

LEADING THE WAY

A New Chapter Begins

2024-2025
Annual Report



CENTRE
ROBERTS
SMART
CENTRE





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CENTRE

About Us

The Roberts/Smart Centre (RSC) is an accredited, intensive treatment center and the only bilingual tertiary mental health provider in Ontario. We are committed to empowering youth facing severe psychosocial challenges, often serving as their last line of defense after navigating numerous other services.

With over 50 years of experience, our comprehensive, trauma-informed approach includes school-based programs, community support, live-in treatment, and specialized anti-human trafficking initiatives. At RSC, we strive to foster resilience and support young people to forge their paths to success.

Recognition of Territory

The Roberts/Smart Centre primarily operates within the City of Ottawa and Eastern Ontario, serving youth from across the province. We acknowledge that Ottawa stands on the unceded territory of the Anishinabe Algonquin Nation, whose people have cared for and nurtured this land for millennia.

We honor the Anishinabe Algonquin Nation and all First Nations, Inuit, and Métis peoples from across Ontario for their invaluable contributions, past and present, to this territory and beyond.

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Message From *Our President*



On behalf of the Roberts/Smart Centre's Board of Directors, I'd like to thank our staff and partners for another incredible year.

The work you do is crucial. The youth that you work with are struggling, and you help them find a path forward. You change lives. You save lives. No challenge is too big for our team. Our community is a better place because of you.

We believe the future is bright for our organization. But there is meaningful work to be done by our Board and leadership team to make that future even brighter.

In the coming months, we will complete a Strategic Review of the organization—identifying a clear path forward to improve both quality of care and support for our workers, who face challenging circumstances every day. Once the review is completed, we will begin work on our five-year Strategic Plan—our roadmap for 2030 and beyond.

Staff and partners are encouraged to participate in these initiatives. Help us shape the next five years at the Roberts/Smart Centre. Your voice will decide our future.

I also want to say a special thank you to Simon Brazier, our past Board President. Simon has served on the Board as a volunteer for a decade. As our Board of Directors includes 'Past President' as a formal role, Simon has continued his work even after stepping down as President.

I will be moving to the Past President role this Fall, as my time on the Board is also quickly approaching a decade. This means Simon, a pillar of the community, will finally be moving on. We will miss his leadership, expertise, and passion for the youth we serve. But we also know he will always be a phone call away if we ever need help.

I look forward to welcoming our new President this Fall, and continuing to support the RSC community as Past President.



Sincerely,
Dean Tester
President, Board of Directors
Roberts/Smart Centre



Message From Our *Executive Director*



I joined the Roberts/Smart Centre in the second quarter of the 2024–2025 fiscal year, and in that short time, I have been continually inspired by what I have seen. From the front-line staff who support young people at some of the most difficult moments in their lives to the senior leaders shaping our path forward, there is a shared commitment to ensuring every youth has the best possible chance to heal, grow, and thrive.

As someone new to Ottawa professionally, I have also been struck by the remarkable strength of our community. Our partners are more than collaborators; they are true allies in creating pathways to stability, wellness, and hope. The trust and shared responsibility we have with them are central to everything we do.

This Annual Report reflects our collective achievements from April 1, 2024, to March 31, 2025. While the outcomes and progress shared here are important, what makes me most proud is the foundational work that often goes unseen. This includes streamlining processes so that staff can spend more time with youth, strengthening communication so that no young person's needs fall through the cracks, and building deeper partnerships to support every journey from beginning to end.

We also began the Strategic Assessment that will shape our 2026 to 2030 Strategic Plan. More than a planning exercise, this is a commitment to design programs, services, and partnerships that drive meaningful and lasting change for the young people we serve.

To every staff member, partner, and supporter who has contributed to this work, thank you.
I am proud to stand with you as we help young people imagine, and reach for, a better future.



Sincerely,
Deborah Headley
Executive Director
Roberts/Smart Centre



Financial *Report*

Treasurer's Message

At the Roberts/Smart Centre, our financial decisions reflect our values and our deep commitment to youth. This year, we continued to direct our resources toward what matters most: supporting young people on their path to healing.

Our greatest investment remains in people. From front-line staff to clinical professionals and specialized teams, it is their care, expertise, and compassion that drive meaningful change. Prioritizing salaries, benefits, and professional supports is not just a financial choice—it is a recognition that our staff are the foundation of everything we do.

We are grateful for the continued trust of our provincial partners, whose support makes our work possible. We also value the contributions of our community, including those who engage with our specialized services or donate in support of enrichment activities. These additional resources help us provide the thoughtful touches that bring comfort, dignity, and joy—such as birthday gifts, art supplies, or camp experiences.

