

Community Services & Youths Support in Ottawa

BUSINESS PLAN



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Project Snapshot

PROJECT

[Redacted]

PROPERTY AND LOCATION

[Redacted]

FINANCIAL OVERVIEW

[Redacted]

FUNDING

[Redacted]

OPERATIONAL PLAN

[Redacted]

RISK MITIGATION

[Redacted]

LONG-TERM VALUE

[Redacted]

Executive Summary

[Organization Name] Children's Residence is an established provider of therapeutic care for children and youth, currently operating in Ottawa with integrated clinical intervention programs.

To expand its therapeutic capacity, RoL has submitted a conditional offer to purchase a property at 1250 Tannery Road, North Glengarry. This rural site will serve as the farmhouse retreat, a supervised, nature-based therapeutic and recreational destination for children and youth in group home care. The retreat will be staffed and operated by [Organization Name] personnel from the group home, ensuring seamless service integration and avoiding duplication of costs.

Market analysis shows a strong regional need for therapeutic retreats and transitional programming for youth and youth ageing out of care, with no existing facilities offering integrated clinical, recreational, and nature-based interventions. Local comparative offers focus primarily on urban group homes, hospital-based programs, or single-modality recreation.

The property features a well-maintained farmhouse, an existing pool, and open land suitable for development. Planned upgrades include a fishing pond, basketball and/or tennis courts, open fields for sports, and hobby farming and gardening areas. The location offers both seclusion for therapeutic retreats and accessibility to Ottawa within reasonable travel time.

[Redacted text block]

[Redacted text block]

[Redacted text block]

1. Introduction

1.1 [Organization Name] Overview

[Organization Name] Children's Residence is a dedicated, child- and youth-centred organization providing a safe, professional, and supportive home environment for children and youth in need of stability, care, and guidance. It offers high-quality, compassionate care that supports the development of every resident, addressing their emotional, physical, spiritual, academic, and social needs in a structured yet nurturing setting.

[Organization Name] integrates therapeutic practices into daily life, creating trust and self-worth while equipping its residents with the tools to navigate life's challenges.

[Redacted text block]

1.2 Farmhouse Retreat Vision and Purpose

The farmhouse retreat will serve as an extension of [Organization Name] Children's Residence, providing a therapeutic and recreational environment where children and youth can heal, grow, and connect with nature. The retreat will complement the care already provided in the group home, offering opportunities for experiential learning and physical activity in a safe and supportive rural setting.

[Organization Name] envisions the farmhouse as a place for children to immerse themselves in activities that nurture their emotional, mental, and physical well-being. The activities will contribute to creating resilience and life skills through a combination of structured programs and unstructured play.

[Redacted text block]

By combining nature-based experiences with the clinical and therapeutic services already in place, the farmhouse retreat will align with the holistic care model practiced at Roots of Love, which empowers children to build confidence, develop new skills, and build positive experiences that contribute to their long-term well-being, curiosity, and social connections.

1.3 Strategic Fit

The farmhouse retreat programs will build upon the foundation of safety, stability, and therapeutic care already offered within the [Organization Name] group home, while introducing new opportunities for growth that can be effectively addressed in a rural, nature-based environment.

The retreat will align with the current RoL programs by providing a dedicated space for therapeutic recreation, environmental education, and skill development outside the traditional residential setting. The new environment will provide a wider variety of activities that directly support the emotional, cognitive, and social goals established in each child's individualized care plan.

[REDACTED]

1.4 Financial Summary

The farmhouse will be financed and operated entirely through RoL's existing resources, ensuring long-term stability and minimal financial risk.

[REDACTED]

This funding model provides predictable fixed costs, scalable variable expenses, and strong asset growth potential, making the project a financially sound and sustainable investment.

2. Profile and Strategic Direction

2.1 Organization

[Organization Name] was founded on the belief that every person, regardless of their circumstances, deserves a safe, supportive, and empowering place to call home.

As a community-based organization located in the Nepean district of Ottawa, it has grown into a trusted refuge for children by offering a nurturing environment, access to educational resources, extracurricular activities, and emotional support, serving to help youth build resilience and hope for a brighter future.

2.2 Current Services

Over time, RoL has developed comprehensive programs at the Children's Residence, each targeting critical areas of well-being, growth, and independence, including:

[Redacted text block containing multiple lines of blacked-out content]

Through therapeutic care, academic growth, life skills, creativity, mentorship, and community involvement, [Organization Name] has built a deep foundation of trust and lasting impact.

2.3 Accreditations & Compliance

[Organization Name] Children's Residence operates in alignment with the Child, Youth and Family Services Act (CYFSA) and is in the final stages of securing its official Children's Residence License under this legislation.

