



2022-2027
STRATEGIC PLAN





OUR VISION

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

TABLE OF CONTENTS

Executive Summary..... 4

The Story of Tamir 5

Our Strategic Planning Journey..... 6

Our Context 8

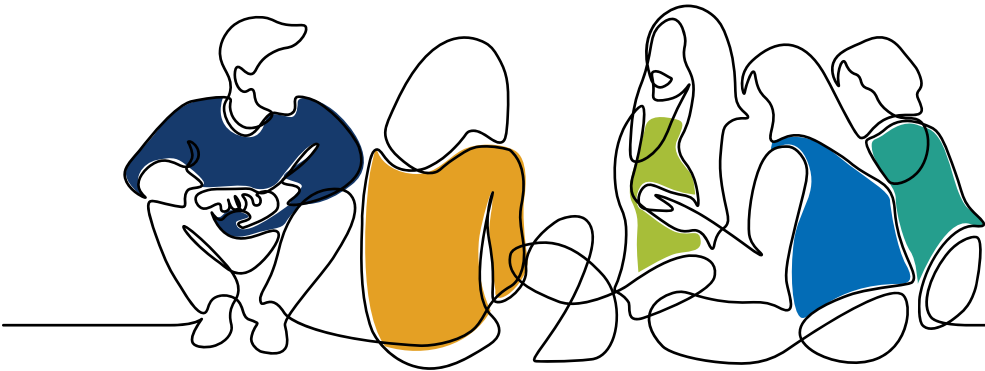
Transforming Tamir 10

Our Strategic Pillars and Key Initiatives 14

The Community We Serve 17

On the Horizon 18

Dreaming Big 19



A MESSAGE FROM

THE BOARD PRESIDENT AND EXECUTIVE DIRECTOR



We are very proud and excited to unveil our completed Strategic Plan 2022-2027. The plan will serve as our blueprint for the future, and includes updated and refreshed Mission, Vision, and Values statements that reflect our continued commitment to excellence in all of our programs and services. The plan emphasizes a reinvigorated push for communal acceptance and inclusion of people with Developmental Disabilities and people with Autism. These commitments will form the backdrop of our work for the next five years and will serve as a reference point for all that we do. The objective of the Strategic Planning process was to ensure that Tamir has been set up to effectively carry out its mission, while successfully addressing the needs of its stakeholders, and adapting to the changing landscape over the next 5-10 years.

One of the important by products of the Tamir strategic planning process was that it provided a special opportunity to engage with stakeholders and leaders in the community. It has also created a strong sense of ownership within the organization, as its ultimate success and focus. Community, participants, staff, Board and partner engagement were involved in the outcome and positioned Tamir well within the Jewish community, broader community and the Ministry. The collaborative process allowed for valuable input and a shared vision. It positioned Tamir as an inclusive organization in the center of best practices.

Tamir's new strategic plan provides the framework and strategic priorities to structure our work and ensures that we are aligned and focused. More specifically, the plan calls for Tamir to grow and expand by continuing to demonstrate leadership in our sector. We will look at current best practices and make adjustments to our service delivery

where needed. We will examine opportunities for expansion, and we will introduce new programs such as children's respite care, training programs for young adults learning to live independently, and out-of-hospital support for medically complex adults.

To start to bring the new strategic plan to life, we have been looking at our current physical environment and making renovations, updates, and improvements to ensure our participants are able to thrive in our homes as their needs change over time. After all, accessibility is about reducing barriers in the environment, not about asking people to change in order to fit into existing spaces and structures. Tamir subscribes to this practice and recognizes the importance of adjusting to the needs of the people we support as they journey through different life stages. We tried to leave no stone unturned and to make sure this plan represents where we want to go while honouring our past and continuing to care for those currently in our care.

As we look toward the future and see the strategic plan in action, we will be looking for measurable outcomes and actionable goals. We will be accountable to Tamir's growth and look forward to seeing this tree grow bigger and stronger. It was Winston Churchill who said, "However beautiful the strategy, you should occasionally look at the results." We look forward to seeing those results. Expect to see: growth, development, improved services, new and expanded services, and a home of our own in the Tamir Centre.

We cannot thank the Tamir Board of Directors, the strategic planning committees, the staff, the families, and our participants enough for all the work and input they gave to create an exciting and dynamic strategic plan to guide our work for the next 5 years.

We are enthusiastic about our future and are looking forward to working and growing together.

Sincerely,

A handwritten signature in blue ink, appearing to read "Joe Brownstein".

Joe Brownstein
President,
Tamir Board of Directors

A handwritten signature in blue ink, appearing to read "Risa Plotnick".

