers from Trent University who studied the psychosocial outcomes of overnight camp for kids with cancer and found camp was associated with higher levels of hope, resilience, and mental well-being, and lower levels of stress.



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THE NEED

Children living with serious illness need equitable access to psychosocial support – it shouldn't end when kids are discharged from the hospital.

Too many kids are being left behind. Over 40,000 children with complex medical needs remain critically under-served, and 5,000 more are diagnosed each year. Our healthcare partners are calling on us to do more.

Our expertise with medically fragile children will meet this urgent need and transform paediatric health care, improving health outcomes, reducing pressure on the healthcare system, and strengthening family well-being.

PILLARS OF OUR STRATEGY

Together, we can give back the joy of childhood to every kid with serious illness who needs it most. We have a bold vision to impact the mental, emotional, and social well-being of children with cancer or serious illness across Ontario – tripling our impact from 3,000 to 10,000 campers served annually.

Our plan is driven by: inclusive community, fundraising, technology & infrastructure, financial sustainability

EXPAND

Scale a proven model to give childhood back to kids with serious illness

- Reach more children with cancer and welcome more illness groups, such as sickle cell disease, heart disease, and end-stage organ failure to experience programs
- Meet the needs of 40,000 underserved medically complex kids in Ontario
- Grow our innovative play-based programs in children's hospitals that complement medical care

BUILD

Our medical camps provide hospital care outside hospital walls

- Build a new medical camp and grow capacity at existing camps so we can serve more medically complex children year-round
- Partner to drive innovation to offer more programs to seriously ill children
- Support the whole family, with all programs offered free of charge through philanthropy



Artistic rendering of
new medical camp



NEW MEDICAL CAMP IN THE COUNTY

To offer camp programming for children with the most complex medical needs, we require hospital-level care. This means a space that can accommodate even the most seriously ill kids, and a facility where our medical team can provide specialized treatment.

"Camp has truly made a profound difference in Nori's life, and ours as well."

Our Prince Edward County camp will be purpose-built to support even the most medically fragile children with:

- **Fully accessible accommodations and activity spaces**
- **Specialized medical centre**
- **Year-round program delivery**
- **Providing on-site IV chemotherapy, blood transfusions, dialysis, medicine dispensation, central line care**

Our hospital-quality facility will enable us to welcome 64,000 children with serious illness over the next 40 years to Campfire Circle.

KEY MILESTONES



PHASE ONE

PILOT & INNOVATE (2024-2026)

- Grow to serve 4,000 camper patients in hospitals annually
- Reach new in-hospital units/ illness groups
- Pilot new illness groups at overnight camp, including end-stage organ failure
- Begin Rainbow Lake renovations in 2026



PHASE TWO

SCALE PROGRAMS (2027-2028)

- Scale programs in Ontario's children's hospitals, reaching 4,500 camper patients annually
- Pilot additional illness groups at overnight camp and integrate new illness groups into year-round overnight programs
- Renovations on Rainbow Lake completed and camp reopens in spring 2027
- Break ground on new medical camp in Prince Edward County



PHASE THREE

OPEN NEW CAMP (2029-2030)

- Fully serve 5,000 camper patients in paediatric hospitals across Ontario each year
- New medical camp in Prince Edward County opens, building capacity for an additional 1,600 children with serious illness each year

SCALING CAMPER IMPACT

	PHASE ONE Pilot & Engage (2023-24)	PHASE TWO Scale Programs (2025-26)	PHASE THREE Open New Camp (2027-29)	LONG-TERM 2030-Onward
Starting Point: 3,000 Total Campers	4,400 Total Campers	6,400 Total Campers	8,400 Total Campers	10,000 Total Campers
HOSPITAL PROGRAMS	• Grow from serving 2,000 to 3,000 camper patients a year in hospitals • Reach new units in primary children's hospitals	• Increase to serving 4,000 camper patients in hospitals • Expand to new satellite centres	• Fully serve Ontario Children's Hospitals, reaching 5,000 camper patients • Expand to more children's hospices	5,000 In-Hospital Campers Every Year
OVERNIGHT PROGRAMS	• Pilot 3 serious illnesses at overnight camp, including heart disease, serious blood disorders such as sickle cell disease, complex care	• Pilot 3 more illness groups at overnight camp, including solid organ transplant and end stage organ failure	• New medical camp opens creating capacity for children with serious illness • Expand to metabolic and rare diseases	5,000 Overnight Campers Every Year



HEALING THROUGH HAPPINESS

THANK YOU!

Thank you to our campers, families, staff, volunteers, and donors—your generosity make our programs possible.

We invite you to join us in bringing joy, connection, and healing to more children with serious illness across Ontario.

Give. Volunteer. Join Us. Make a difference in the lives of kids with cancer or serious illness and their families.

VISIT US AT
CAMPFIRECIRCLE.ORG



SCAN HERE
TO LEARN MORE