All services and programs are delivered in accordance with provincial regulations and best practices for child welfare. RoL staff are trained in trauma-informed care, crisis intervention, and relevant health and safety standards to maintain a safe and therapeutic environment.

The proposed expansion of services to the farmhouse is directly tied to the organization's ability to offer services in a manner consistent with CYFSA requirements. As part of their licensing and operational compliance framework, the retreat will be fully staffed, with clinical and therapeutic services integrated into on-site activities.

Once operational, the farmhouse will be incorporated into RoL licensed programming, ensuring that all therapeutic and recreational offerings are delivered within the scope of its regulatory obligations. The farmhouse location will be compliant, professionally managed, and mission-driven expansion of RoL current operations.

2.4 Leadership & Staffing Model

[Organization Name] Children's Residence is led by a dedicated leadership team with expertise in child welfare, clinical intervention, and organizational management. The team oversees the delivery of trauma-informed, holistic care while ensuring that all operations meet the standards required under the CYFSA.

THE LEADERSHIP

[Redacted text block containing leadership details]

The following staffing model for the farmhouse is designed to ensure that children receive consistent, professional, and safe care.

KEY ROLES

[REDACTED]

This integrated model ensures that the therapeutic benefits of the retreat are aligned with each child's long-term care objectives and that all services are delivered within regulatory and professional standards.

2.5 Vision & Mission Expansion

Roots of Love's mission has always been to provide high-quality, compassionate care that addresses one's emotional, physical, social, and spiritual well-being, while creating resilience, self-worth, and independence.

The farmhouse retreat represents a natural evolution of this mission. It will expand the organization's capacity by providing a nature-based therapeutic setting that promotes wellness, builds skills, and supports experiential learning.

Looking ahead, [Organization Name] envisions broadening its reach beyond youth services to meet the needs of adults who require a similar model of care. Its long-term vision includes the development of a residence for adults that will provide the same high standards of personalized support, ensuring continuity of care and a community that encourages independence while offering ongoing support.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

3. Market Analysis

3.1 Therapeutic Retreats in the Ottawa Region

Ottawa has a large child and youth population that continues to drive demand for age-appropriate mental health supports. In 2024, the City reported 298,090 residents under age 25, or 29.3 percent of the total population.¹ While local providers have expanded services, need still outpaces access.

YOUTH MENTAL HEALTH

[Redacted text block]

NATURE-BASED PROGRAMMING

[Redacted text block]

[Redacted text block]

Recent studies also highlight greener environments supporting better mental health outcomes.⁷

COORDINATION

[1Call1Click](#) [AccessMHA](#)
[The Royal](#)

[Redacted text block]

