



Staff Handbook

This Handbook represents general information, features and expectations of a Robin Hood staff member.

Chapter 1: What We Are About

CAMP ROBIN HOOD'S MISSION

Camp Robin Hood fosters independence and emotional growth in a fun, outdoor, high-spirit camp setting. We inspire and care for every child like they are our own and are committed to each child's unique path to personal growth and well-being.

We pride ourselves in:

- Learning through outdoor play
- Inclusion and acceptance
- Outstanding leadership and staff

As a camp, we strive to create an environment that is safe and fun for all of our campers. To ensure we reach our goals, it is essential that all staff are committed to the following:

KINDNESS

We strive to be compassionate and understanding at all times. We need to be kind to ourselves, our campers and to our fellow staff.

TEAMWORK

We encourage all of our staff to work together and support one another in order to provide the best possible experience for the campers.

PATIENCE

We will provide you with mentors and supervisors who will guide you constructively and with patience throughout your work with us.

PROFESSIONALISM

Our staff is trained to provide the highest level of care and attention to the campers, and we hold ourselves to the highest standards of conduct and customer service.

CAMP SPIRIT

Dress-up, cheer, sing, be silly and do your best to get out of your "comfort-zone". Camp is fun because of the efforts we all put in to make it memorable!

WHO YOU NEED TO KNOW: THE LEADERSHIP & SENIOR STAFF TEAM

LEADERSHIP TEAM

Your Leadership Team coordinates all aspects of camp and we are lucky to have a collection of people with hundreds of years of Robin Hood summers to rely on for support. Below is the list of people and their responsibilities this summer. Each of the people below supervises a different aspect of camp, and supervise and support the rest of our Senior Staff team.

| | |
|--|---------------------|
| Camp Director | Sari Grossinger |
| Camp Director | Howie Grossinger |
| Camp Director (oversees Munchies & Juniors) | Jordanna Grossinger |
| Camp Director | Jeff Masterson |
| Associate Director (oversees Inters & Seniors) | Lorne Berger |
| Associate Director (oversees RHSA & LIT/CIT) | Ryan Minster |
| Associate Director (oversees Logistics & Operations) | Brett Coburn |
| Program Director | Lauren Cranfield |
| Registration Director | Patti Stulberg |
| Transportation Director | Robin Perlmutter |
| Health & Wellness Director | Bev Unger |
| Purchasing Director | Sue Masterson |
| Director Emeritus | Larry Bell |
| Director Emeritus | Pearl Bell |
| Division Head - Munchies | Rebecca Unger |
| Division Head - Junior Girls | Lesley Stulberg |
| Division Head - Junior Boys | Jess Scriver |
| Division Head - Inters | Sarah Sherman |
| Division Head - Seniors | Maria Kirkham |
| Division Head - Sports Academy | Megan DiNatale |

SENIOR STAFF TEAM

Our senior staff team is made up of several teams that are complimented by a robust number of cabin leaders to deliver the Robin Hood experience and each every day.

STAFF JOB DESCRIPTIONS

All staff are placed in specific roles and areas at camp based on their skillset, interests and the needs of camp. Each role at camp is unique. As such, we have developed specific job descriptions that outline the specific qualifications, responsibilities, qualities and supervisors that pertain to each role. Please explore your specific job description by visiting this [LINK](#). Some specific job descriptions will not be found at the link above. Job descriptions related to health and office are shared specifically with staff in those areas. Here is an overview of the various roles at camp:

WHAT JOBS ARE AVAILABLE?