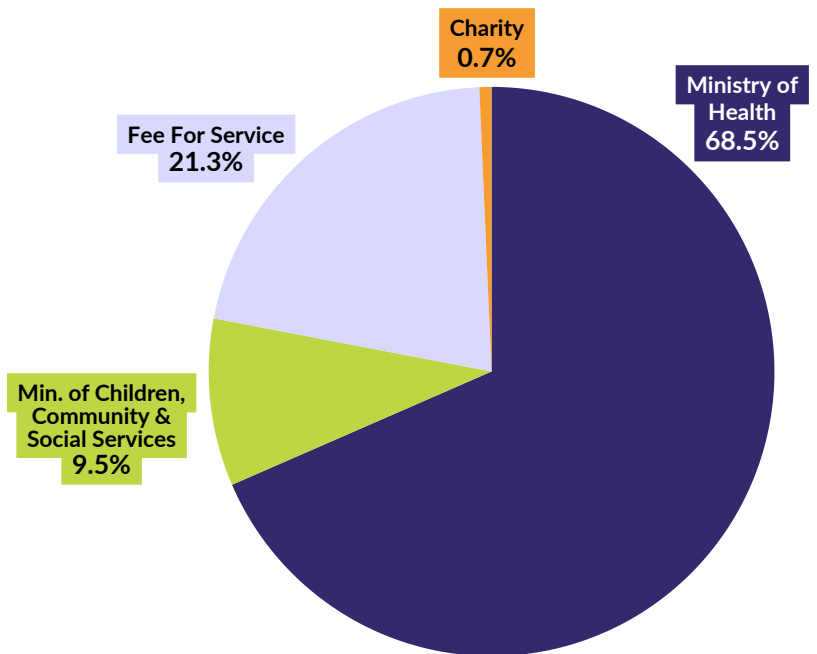
Throughout the year, we have remained focused on ensuring that every dollar is used wisely. Whether invested in programs, operations, or youth enrichment, our goal is always the same: to create the conditions where young people can thrive.

These financial statements, audited by Welch LLP, reflect responsible stewardship and a clear sense of purpose.

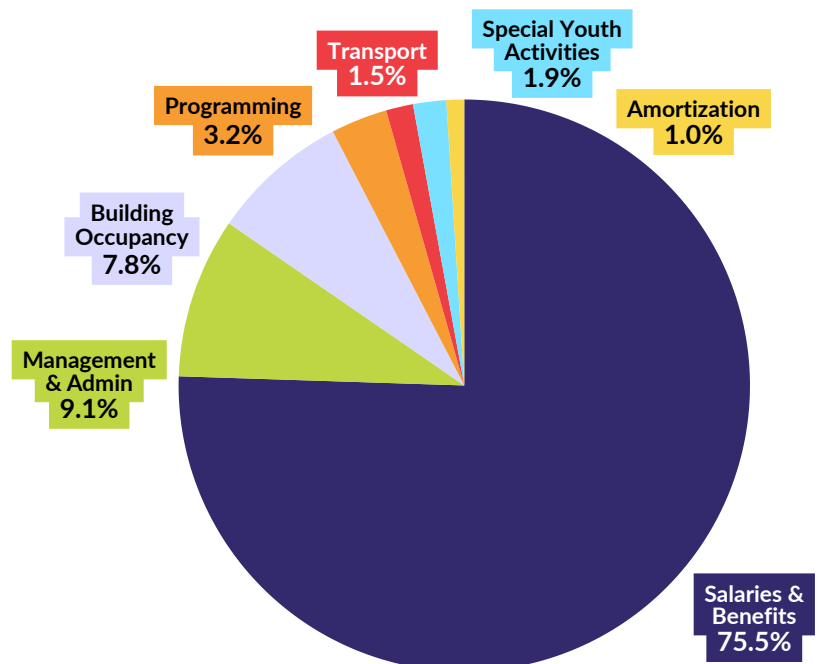
I am proud of how we continue to manage our resources with care, integrity, and a strong focus on the future.

— **Shannon Lundquist,**
Treasurer

REVENUE:



EXPENSES:



RSC By The *Numbers*



From secure care to day treatment and outreach, every young person received personalized, compassionate support.



Focused time spent on therapy, life skills, education, and clinical care across our day and community programs.