PUBLIC HEALTH SERVICES

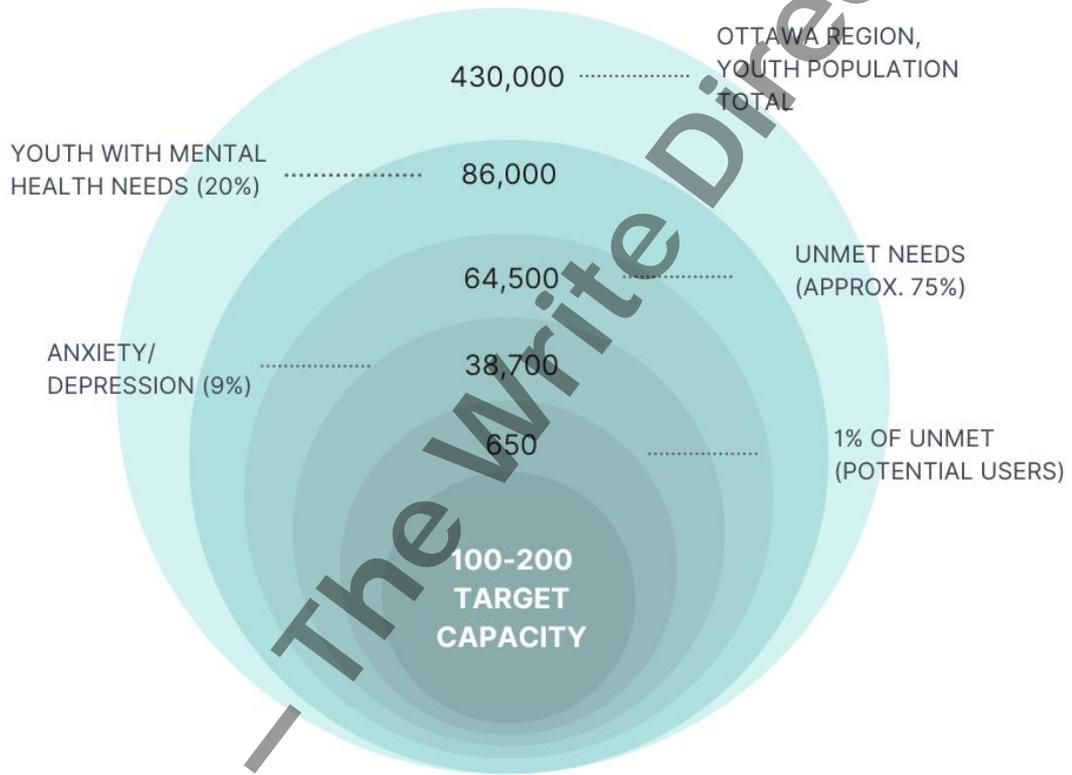
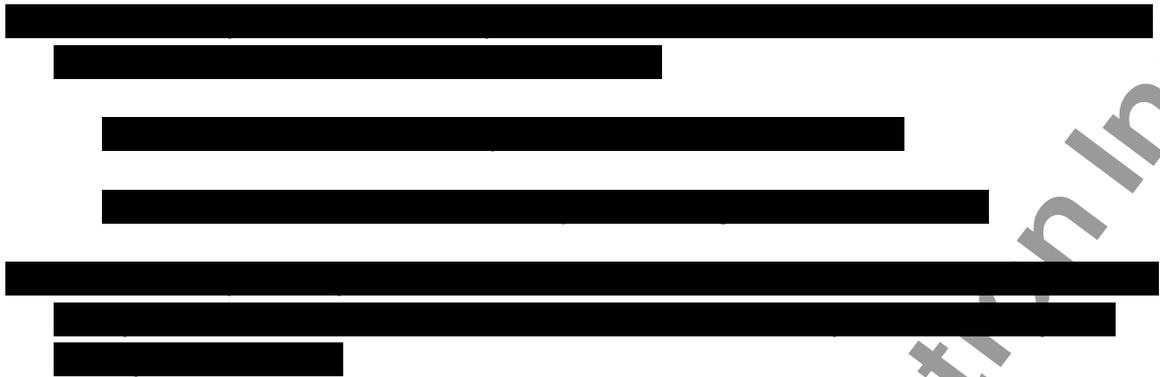
[Redacted text block]

POPULATION BASE

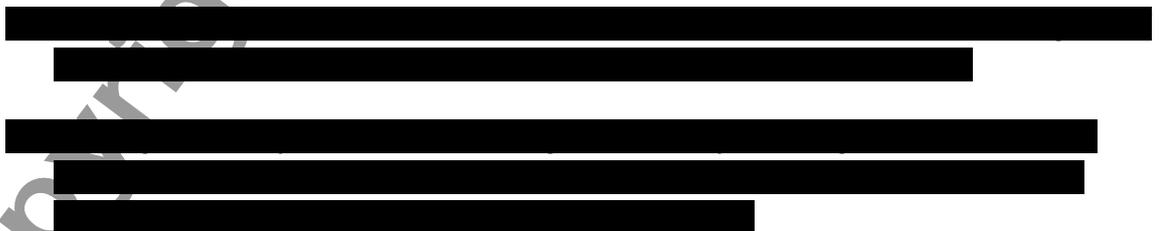
[Redacted text block]

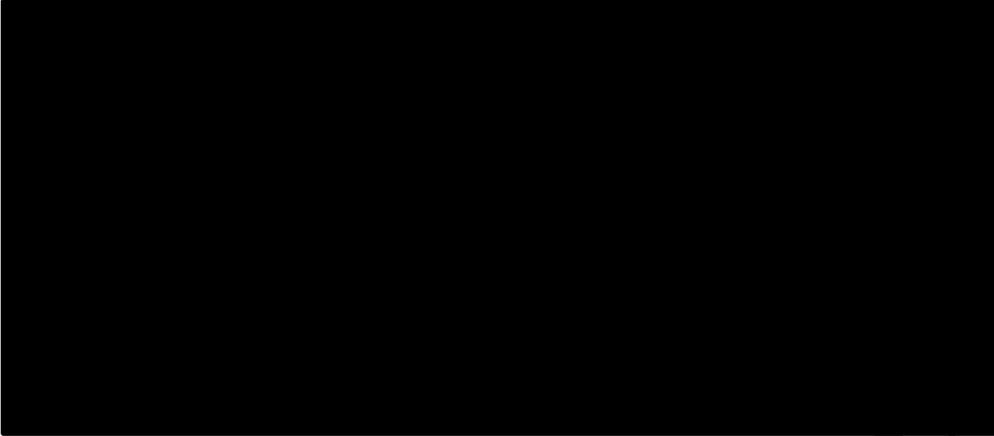
[Redacted text block]

PREVALENCE OF NEED



CAPACITY PLANNING





This market overview shows that there is a substantial unmet demand for services. Even serving about 100-200 youth per year would meaningfully reduce gaps in access and relieve pressure on outpatient and emergency systems.