| | | | |
|---|---|--|---|
| CABIN LEADER SUPERVISING & PARTICIPATING IN ACTIVITIES WITH CAMPER'S IN ONE OF THE VARIOUS AGE GROUPS. | ACTIVITY LEADER LEADING ACTIVITIES & TEACHING CAMPER'S SKILLS IN ONE OF OUR ACTIVITY AREAS AT MAIN CAMP OR SPORTS ACADEMY. | SWIM STAFF TEACHING DAILY SWIM LESSONS TO VARIOUS CAMPER'S EACH DAY. ALSO INCLUDES LIFEGUARDING. CURRENT QUALS BY SUMMER IS PREFERRED. | CAMPER RELATIONS STAFF WORKING DIRECTLY WITH A CAMPER WHO HAS ADDITIONAL NEEDS AND SUPPORTING THEIR SUCCESSFUL EXPERIENCE AT CAMP. |
| SENIOR CABIN LEADER CABIN LEADER RESPONSIBILITIES PLUS ADDITIONAL LEADERSHIP ROLE WITHIN CABIN & UNIT. ONE PER CABIN. ADDITIONAL SALARY PROVIDED. MUST BE IN GRADE 12 OR HIGHER TO APPLY | 'RECON' STAFF STAFF MEMBER FULFILLING VARIETY OF NEEDS AROUND CABIN, INCLUDING SUPPORTING CABIN GROUPS, ACTIVITY AREAS AND OVERALL PROGRAM SUPPORT. MUST BE IN GRADE 12 OR HIGHER TO APPLY | ACTIVITY COORDINATOR LEADING, SUPERVISING & CARING FOR ACTIVITY LEADERS. SUPPORTING PROGRAM PLANNING & DELIVERY / INSTRUCTION AT ACTIVITY AREAS. MUST BE IN POST-SECONDARY TO APPLY | UNIT HEAD LEADING, SUPERVISING & CARING FOR STAFF & CAMPER'S IN SPECIFIC AGE GROUP. ALSO INCLUDES PLANNING OF UNIT PROGRAMS AND LEADING PARTS OF STAFF TRAINING MUST BE IN POST-SECONDARY TO APPLY |
| MEDIA STAFF WORK DIRECTLY WITH OUR MEDIA COORDINATOR TO CAPTURE & SHARE THE AMAZING MOMENTS OF CAMP WITH OUR GREATER COMMUNITY. | MAINTENANCE STAFF WORK DIRECTLY WITH OUR SITE MANAGER TO ENSURE THE PHYSICAL UPKEEP AND MAINTENANCE OF CAMP. OPPORTUNITIES AVAILABLE IN MAY & JUNE | FOOD SERVICE STAFF WORK DIRECTLY WITH OUR FOOD COORDINATOR TO ENSURE THE PROPER HANDLING & DELIVERY OF FOOD & DRINKS TO CAMPER'S & STAFF | HEALTH CENTRE STAFF REGISTERED NURSES WORKING WITH OUR HEALTH CARE TEAM TO CARE FOR ALL OF OUR CAMPER'S. |









Our one-of-a-kind camper experience relies entirely on an amazing team of staff. Every staff member will receive ongoing training, mentoring and support to be incredible Camp Robin Hood leaders.

INCLUSION PROGRAM

Under the direction of Camp Owner/Director Sari Grossinger, we are proud to be recognized internationally as leaders in the field of inclusion. As a paediatric Occupational Therapist, Sari and her team of professionals, work with families throughout the year to ensure a successful summer for all. This includes special training for our staff, providing adaptive equipment where needed, and planning modified programs. The goal of this team is to include campers & staff of all abilities in our regular programs, ultimately providing a great social experience for all. We know that an environment where campers of all abilities prosper together is a truly unique experience.

SUMMER CALENDAR

Please review our July & August calendar for specific dates, events and theme days throughout the summer. Please note that we will also have virtual and in-person staff meetings weekly on Wednesday evenings after camp.

| <div>  <div>2025</div> <div>JULY CALENDAR</div> </div> | | | | | | |
|---|---|---|--|--|--|----------|
| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
| | 30 NO CAMP | 1  FIRST DAY OF SESSION 1 | 2 | 3 | 4 CAMP-WIDE PIZZA LUNCH DRESS-UP DAY: CAMP DANCE | 5 |
| 6 | 7 | 8  DRESS-UP DAY: WILD WEST | 9 | 10  CRH FEST | 11 CAMP-WIDE PIZZA LUNCH DRESS-UP DAY: SUPERHERO | 12 |
| 13 | 14  FIRST DAY OF SESSION 2 | 15  DRESS-UP DAY: OLD SCHOOL/RETRO | 16 | 17 | 18 CAMP-WIDE PIZZA LUNCH DRESS-UP DAY: SPACE | 19 |
| 20 | 21 | 22  DRESS-UP DAY: LOOKALIKE | 23  FAMILY NIGHT | 24  COLOUR GAMES | 25 CAMP-WIDE PIZZA LUNCH DRESS-UP DAY: BEACH | 26 |