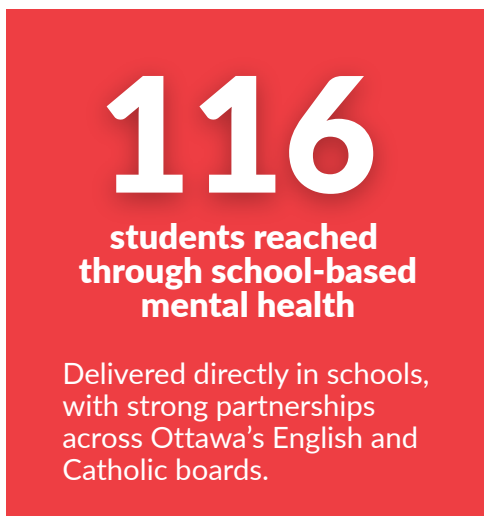
Programs like Réintégration scolaire and CORATH delivered services in both English and French.



Our secure and live-in programs offered youth a safe, stable place to heal, learn, and grow 24 hours a day.



L'Annexe, Fisher Park, and St-Paul offered youth a structured, therapeutic school day tailored to their unique needs.



A Year of Change & *Progress for Youth*

As always, our focus is on intensive treatment and on the best interest of the young people we share. From big initiatives to small day-to-day improvements.

Here a few of the accomplishments that we are proud of.

SUCCESSFUL REACCREDITATION THROUGH 2029

We achieved reaccreditation through 2029 by the Canadian Centre for Accreditation, after a detailed review of our care, governance, and safety standards. For youth and families, this means knowing that the services they receive meet the highest standards of safety and quality. Accreditation also connects us with other accredited organizations across Ontario, giving us the chance to share knowledge and strengthen the care that young people depend on.

Accredited by
Canadian Centre
for Accreditation



Agréé par
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de l'agrément

STRENGTHENING CROSS-SECTOR PARTNERSHIPS

We strengthened partnerships with hospitals, schools, community providers, and networks like *Kids Come First* to create seamless and accessible transitions throughout the care journey. Together, we are building stronger pathways of care that ensure young people and families receive consistent, trusted support. These collaborations bring stability, reduce gaps in service, and demonstrate the power of strong partnerships to transform care.



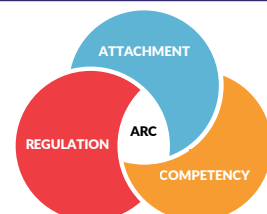
FULL LICENSING FOR SECURE REINTEGRATION

In August 2024, we achieved full licensing for our Secure Reintegration program and welcomed more youth into this specialized service. Secure Reintegration gives young people a safe and structured environment where they can practice coping skills, rebuild relationships, and prepare for independence. For families, it provides reassurance that their child is supported in a setting that focuses on growth and accountability. Full licensing allows RSC to support more youth at this critical stage, strengthening our role as a leader in providing complete pathways of care.



LAUNCH OF THE ARC CLINICAL MODEL

This year, we introduced the ARC Clinical Model, which stands for Attachment, Regulation, and Competency. It is aligned with Ontario's Intensive Treatment Pathway and is based on evidence about what works best for young people. ARC helps strengthen relationships, improve emotional regulation, and build key life skills. For youth, it creates a consistent and structured experience across programs. For staff, it provides a shared framework that supports teamwork and best practices. By adopting ARC, RSC is improving treatment today and ensuring that youth benefit from the most effective approaches available.



BOOKJANE LAUNCH: SMARTER SCHEDULING

We launched BookJane, a scheduling tool that allows staff to see and fill open shifts in real time. For staff, this means greater flexibility and support to do their best work. For supervisors, it reduces the stress of last-minute scheduling. Most importantly, for youth, it creates stability and predictability—consistent, trusted faces at their side each day—which builds trust and a sense of security.



REDESIGN OF INTAKE

This year, we began redesigning our intake system, which is the first step in a young person's journey with RSC. Our goal is to make intake more welcoming, simpler, and family-centered. For families, this means clearer communication and faster access to the right supports. For youth, it means starting treatment with care and clarity. For partners, it creates a more efficient way to connect the young people they serve with the supports we provide.



PROGRESS OF NEW SECURE TREATMENT FACILITY

This year we worked closely with the Ministry of Health to move forward plans for a new Secure Treatment Facility. This future space will give young people a modern, therapeutic environment designed to support healing and growth. It represents an important step toward ensuring that youth have the right setting to build skills, find stability, and prepare for brighter futures.



LAYING THE GROUNDWORK FOR THE FUTURE

We started two important initiatives that will guide our long-term direction: a Strategic Assessment to shape our 2026–2030 Strategic Plan and a fundraising feasibility study to build financial sustainability. These efforts are still underway, but both are key to ensuring that youth and families continue to have access to strong, stable, and innovative services in the years ahead.

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Every step we took this year was about building a stronger foundation for youth.

From new clinical models and licensing milestones to stronger partnerships and operational improvements, we are preparing the Roberts/Smart Centre to deliver even more responsive, coordinated, and high-quality care.