3.2 Transitional Programming for Ageing-out Youth

Across Ontario, youth leaving group homes at age 18 often face abrupt transitions into adulthood without the stability, skills, and support networks needed to thrive. In Ottawa and Eastern Ontario, service providers, advocates, and researchers have repeatedly identified this as a critical gap in the continuum of care.¹³ While some programs offer limited life-skills training or temporary housing support, the majority are short-term, underfunded, and inconsistent in availability.¹⁴

YOUTH LEAVING CARE PROGRAMS



CONTINUITY OF CARE



[REDACTED]

A dedicated transitional program embedded within a larger care framework, such as the long-term vision of Roots of Love, would address these challenges by providing consistent support before and after youth leave the formal care system.

Integrating transitional services with existing therapeutic and residential programming would create a seamless pathway to independence, helping young adults develop the resilience, skills, and stability needed to succeed in the next stage of life.

3.3 Group Homes and Therapeutic Recreation

A number of trends are shaping the fields of youth residential care and therapeutic recreation presently in Ontario.

ALTERNATIVE GROUP HOME MODELS

[REDACTED]

RECREATION THERAPY

[REDACTED]

INTEGRATED YOUTH SERVICES

[REDACTED]

[REDACTED]

[REDACTED]

FARMING RETREAT PLAN

[REDACTED]

3.4 Market Competition

In Ottawa and Eastern Ontario, there are several organizations providing residential care, mental health services, and recreational programming for children and youth. However, most operate within a specific scope without combining therapeutic, recreational, and residential supports in one coordinated service.

Specialized group homes tend to focus on residential stability and therapeutic interventions within an indoor or urban setting. While some offer recreational activities, they are typically secondary to the core residential program and may be limited by space, staffing, or budget constraints.

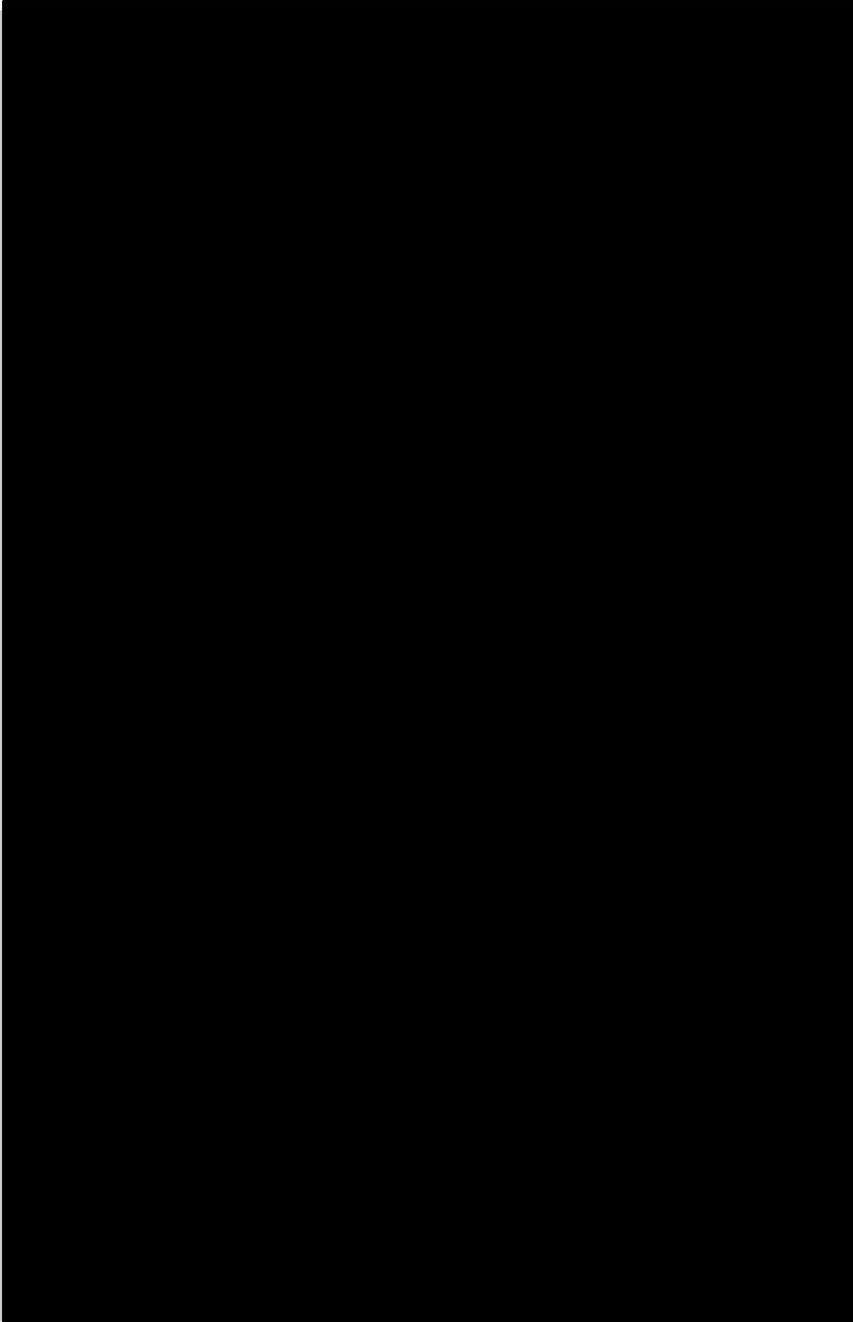
Community mental health agencies offer a range of clinical services including counselling, crisis support, and group therapy. These programs are vital, but generally do not provide immersive nature-based environments, and as such cannot offer the sustained, integrated experience of a therapeutic retreat.