Risa Plotnick
Executive Director, Tamir
Foundation

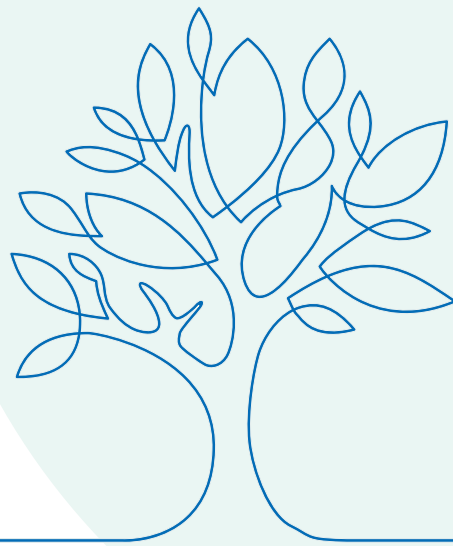
THE STORY OF TAMIR

Tamir was founded over thirty-six years ago by a group of dedicated families led by Jerry and Lily Penso. They identified the need for community living in a loving Jewish environment in Ottawa for adults with a Developmental Disability.

Tamir is the Hebrew word which means tree or “to stand tall”. As in this definition, Tamir is strongly rooted within the community and most importantly, providing holistic, up-to-date and inclusive services to individuals with Developmental Disabilities and individuals with Autism.

Since its founding, the services of Tamir have been offered to all members of the Ottawa community and have expanded to include several non-residential outreach and day services. Most programs and services are now funded by the Ontario Ministry of Children, Community and Social Services (MCCSS), with the Jewish-specific programs being funded by the Jewish Federation of Ottawa, the Ottawa Jewish Foundation and community members. In the process, Tamir has grown to provide services to over 100 individuals in 15 different homes and non-residential environments, cared for by a team of dedicated and professional staff.

Building on this foundation, Tamir is embarking on an ambitious plan to serve the Ottawa community in new and innovative ways. After extensive consultations with the community at large, the Ontario Government, numerous partner organizations, families, residents and others, Tamir has refreshed its mission, reaffirmed its values, and identified five strategic pillars on which to build its initiatives over the next few years.



Tamir will soon be adding new programs and services including support for young adults learning to live independently and for medically complex individuals. It will also be introducing therapeutic respite services for children and youth with Developmental Disabilities and children and youth with Autism. While Tamir will continue to welcome and provide services to all members of the Ottawa community, it will also enhance its Jewish programming for those who value participation in Jewish life. In addition, Tamir will be launching its long-standing project to create the Tamir Centre, a purpose-built complex to provide supportive affordable housing and state-of-the-art buildings for the delivery of services for children and youth respite, life skills programs for youth in transition, and support to individuals with medically complex needs.

This overall process of renewal is being accompanied by Tamir’s reaching out to partner with other organizations to work collaboratively to improve overall service coverage for the community. To support these renewal initiatives, the organization is reviewing its internal processes and structures and adjusting these where appropriate.

In short, Tamir’s goal is to become a leader in Canada for all those challenged by a Developmental Disability and/or Autism, and promote the dream that one day all people are able to live the life they choose as full and valued members of the community.

OUR STRATEGIC PLANNING JOURNEY

INPUT AND RESEARCH

We wanted to be sure that all elements of the new strategic plan were rooted in data and representative of the current and evolving needs of our communities. Therefore we held a very broad based consultation process that included groups from within Tamir and the broader Ottawa community. For much of 2021 and 2022 we engaged in a robust data gathering process to ensure that we reached out to all current and future stakeholders and interest groups.

SOURCES AND WHAT THEY TOLD US

Our volunteer planning committees led or gathered this research, including commissioning two Leger and Leger surveys focussed on the needs of the Jewish and greater Ottawa communities. The principal inputs included the following:



VOLUNTEER PLANNING TEAMS

Over the course of many months and many meetings, Tamir community volunteers conducted an in-depth and structured strategic planning process in which many people participated. Led by the Strategic Planning Steering Committee, the planning committee and several subcommittees, the process involved pursuing promising avenues of research and consultation to develop the core elements of the new Strategic Plan. Proposals and options were submitted to the Board of Directors for debate and decision.