As we move toward our 2026–2030 Strategic Plan, our focus remains clear: *making sure that young people have every opportunity to heal, grow, and thrive.*



Who *We Serve*

Our programs serve youth in the National Capital Region and from across Ontario. These are the communities they are from.



- London
- Windsor
- Ottawa
- North Bay
- Kanata
- Arnprior
- Brampton
- Chatham
- Ailsa Craig
- West Lorne
- Nepean
- Carleton Place
- Madoc
- Chelmsford
- Haley Station
- Maxville
- Russell
- Simcoe



Activities that Complement Treatment

At our open live-in programs, treatment is the foundation of every youth's journey, but healing extends beyond therapy sessions. Because many youth live at the Centre for several months, staff make it a priority to keep them engaged in meaningful activities that support their well-being and complement their program of care.

From the beginning, staff ask each youth what they would like to explore—such as horseback riding, guitar lessons, pickleball, or simply spending more time outdoors—and build those interests into their care plan. These activities provide healthy outlets for stress, foster confidence, and reinforce the progress made in therapy.

Group outings also play a key role in the healing process. Whether through cultural programming with the Wabano Centre, a day at the beach, or ice fishing in winter, these shared experiences help youth feel connected and supported.

In 2024–2025, the program introduced season passes to Calypso Water Park. This new tradition has carried into 2025–2026 and continues to bring joy and anticipation to youth each summer.

As Program Coordinator Natalie Goyette explains, *"We like to keep the youth active. It gives them a chance to discover what they enjoy, and those experiences support the work they are doing in treatment"*.

At the Roberts/Smart Centre, we know that treatment is most effective when paired with opportunities to learn, grow, and experience joy. These activities are not just recreation. They are an essential part of helping youth heal and build resilience.



Long Service Awards

Each year, we take time to recognize the staff whose commitment and dedication have shaped RSC. These milestone awards honour the people who bring stability, compassion, and heart to our work. Their contributions make a lasting difference in the lives of youth, families, and colleagues alike.

To all our long-serving staff, thank you for the care and commitment you bring every day. Your impact is felt not just in the programs you deliver, but in the lives of the young people who count on you.

5 YEARS

- Molly Chandler
- Samuel Coles
- Isabelle Paroyan

10 YEARS

- Krystal Duffy
- Natalie Elliott
- Adrienne Usher-Jones

15 YEARS

- Eric Bergeron
- Lee Turcotte

20 YEARS

- Daniel Crowe
- Scott Kennedy

25 YEARS

- Michel Côté

30 YEARS

- Mariette Chrétien

40 YEARS

- Michel Cousineau





Michel “Mike” Cousineau: *Four Decades of Impact at RSC*

This year, we are especially proud to recognize Michel “Mike” Cousineau, who is celebrating an incredible *40 years of service* with RSC.

Michel has played a key role in the Centre’s evolution and has always kept youth at the centre of his work. His passion shines through in everything he does. From organizing Camp RSC year after year, to leading ice fishing trips, he creates countless opportunities that make a young person’s time at RSC more enjoyable and meaningful.

Youth know him as someone they can count on and who makes their experience brighter. Colleagues value him as a trusted teammate who always goes the extra mile.

Michel’s dedication, creativity, and kindness have left a lasting mark on RSC, and we are profoundly grateful for his many years of service.



Our *Partners & Supporters*

When youth receive the mental health support they need, it can transform their lives. At the Roberts/Smart Centre, the funds we raise directly benefit the young people we serve—empowering them to pursue their education, develop critical life skills, and heal through the treatment they deserve.

We extend our sincere gratitude to the many partners whose time, expertise, and commitment make this work possible—including those across the mental health sector, hospitals, children's aid and family services, government and sector networks, community-based organizations, lead agencies, and all those supporting children, youth, and families across Ottawa and Ontario. Your collaboration strengthens our shared impact, and your ongoing support plays a vital role in bringing our projects and initiatives to life.



Board of Directors

- **Dean Tester:** President
- **Ed Miner:** Vice President
- **Shannon Lundquist:** Treasurer
- **Louise Battistelli:** Secretary
- **Simon Brazier:** Past President
- **Francois D'Aoust:** Director
- **Woody Aspilaire:** Director
- **Kristen Rudderham:** Director
- **Jennifer Radley:** Director
- **Nadine Trépanier-Bisson:** Director
- **Craig Maddock:** Director
- **Aron Feuer:** Director





10th Annual RSC Fall Classic

Last September, we celebrated the 10th annual RSC Fall Classic, our flagship fundraising golf tournament. The event raised \$50K to support youth and families at RSC, made possible by the dedication of our incredible volunteers and staff. We are deeply grateful to everyone who helped make this milestone year another success.



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