Nature-based programs also exist in the region, including day camps, adventure-based learning, and equine-assisted therapy. These are valuable programs, but tend to be short-term, seasonal, or highly specialized, operating independently from licensed residential care. As a result, they lack the continuity of care or clinical oversight that youth in a group home setting require.

Overview of programs available in the Ottawa region from competitors:

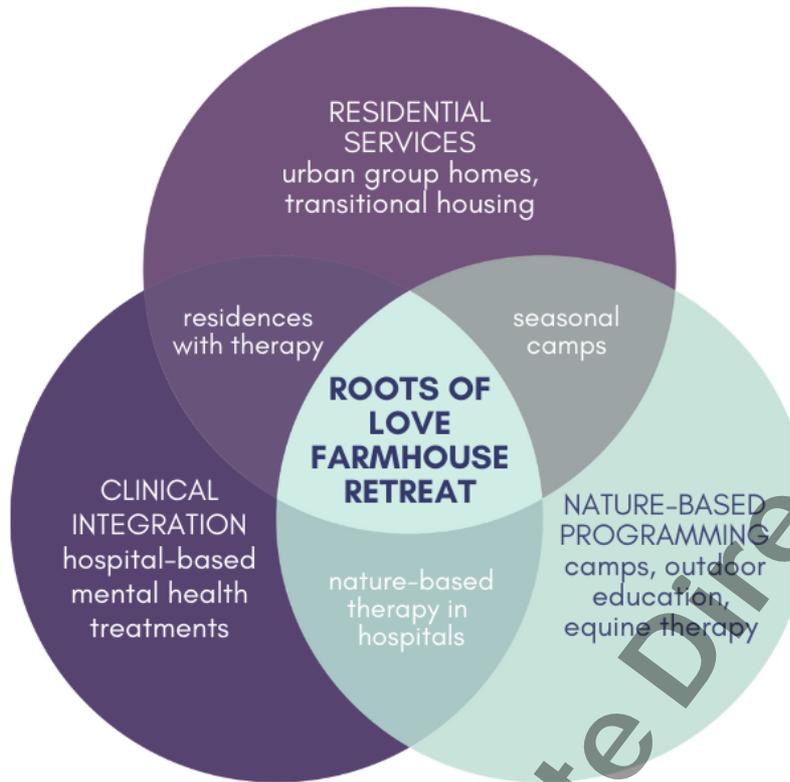
[REDACTED]

[REDACTED]



Urban care, no integrated nature-based therapy
Hospital environment, no rural retreat
Hospital environment, no rural recreation
Housing focus, no therapeutic recreation
Single recreation modality, no residence
Seasonal camp, no clinical integration
Hospital-based recreation, not nature-based
Hospital-based recreation, not nature-based
Outdoor education only, no residence
Outdoor learning only, no residence

MARKET GAP



[Redacted text block]

3.5 RoL Competitive Advantage

The farmhouse will be the only facility within practical travel distance of Ottawa that combines licensed residential care, clinically supervised therapeutic programming, and year-round nature-based recreation in a permanent rural setting.

CONTINUITY OF CARE

[Redacted text block]

RETREAT & RECREATION

[Redacted text block]

This unique combination of accessibility, integrated care, and therapeutic recreation positions the farmhouse to fill a clear gap in the regional service landscape and to become a leader in innovative, nature-based child and youth care in Eastern Ontario.

3.6 Demographics & Target Beneficiaries

The farmhouse will primarily serve children and youth connected to [Organization Name] Children’s Residence, with future capacity to expand services to adults requiring similar therapeutic and supportive environments.

