



2022-2027

STRATEGIC PLAN

Executive Summary





THE STRATEGIC PLAN

STAKEHOLDERS ENGAGED IN THIS PROCESS INCLUDE:

Tamir was founded over thirty-six years ago by dedicated families, led by Jerry and Lily Penso, who identified that there was a gap in Ottawa. Ottawa needed a residential resource that would serve adults with a developmental disability. This resource needed to be a community minded facility that offered a robust program in a loving Jewish environment.

Tamir is the Hebrew word meaning tree or “to stand tall.” Tamir, therefore, is naturally strongly rooted in the community and accordingly provides holistic, up-to-date and inclusive services to individuals of all faiths, cultures and backgrounds with Development Disabilities or Autism.

Tamir aspires to become a leader in the field of developmental disabilities and autism in Canada and subscribes to and promotes the vision/dream that one day all people will be able to live the life they choose as full and valued members of the community.

For the better part of two years, Tamir has committed to engaging key stakeholders in its strategic planning process. The planning process was designed to ensure that the needs and interests of the community, service recipients and partners are all represented in its plan.

- Ontario Ministry of Children, Community and Social Service (MCCSS- Journey to Belonging)
- Broader Ottawa community (Ottawa Community’s Report on Disabilities 2021)
- Parents, caregivers and service users of Tamir (discussions and consultations 2021/2022)
- Ottawa Jewish Community (Jewish Stakeholder Engagement Crowdbridge/PMB 2022)
- Tamir Staff, Board and Volunteer Leadership (discussions and consultations 2021/2022)
- Community and organizational partners (Planning Sub-Committees 2021)

The resulting plan, and refreshed vision, mission and values statements, were then developed under the guidance of a dedicated Planning Committee, external strategic planning consultants and the Board of Directors. These are the cornerstones of Tamir’s new Strategic Plan:

MISSION

Tamir supports people with Developmental Disabilities and people with Autism to live their best life by promoting individuality, independence, dignity, and community inclusion while embracing Jewish culture and values.

VISION

A society in which people with Developmental Disabilities and Autism live the life they choose as full and valued members of the community.

VALUES

- | | | | |
|-------------------------------------------------------------------------------------|---------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------|
|  | People First |  | Health, Safety, and Prevention |
|  | Community |  | Valuing Our Employees, Volunteers and Partners |
|  | A Jewish Community Open to All |  | Excellence in Everything We Do |
|  | Advocacy and Accessibility | | |

MANDATES

Tamir has a dual mandate. The Government of Ontario mandates Tamir to provide multicultural support for people with a developmental disability and people with autism. Tamir also holds a cultural specific mandate recognized by the government for people of the Jewish faith to live a Jewish life, spiritually and through the active practice of Jewish values. The Jewish Federation of Ottawa and Jewish community partners supports Tamir to provide a Jewish cultural environment and Jewish programming for all demographics.

OUR FIVE STRATEGIC PILLARS

1 Programs and Services

Deliver best practice programs and services to meet the needs of our communities, with special reference to responding to gaps in service as these arise.

Key initiatives include:

- Young adults (18+) transition into independent living
- Therapeutic respite for children and young adults (18+)
- Diverse residential models
- Inclusive community day programs
- Jewish religious, cultural, and partnership programs
- Provision of thought leadership and advocacy



These evidence-based initiatives are well aligned with the recent provincial reform document, 'Journey to Belonging: Choice and Inclusion'.

2 Infrastructure

Develop and maintain a state-of-the-art infrastructure for Tamir, including the built environment needed to ensure the smooth delivery of our residential and respite and rehabilitation services.

Key initiatives include:

- Design and develop the new Tamir Centre for the general and Jewish
- Community to be a model for affordable housing serving young adults (18+) transition into independent living, training apartments/children's respite/medically complex for adults
- Review and assess Tamir's existing real estate infrastructure to ensure that it meets the needs of the current and potential residents
- Ensure that Jewish faith and culture are prominent physically and programmatically
- Review Tamir's back office and IT infrastructure and modernize as necessary



The focus of this Pillar is on upgrading and expanding Tamir's infrastructure to fully support new programs and services.