| <div>  <div>2025</div> <div>AUGUST CALENDAR</div> </div> | | | | | | |
|---|--|--|---|--|---|----------|
| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
| JULY 27 | JULY 28  FIRST DAY OF SESSION 3 | JULY 29  DRESS-UP DAY: ROCKSTAR | JULY 30 | JULY 31 | 1 CAMP-WIDE PIZZA LUNCH DRESS-UP DAY: CRAZY HAT /HAIR | 2 |
| 3 | 4 CIVIC HOLIDAY - NO CAMP | 5  DRESS-UP DAY: NEON/BRIGHT | 6  FAMILY NIGHT | 7  ROBIN HOOD OLYMPICS | 8 CAMP-WIDE PIZZA LUNCH DRESS-UP DAY: FAVOURITE CHARACTER (STORY/TV/MOVIE/GAME) | 9 |
| 10 | 11  FIRST DAY OF SESSION 4 | 12  DRESS-UP DAY: PJ's | 13 | 14 | 15 CAMP-WIDE PIZZA LUNCH DRESS-UP DAY: SPORTS/JERSEY | 16 |
| 17 | 18 | 19  QUEST FOR THE GOLDEN ARROW | 20  QUEST FOR THE GOLDEN ARROW | 21 | 22 CAMP-WIDE PIZZA LUNCH DRESS-UP DAY: STAFF APPRECIATION | 23 |

Chapter 2: Staff Duties

Campers at Camp Robin Hood and Robin Hood Sports Academy are organized in 'cabins'. 'Cabins' are supervised by at least 2 staff. Cabin size varies based on age, and our supervision ratios are always enhanced at our program activities as activity leaders facilitate and provide instruction to our cabin groups.

SUPERVISION OF CAMPERS: CARE AND CONCERN

As a Camp Robin Hood staff member, it is your responsibility to supervise campers throughout each day. The best form of supervision is to be actively involved in the camp activities. As part of supervising campers, staff members are expected to show care and concern for every camper.

It is our role as camp staff to keep campers safe both emotionally and physically - we call that "being safe on the inside and safe on the outside".

Supervision at camp includes, but is not limited to:

- Ensuring you have all campers with you at all times,
- Being knowledgeable of all campers' allergies and dietary restrictions,
- Ensuring campers go home with their belongings,
- Making sure campers eat and drink throughout the day,
- Encouraging proper sun safety (hats, water intake, sunscreen, etc...),
- Ensuring campers are wearing the appropriate camp attire for varying weather conditions (i.e. have campers take their jackets off if it's hot out)
- Supporting appropriate social interactions between campers,
- Ensuring safe use of equipment;
- Reinforcing camp roles

Here are a few specific categories that highlight the different ways in which staff supervise campers throughout the summer.

FOOD

Staff must eat with their groups as meal times are an important supervision piece and a great opportunity for bonding. At camp we provide end of day snacks, a Kids Kitchen lunch program for campers and every Friday we offer a camp wide pizza lunch (for everyone)!

Some things to remember:

- Ensure campers are eating all of their food brought for the day.
- Camp Robin Hood is a nut aware facility. NO campers or staff may bring any nuts to camp.
- Separate campers who have brought other known allergens from campers with severe allergy
- No sharing food (campers or staff)

For more information on ingredients, treat schedule and other details pertaining to food at camp, feel free to visit our [Family Information Guide](#).

PROGRAMMING

There are various components to programming at camp that staff are expected to participate in and in some cases, help implement.