CHILDREN

[Redacted text block]

TEENS

[REDACTED]

[REDACTED]

ADULTS (FUTURE POTENTIAL EXPANSION)

[REDACTED]

[REDACTED]

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4. Property Overview

4.1 Location & Accessibility

The property at 1250 Tannery Road in North Glengarry is located within one hour's drive of Ottawa via Highway 417, allowing for safe, efficient transport of children and staff between the group home and the retreat. Its location also places it within reach of referral partners in Eastern Ontario, expanding the potential beneficiary base and long-term use rates.

Situated on over 20 acres of open, level land, the site offers both privacy and ease of supervision, with no immediate neighbouring developments that could affect programming.

The rural setting aligns with the retreat's therapeutic goals while maintaining reliable access to emergency services, local suppliers, and transportation links. Alexandria, the nearest town, is a short drive away and offers additional amenities, including a Via Rail station, grocery and hardware stores, and medical services.

The property's existing driveway, parking capacity for eight or more vehicles, and attached garage ensure immediate operational functionality without significant infrastructure upgrades. Utilities including hydro, cable, drilled well, and septic are in place, reducing startup costs and ensuring readiness for occupancy.

From an investment perspective, the property's accessibility and location provide a balance of seclusion for therapeutic work and proximity to urban centers for staffing, logistics, and service integration. This combination supports consistent program delivery, minimizes transportation overhead, and adds to the long-term asset value of the site.

4.2 Property Features

4.2.1 Current Property

The property offers a combination of residential, recreational, and agricultural features that support immediate program delivery while allowing for staged future enhancements. Its layout and infrastructure reduce upfront capital requirements and provide long-term operational flexibility.

MAIN RESIDENCE

[REDACTED]

[REDACTED]

OUTBUILDINGS

[REDACTED]

OUTDOOR AMENITIES

[REDACTED]

UTILITIES

[REDACTED]

DEVELOPMENT POTENTIAL

[REDACTED]

From a financing perspective, the property’s existing assets lower the initial capital burden, offer multiple revenue-generating and program delivery options, and provide a strong base for long-term service expansion.

4.2.2 Open Land Suitable for Development

The property includes extensive level, cleared land with good drainage and direct road access. This terrain is immediately usable for outdoor programming and can be adapted in phases to meet service delivery needs without major site preparation costs.

Initial program integration will use the open space for seasonal sports, recreation, and nature-based activities. Planned enhancements, such as a fishing pond and multi-sport

courts, can be implemented in a staged manner, aligning capital investment with funding cycles and operational growth. Portions of the land are also suitable for small-scale gardening and hobby farming to support life-skills training for youth.

The combination of size, accessibility from the main residence, and visibility from the farmhouse ensures that all activities can be safely supervised and integrated into daily programming. The open land significantly increases the versatility and long-term value of the property, strengthening its role as both a program asset and an appreciating real estate investment.

4.2.3 Potential Uses

The property’s mix of residential, recreational, and agricultural space allows for multiple program and operational uses that strengthen both service delivery and the long-term value of the asset. These uses will be introduced by RoL in stages to ensure that capital investment aligns with program growth and funding availability.

THERAPEUTIC RETREAT PROGRAMMING

[Redacted text block]

RECREATIONAL AND SPORTS ACTIVITIES

[Redacted text block]

NATURE-BASED LEARNING

[Redacted text block]

HOBBY FARMING

[Redacted text block]

COMMUNITY EVENTS AND RENTAL OPPORTUNITIES

[Redacted text block]

FUTURE EXPANSION

[Redacted text block]

From a financing standpoint, the property’s adaptability reduces risk by supporting multiple program models and revenue opportunities, ensuring it remains a valuable operational and capital asset over time.

4.2.4 Proposed Enhancements for Program Use

The development of the farmhouse will follow a phased approach to align capital investment with funding availability, operational readiness, and program demand. By taking this approach, RoL ensures early service delivery while building capacity over time.

[Large redacted text block]

These phased developments will ensure the property remains functional from the start, while also creating a clear path for growth. By avoiding large, upfront expenditures for non-essential features, the organization can maintain cash flow stability and demonstrate responsible financing.

4.2.5 Proximity to Ottawa

The property is located one hour from Ottawa via Highway 417, providing a balance between accessibility and the seclusion deemed effective for therapeutic retreat programming. This short travel time allows for safe, manageable transportation of children and staff between the group home and the farmhouse.

Ottawa is home to a broad network of child and youth service providers, including hospitals, community agencies, and school boards. From a financing perspective, the property's proximity to Ottawa reduces logistical costs, maintains efficient staff scheduling, and strengthens connections to a robust service network. These factors support operational efficiency and help secure consistent participant flow from the region's established care infrastructure.