3 Strategic Partnerships

Promote and maintain a wide range of partnerships to extend the scope of Tamir's offerings to better serve and advocate on behalf of our communities.

Key initiatives include:

- Dynamic inter-agency Memorandums of Understanding and collaboration that leverage expertise and resources
- Expansion of partnerships within the Canadian and global Jewish community to learn and influence
- Consolidation and expansion of Partnerships with governments, ODSN agencies, hospitals, community health centers etc.



Tamir is working collaboratively with many organizations to ensure the best possible service coverage at the least cost to the community.

4 Resourcing

Attract and retain the financial and human resources that Tamir needs to ensure its stability and capacity to grow and fulfill its mission.

Key initiatives include:

- Arrangements with government capital and operational funding sources
- Engagement of support of charitable and community funding sources
- Secure sustainable funding for Jewish-specific programs and services



Sustainable resourcing is increasingly important as Tamir moves to expand its services.

5 Professionalism

Ensure that Tamir organizes and operates in accordance with evidence-based exemplary standards and that appropriate governance structures are maintained.

Key initiatives include:

- An optimally structured and staffed organization
- Leadership development and succession planning for staff and lay leadership
- System to refresh and track strategic and operational plans that measure performance and impact
- Maintain sector-leading governance practices that are transparent and accountable
- Embed Jewish cultural mandate led by knowledgeable and committed staff
- Best practices in everything we do.



This pillar drives the rigorous practices needed to manage service-diversification and growth, essential to the success of Tamir.



TAMIR is

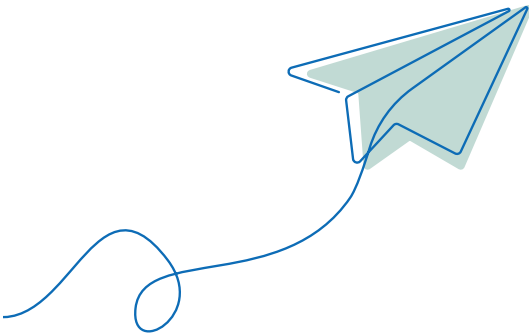
IN the community,
OF the community,
ABOUT the community,
and
FOR the community

Expanding on its Jewish roots, Tamir welcomes people of all faiths, cultures and backgrounds, and remains value-driven in all its programs and relationships. Its aspirations include offering:

- professional care, respect and loving attention to its users and families,
- the services it needs to engage the entire Ottawa community,
- a collaborative approach with its current and future organizational partners,
- accountable, respectful and cooperative relationship with all of its funders,
- unwavering support for the inclusion of children, youth, and adults with developmental disabilities and autism in the Ottawa Jewish community, and
- a targeted and segmented communication program that ensures that all team members have the information they need to perform and excel



ON THE HORIZON



The Tamir team has a lot of work to do to implement the Strategic Plan, and is moving forward step-by-step to put the pieces into place. In addition to introducing and consolidating organizational changes, early initiatives under development include transitional residential, respite and life skills training for young adults, therapeutic respite and recreational programs for children and youth, development of diverse residential models for adults that are designed to meet the needs of a diverse clientele, and the planned new Tamir Centre. Inclusive community day programs and vocational services are being designed in line with current best practices.

Communication is vital to the success of any plan and its related initiatives. Tamir pledges to keep its partners and friends in the community informed as these various plans roll out. As Tamir expands its vision and footprint in the community, it will also consider the possibility of refreshing the Tamir brand to better reflect its new services and the diverse demographics of its clientele.

DREAMING BIG

Tamir's goal is to become a leading organization in Canada for all those challenged by a Developmental Disability or Autism, and promotes the dream that one day all people are able to live the life they choose as full and valued members of the community.



CONTACT US



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