- Each cabin follows a particular schedule throughout the day. It is important that staff follow this schedule and participate in the different activities with their campers. You can access your cabin's daily schedule [HERE](#).
- Different types of programming at camp include:
 - ◆ Activity-led programming (activity leaders plan and facilitate these activities for cabins, as indicated on the schedule - i.e. if a cabin has "canoe" or "low ropes" or "arts and crafts");
 - ◆ Cabin Leader led programming (Senior cabin leaders plan these activities for their cabin, as indicated on the schedule);
 - ◆ Rainy day programming (when camp moves to indoor locations due to weather);
 - ◆ Swim (it is expected that all cabin leaders, both at Camp Robin Hood and Robin Hood Sports Academy participate in twice daily swim; by following the direction of your assigned swim instructor);
 - ◆ End of Day programming (unit flagpoles, wrap up, handing out snacks, etc) ;
 - ◆ Special Events programming (our high-spirited camp-wide events occur on every 2nd Thursday of a session; cabins and activities will receive an alternate "special" schedule for these days);
 - ◆ Flagpoles (led by our Special Events team, cabins attend Mass, Junior and Senior flagpoles weekly where they are entertained through talents, challenges, cheers, skits, awards and more!)

For more information on what a typical day at camp looks like, feel free to visit our [Family Information Guide](#).

LIT/CIT: LEADERS-IN-TRAINING & COUNSELLORS-IN-TRAINING

Our LIT/CIT program is a 2-year program where young people, between the ages of 13 and 15 engage in a Leadership program, designed to teach leadership skills and allow these older campers the opportunity to gain skills to prepare them to be future Robin Hood staff. As a participant in this program, throughout the summer, LIT and CIT campers are placed weekly in different areas of camp to learn about the different staff roles and gain experience, learning from Robin Hood staff. Staff are responsible for supporting the LIT/CIT's in their placements. Senior Cabin Leaders will be responsible for completing the administrative responsibilities related to having LIT/CIT's in their cabin group.

STAFF TRANSPORTATION

We do our best to support staff getting to and from camp comfortably. Our Transportation Team will communicate the details of your transportation before each session.

If you are selected to be a bus counsellor, you are expected to participate in bus counsellor training prior to the summer. If you are taking a Camp Robin Hood bus, you are either as a 'Bus Counsellor' or 'Staff on Bus', it is your responsibility to meet your bus at the designated time and not hold up the bus route. Should you miss your bus, it is your responsibility to contact camp for assistance, but be prepared to get to camp on your own. HOT TIP: Get to your stop early!!

Those staff that drive to camp will be provided specific instructions. Generally speaking, all drivers must be on site, out of their cars no later than 8:45 AM. Drivers, as well as those taking the staff bus can expect additional responsibilities during arrival and dismissal daily. All staff will depart at 4:15 PM, once all campers leave the site. **Note:** If you are getting a lift to camp, please get dropped off at Gate B and have your ride drive out of Gate C. This has to be done before 8:45 each day.

STAFF EVALUATIONS

The goal of our staff evaluation is for supervisors to provide support to their staff and enhance performance through constructive and meaningful conversations. At Robin Hood, we have informal evaluations which are on-the-go casual conversations with quick feedback about performance. We also conduct formal feedback using the staff evaluation form once a month. The formal evaluations are meant to be collaborative by incorporating a healthy exchange of ideas and identification of elements of the job that can be improved. With any form of evaluation, the supervisor's role is to help each staff member find strategies to help them meet their goals.

Here is the [LINK](#) to the staff evaluation. During pre-camp, you will complete your summer goals using the staff evaluation template.

Chapter 3: Interacting With Campers

CHARACTERISTICS OF OUR CAMPERS

Knowing your campers will help you develop appropriate programming and behaviour management strategies, as well as improve your ability to set realistic expectations for the campers you work with. While all campers are unique, here are some of the general age characteristics of our campers:

| The 4-year old | The 5-year old | The 6-year old | The 7-year old |
|---|--------------------------------|----------------------------------|----------------------------------|
| Is friendly | Friendly | Tends to go to extreme behaviour | Dissatisfied |
| Is boisterous | Competent | Is excitable | Sulks |
| Likes to show off | Likes to dress up | Is preoccupied | Lapses into moods |
| Is somewhat argumentative | Interested in adult activities | Is apprehensive | Mutters minor strains of sadness |
| Desire to experience use of new words/actions | Project minded | Is imaginative | Complains |
| Strong feeling of 'I' 'ME' 'MINE' | Likes praise | Is dependable | Is a good listener |
| Strong feelings of home and family | Is dependable | Likes to help | Intensely preoccupied |
| Begins to distinguish self from others | Is serious | Dawdles | Competitive |
| Likes being given extra 'little' jobs | Likes to help parents | Is companionable | Alibis and blames |
| Boasts | Is companionable | Is demanding | Nags |