4.3 Regulatory Considerations for Land Use, Care Licensing

LAND USE

[REDACTED]

[REDACTED]

CARE LICENSING

[REDACTED]

OPERATIONAL COMPLIANCE

[REDACTED]

RISK AND REGULATORY MANAGEMENT

[REDACTED]

4.4 Land Zoning & Compliance Readiness

The property is located within the Township of North Glengarry in the United Counties of Stormont, Dundas and Glengarry. It is currently zoned for rural and agricultural use, which permits residential occupancy along with a range of proposed compatible uses, such as farming, gardening, and recreation. These allowances align closely with the proposed programming for the farmhouse, including outdoor recreation, hobby farming, and nature-based education.

MUNICIPAL ZONING BY-LAWS

[REDACTED]

[REDACTED]

OPERATIONS READINESS

[REDACTED]

By acquiring a property whose zoning already supports the intended use, the organization reduces the risk of costly delays or restrictions, ensuring a faster path to operational readiness. This alignment between zoning and program vision strengthens the financing case by showing that the retreat can be established within existing regulatory frameworks.

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5. Planned Developments & Services

5.1 Therapeutic Retreat for Youth

The farmhouse will operate as a licensed extension of [Organization Name] Children's Residence, serving children and youth who are part of Roots of Love's residential care at the group home.

NATURE THERAPY

[REDACTED]

STRUCTURED WEEKEND AND DAY PROGRAMS

[REDACTED]

SUPERVISED RECREATIONAL ACTIVITIES

[REDACTED]

MENTAL HEALTH WORKSHOPS

[REDACTED]

By combining clinical oversight, structured recreation, and nature-based activities, the farmhouse will follow a comprehensive, evidence-informed service model. By taking this approach, RoL aims to strengthen therapeutic outcomes, improve participant engagement, and create a unique service offering in the Ottawa region.

5.2 Adult Residence (Future Use)

The long-term vision for [Organization Name] includes the development of an adult residence program to serve transition-age youth and adults who require ongoing care and structured support. This future expansion would leverage the farmhouse property to provide continuity of services beyond the age limits of the children's residence.

TRANSITION-AGE YOUTH AND ADULTS

[Redacted text block]

ADULTS REQUIRING CARE

[Redacted text block]

DUAL-USE INFRASTRUCTURE PLANNING

[Redacted text block]

By planning for adult programming as a future phase, [Organization Name] demonstrates strategic foresight and ensures that the retreat can adapt to evolving community needs without requiring a separate property acquisition. This adds to the long-term value and sustainability of the investment.

5.3 Recreational Facilities

The farmhouse will use its open land and existing amenities to create recreational facilities that support therapeutic goals, skill development, and overall well-being of group home residents. Each facility will be integrated into structured programming and supervised by trained staff to ensure safety and maximize participant benefit.

FISHING POND

A planned fishing pond will serve as both a recreational amenity and an educational resource. Participants will learn about aquatic ecosystems and sustainable fishing practices through hands-on activities.

COURTS

[Redacted text]

OPEN FIELD SPORTS

[Redacted text]

SWIMMING POOL

[Redacted text]

Having a variety of facilities increases the property’s utility for future programming and community partnerships, adding to its long-term operational and investment value.

5.4 Hobby Farming

The property’s open land and existing barns provide an opportunity to establish small-scale gardening and hobby farming as part of the retreat’s therapeutic and vocational programming.

GARDENING AND LIGHT FARMING

[Redacted text]

THERAPEUTIC ENGAGEMENT WITH NATURE

[Redacted text]

PRODUCE USED IN PROGRAMS OR DONATED/SOLD

[REDACTED]

The hobby farming initiative adds value to the property by making productive use of available land while supporting multiple program goals.

5.5 Program Integration Plan

The farmhouse will operate on an integrated programming model, where therapeutic, recreational, vocational, and educational activities are coordinated under a unified schedule. This ensures that every facility and asset on the property is used purposefully to support participant outcomes and operational efficiency.

LINKING THERAPEUTIC AND RECREATIONAL ACTIVITIES

[REDACTED]

NATURE-BASED AND VOCATIONAL PROGRAMMING

[REDACTED]

FLEXIBLE SCHEDULING FOR MULTIPLE GROUPS

[REDACTED]

CLINICAL OVERSIGHT ACROSS ALL ACTIVITIES

[Redacted text block]

SCALABLE PROGRAM DESIGN

[Redacted text block]

By operating with a coordinated schedule, RoL will maximize use of the property, aiming to deliver measurable outcomes that align with both therapeutic objectives and operational sustainability.