STEERING and STRATEGIC PLANNING COMMITTEE

| | | |
|--------------------------|---------------------------------|--------------------|
| Tamir Executive Director | Disabilities Advocate | Tamir Staff |
| Tamir President | CEO of Health Sector | Tamir Founder |
| Tamir Board Members | Tamir Parent and Family members | Tamir Participants |
| JOIN* Board Member | | Local Clergy |

BEST PRACTICES ADVISORY GROUP

| | | |
|--|-----------------------------------|--------------------|
| International Expert on Developmental Disabilities | Tamir Staff JOIN* Board Member | Tamir Participants |
|--|-----------------------------------|--------------------|

SUBCOMMITTEES

RESEARCH AND SURVEYS

| | | |
|----------------------------|----------------------|-----------------------------|
| Tamir Board Members | JOIN* Representative | Special Needs Experts-CHEO* |
| Disabilities Policy Expert | Community Parents | Tamir Staff |

PARTNERING

| | | |
|------------------------------------|---------------------|---|
| Jewish Communal Partnership Expert | Tamir Board Members | Multiple Leaders, including Clergy and Executive Directors from local Jewish Institutions |
| Tamir Staff | Tamir Participant | |

FUNDRAISING

| | |
|---------------------|---------------------------|
| Tamir Board Members | Local Fundraising Experts |
| Tamir Staff | Clergy Board Member |

BUILDINGS

| | | |
|---------------------|--|-----------------------------|
| Tamir President | Architect with expertise in Universal Design | Community Parents |
| Tamir Board Members | Benefactor of Neurodiversity Initiatives | Jewish Federation of Ottawa |
| Community Members | | |

The Board of Directors of Tamir would like to thank everyone who engaged in this process, and all those others too numerous to mention, who gave of their time and their wisdom to ensure that the renewal of Tamir would be both visionary and evidence-informed.

*JOIN – Jewish Ottawa Inclusion Network

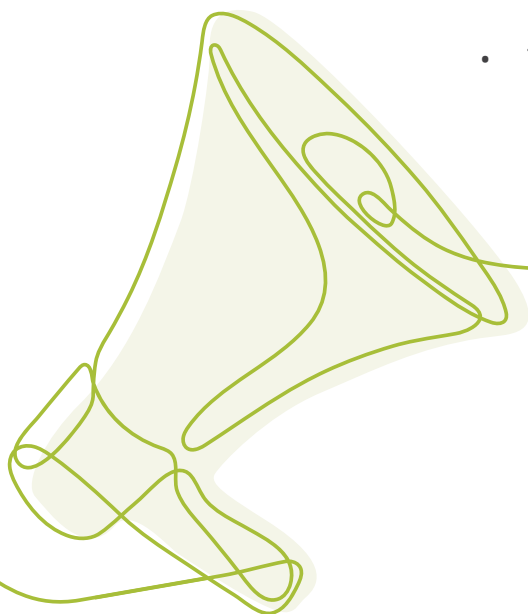
*CHEO – Children’s Hospital of Eastern Ontario

OUR CONTEXT

The extensive review of current needs brought home by the survey results and input from multiple sources, identified clearly a number of important community needs that we would need to consider in building the new strategic plan for Tamir.

This input concluded that there were numerous gaps in services, serious barriers represented by communal attitudes to those with developmental disabilities, and significant shortcomings in agency collaboration. Perhaps most importantly were the identified community “Pressures and Priorities” validated by the MCCSS, namely the need for:

- Affordable housing for young adults (18+) transition into independent living including training apartments
- Residential services for medically complex adults
- Community vocational and recreational programming for adults (18+)
- Residential and vocational employment for individuals with complex behavioural challenges (18+)
- Therapeutic respite, children and youth



IN ASSESSING OUR SITUATION WE CONCLUDED THAT TAMIR'S STRENGTHS AND WEAKNESSES, OPPORTUNITIES AND THREATS INCLUDED THE FOLLOWING.

| STRENGTH | | OPPORTUNITIES | |
|--|--|--|--|
| Trusted service provider to Ottawa and Jewish community | Alignment with Ministry (MCCSS) and provincial priorities | Expand services to meet current community needs and priorities | Stable and diversified funding models |
| Strong existing relationships with organizations sharing a similar mission | Experienced and loyal staff and leadership teams | Holistic approach across life journeys and including family and caregiver engagement and support | Increased Tamir-team people support |
| Committed investment in strategic planning, renewal, and infrastructure development | High quality volunteers | Creation of the Tamir Centre to meet community needs and house Tamir services | Review organizational chart to reflect growth and development |
| | Active and engaged Board guiding strategy, and fundraising development | | Refreshed branding to better reflect the new Tamir |
| WEAKNESSES | | | Solidify a government mandate for services for the Jewish community |
| Organization chart and structure composition, organizational capacity needs to reflect developing strategic plan | Funding sources valued but relatively few | Community-wide collaboration for increased inclusivity and seamless service provision | |
| Limited service offerings | Jewish and general community fundraising not optimal | | |
| Group home approach needs review | People and cultural development not ultimately matching revised Tamir strategy | THREATS | |
| Governance structure not yet completely overhauled | Current branding does not reflect today's Tamir | Lack of focus | Insufficient funding to completely fulfill the new strategic plan |
| | | Shifting government's structures and priorities | Staff recruitment and retention to align with growth and development |
| | | Limited public resources | |

The Planning Committee considered all this data in crafting the key elements of the Strategic Plan that they recommended to the Board of Directors. The Board of Directors discussed these recommendations in a series of meetings before adopting Tamir's new Strategic Plan for 2022-2027.