| The 8-year old | The 9-year old | The 10-year old |
|---------------------------|---------------------------------------|--|
| Is brassy | Displays new forms of self-dependence | Is clear and understands age-sex roles |
| Is expansive | Increasing in self-motivation | Is alert |
| Is evaluative | Resents interruptions | Is casual and relaxed |
| Is peer oriented | Independent | Is poised |
| Is sensitive to criticism | Strong peer orientation | Argues logically |
| Is argumentative | Essentially truthful and honest | Likes privacy |
| Is brassy | Displays new forms of self-dependence | Is clear and understands age-sex roles |
| Is expansive | Increasing in self-motivation | Is alert |
| Is evaluative | Resents interruptions | Is casual and relaxed |
| Is peer oriented | Independent | Is poised |

| Relationships with Others and Adults | | |
|--------------------------------------|--|--|
| Is demanding | Needs reminders | Enjoys creative companionship with parents |
| Expects and asks for praise | Makes increasingly accurate estimates of adults | Finds mother all important |
| Can admit wrong doing to adults | Can accept blame but "who started it" | Is affectionate with parents |
| Alibis | Begins to pull away from parents | Has great pride in father |
| Challenges parents | Is more interested in friends than family excursions | Is loyal |
| Eavesdrops on adults | | Hero-worships |

"Children are not things to be molded, but people to be unfolded" -Jess Lair

TOOLS TO UNDERSTAND BEHAVIOUR

Behaviours develop and are the outcome of a variety of factors. Below is a chart that displays the different behaviour levels a camper may experience and the approaches that you as staff can take to help redirect a camper back on track. Be aware that there is no single process for which level a behaviour is started at and remember it is not the camper you don't like, but rather it's the behavior you are frustrated with. *Remember: Behaviours are communicating a need!*

| CAMPER | STAFF |
|---|---|
| When a camper is anxious. | Be supportive, empathetic and non-judgemental. |
| When a camper is acting defensive (non-compliant, verbal questioning, threats etc). | Be direct with them. Provide concrete choices and set limits. |
| When a camper is acting out physically. | Respect their personal space and ensure their safety. |
| When a camper is "coming down" from a situation. | Reestablish a connection - therapeutic rapport and debrief |

Adapted from 'The CPI Crisis Development Model' (CPI)

MOTIVATING AND DIRECTING CAMPERS

There is a wide variety of campers at Robin Hood, and although we value this to a high degree, it can often make cabin management a difficult task for all staff. Here are some tips and tricks to support you in supporting your campers:

- **Provide Guidance and Consistency:** Campers must be told what is expected of them each step of the way in order for the camp experience to be a success.
- **Equality:** Make sure to give each and every child your attention and support.
- **Set Expectations:** Expectations should be clearly defined, repeated, realistic and reasonable. When children are aware of the expectations, they are usually successful in achieving them.
- **Praise:** Catch someone doing something right and provide positive reinforcement
- **Trust:** You will motivate campers only by gaining their respect first. It is not automatic that you will gain it just because you are their counsellor. Children tend to respect people they admire and in order to gain their respect, they have to like you and feel that you like and care for them individually.
- **Lead by Example:** You should understand that you are the role model. Don't ask the campers to do something that you wouldn't do.
- **Work Together:** Children are problem-solvers by nature. Involve children in the process by asking them to identify their problems and then have them help to create a plan of action moving forward.

PROMOTING A SAFE AND RESPECTFUL CAMP COMMUNITY

At Camp Robin Hood, we are committed to creating and promoting a safe and respectful environment for both campers and staff. We aim to accomplish this by partnering and engaging with campers, staff and families to establish clear boundaries as it relates to expectations for our camp community.

Please review our [Camp Conduct & Behaviour Policy HERE](#) to understand more, how Camp Robin Hood manages camper discipline and your role when undesired behaviour occurs.