5.6 SWOT Analysis

STRENGTHS

[Redacted text block]

WEAKNESSES

[Redacted text block]

OPPORTUNITIES

[Redacted text block]

[Redacted text block]

THREATS

[Redacted text block]



- Proven track record in licensed child and youth care
- Unique model: residential + nature-based + clinical integration
- Strong clinical partners
- Appreciating asset with adaptable infrastructure



- Requires upfront capital for development
- Some programs limited by seasonal use
- Dependent on main site for staffing and admin



- Rising demand for therapeutic retreats in Ottawa region
- Expand to adult care and transitional housing
- Build community and donor partnerships
- Potential for fee-for-service specialty programs



- Possible delays in licensing/zoning approvals
- Competition for limited funding
- Rising utility and maintenance costs
- Weather impacts on outdoor programs

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6. Operations Plan

6.1 Staffing Needs

6.1.1 On-site Therapeutic, Recreational, and Supervisory Staff

The farmhouse will operate with a staffing model designed to ensure continuous supervision and integration of therapeutic and recreational services.

THERAPEUTIC STAFF

[REDACTED]

RECREATIONAL STAFF

[REDACTED]

SUPERVISORY AND SUPPORT STAFF

[REDACTED]

Staff ratios will be maintained in accordance with licensing requirements, with additional personnel scheduled for high-participation days such as weekends or seasonal retreats.

All staff will be trained in trauma-informed care, crisis intervention, first aid, and child protection policies.

6.1.2 Coordinated Programming with the Children's Residence

The farmhouse will function as an extension of Roots of Love's group home, with coordinated scheduling, staffing, and therapeutic oversight to maximize efficiency and ensure continuity of care.

SHARED CLINICAL OVERSIGHT

[Redacted text block]

INTEGRATED STAFF SCHEDULING

[Redacted text block]

CONSISTENT PROGRAM DELIVERY

[Redacted text block]

CENTRALIZED ADMINISTRATION

[Redacted text block]

By coordinating staffing, clinical oversight, and program structure between the group home and the farmhouse, [Organization Name] aims to achieve service integration, operational efficiency, and cost containment, while enhancing participant outcomes through varied environments and experiences.

6.2 Transportation Logistics

Transportation between the group home and the farmhouse will be managed through scheduled, staff-supervised trips designed to ensure safety, efficiency, and minimal disruption to participants' daily routines.

SCHEDULED TRIPS

[REDACTED]

VEHICLE FLEET AND STAFFING

[REDACTED]

CAPACITY AND TRIP PLANNING

[REDACTED]

SAFETY AND CONTINGENCY MEASURES

[REDACTED]

COST MANAGEMENT

[REDACTED]

6.3 Safety and Risk Management Protocols

The farmhouse will have a comprehensive safety and risk management framework in place that meets all the requirements under the CYFSA and relevant municipal regulations. Safety protocols will be integrated into every aspect of programming, transportation, and facility management to protect participants, staff, and visitors.

GENERAL SAFETY MEASURES

[REDACTED]

ACTIVITY-SPECIFIC RISK MANAGEMENT

[REDACTED]

TRANSPORTATION SAFETY

[REDACTED]

HEALTH AND MEDICAL PROTOCOLS

[REDACTED]

ONGOING REVIEW AND COMPLIANCE

[Redacted text block]

By implementing and maintaining these safety measures, the farmhouse will meet all regulatory and insurance requirements while minimizing operational risk and reinforcing the organization’s commitment to high-quality, responsible care.

6.4 Scheduling

The farmhouse will operate on a flexible but consistent scheduling framework that supports program goals, maximizes facility use, and ensures efficient coordination with the Ottawa residence. Programming will be organized into daily, weekly, and monthly cycles to accommodate both regular participants and special event groups.

DAILY PROGRAMMING

[Redacted text block]

MULTI-DAY PROGRAMMING

[Redacted text block]

MONTHLY PROGRAMMING

[Redacted text block]

[Redacted text block]

Schedules will be coordinated with the group home to allow for seamless transitions between facilities, avoid program duplication, and maximize the impact of staffing and resources.

6.5 Partnerships

The farmhouse will build strategic partnerships with local professionals, organizations, and community members to strengthen service delivery, expand program offerings, and become a trusted partner in regional child and youth development initiatives.

MENTAL HEALTH PROVIDERS

[Redacted text block]

LOCAL AGRICULTURAL AND CONSERVATION PROGRAMS

[Redacted text block]

VOLUNTEER ENGAGEMENT

[Redacted text block]

By cultivating a strong network of partners, the farmhouse will increase program diversity and maintain cost efficiency. These partnerships also strengthen the retreat's role as a

valued community asset, which supports both operational success and long-term financial stability.

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Thank you,
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