Chapter 4: Health & Wellness

TAKING CARE OF YOU

We want you to feel your best so you can give your best. Staying healthy starts with daily habits:

- **Eat well:** Pack a wholesome lunch and snacks to keep you energized.
- **Hydrate:** Bring a water bottle and refill it often throughout the day.
- **Sleep:** Aim for at least 8 hours of sleep each night to be ready for a full day of camp.
- **Dress smart:** Wear weather-appropriate clothing and closed-toe shoes so you're ready to participate actively.
- **Sun safety:** Apply sunscreen before arriving and reapply as needed during the day.

Don't forget to complete your [Staff Health Form](#) — this helps our Health Team support you and respond quickly to any concerns. Thank you for prioritizing your health!

WHEN YOU'RE NOT FEELING WELL

We understand that illness can happen, and we're here to support you.

If You Feel Sick During the Camp Day:

- Visit **Robin Aid**, our on-site Health Centre staffed with registered nurses.
- Do **not** contact anyone outside of camp until you've spoken with your **supervisor** or the **Health Centre** team and have approval by the Health Centre team to go home.
- A nurse will assess your condition and help determine next steps, including if you should go home.

If You Feel Sick Before Camp Starts:

- Call the camp office **before 7:15 AM** at **416-736-4443** or email office@camprobinhood.ca if you're unable to attend work due to illness.
- Our **Health Director, Bev**, will follow up with you during the day. If you don't hear from her by 3:00 PM, please call the office to connect.

Examples of symptoms that require you to stay home include:

- You have a fever above 38 °C within a 24-hour period of being at camp.
 - You have pink eye – pink eye must be treated for 24 hours before you are able to work at camp.
 - You have strep throat that is not being treated with antibiotics.
 - You have diarrhea or vomiting within a 24-hour period of being at camp.
-

SUPPORTING YOUR MENTAL HEALTH AT CAMP

- Everybody has mental health, but occasionally, certain situations might cause your mental health to become dysregulated.
- Feel free to discuss how you're handling stress, anxiety, or other self-care concerns with your Division Head, Jordanna, Berger, Minster or by visiting Robin Aid to speak with one of our registered nurses before or during camp.
- The resources available at camp can help you put strategies in place to help manage your day if you ever feel overwhelmed, anxious, or embarrassed.



Take A Deep Breath

use these breathing techniques to help you calm down

Mental Health Resources






Mental Health Apps
Visit this page to check out helpful mental health apps that can be useful in providing additional mental health support, coping skills, and resources.

Good2Talk
Good2Talk provides free, confidential support services. To access, call 1-866-925-5454 OR text GOOD2TALKNOW to 686868





Kids Help Phone
Provides online and telephone counselling and volunteer-led text-based support. Call 1-800-668-6868 Text CONNECT to 686868



Take 3 deep breaths and then identify:

- 5 things you can see
- 4 things you can feel
- 3 things you can hear
- 2 things you can smell
- 1 thing you can taste

Then take 3 more deep breaths

Chapter 5: Staff Policies & Important Documents

It is important that you review the Camp Robin Hood policies below. They provide specific details to keep our camp community safe.

Please note that as part of the signing of your formal contract with Camp Robin Hood, you were asked to review our Staff Policy Manual. The policies outlined within this handbook have also been reviewed and explained during in-person training, and the link to the document is below for your reference.

POLICY DOCUMENTS

[Camp Robin Hood - Staff Policy Manual](#)

[Camp Robin Hood - Code of Conduct & Behaviour Policy](#)

[Camp Robin Hood - Severe Weather Protocol](#)

[Camp Robin Hood - Accessibility Policy \(AODA\)](#)

[Camp Robin Hood - Workplace Violence Policy](#)

[Camp Robin Hood - Workplace Harassment Policy](#)

[Camp Robin Hood - Health & Safety Mission Statement](#)

[Camp Robin Hood - Nut & Allergy Aware Policy](#)

[Camp Robin Hood - Anaphylaxis Protocol](#)

[Camp Robin Hood - Commitment Concerning Confidentiality](#)