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.

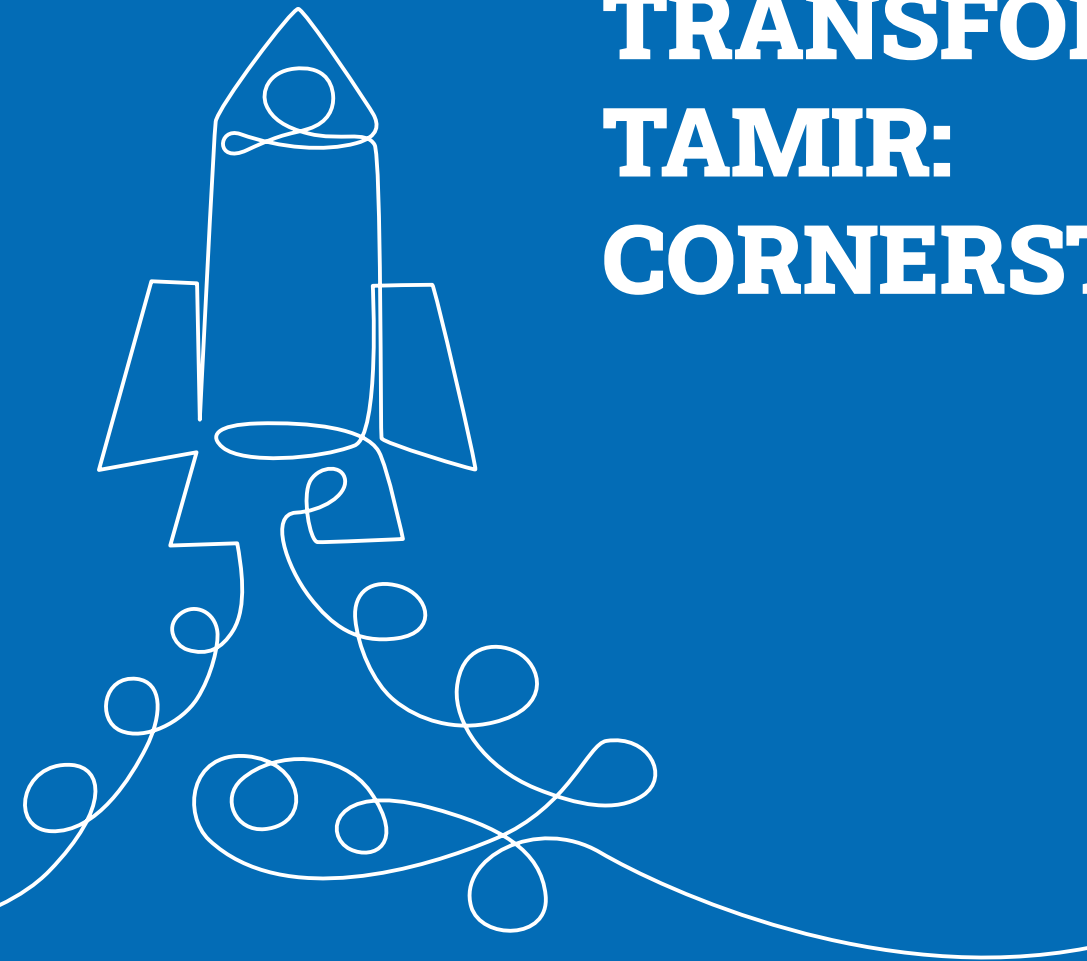
VISION

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

MANDATES

Tamir has a mandate from the Government of Ontario to provide multicultural support for all and enjoys a specific mandate for Jewish cultural services for all who want them.

TRANSFORMING TAMIR: CORNERSTONES





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.

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 programs and services.

3 STRATEGIC PARTNERSHIPS

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

4 RESOURCING

Attract and retain the financial and human resources that Tamir needs to ensure its stable growth to meet its mission.

5 PROFESSIONALISM

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

OUR STRATEGIC PILLARS AND KEY INITIATIVES

The Tamir Strategic Plan is built on five Strategic Pillars. Each pillar responds to an area of emphasis for future action identified during the strategic planning process, and each will guarantee that we retain our focus. Together, these pillars are designed to support resource allocations and structure performance measurement, while clarifying our priorities and reflecting our values. They are interdependent and rely on each other for the success of the total plan.

Each Strategic Pillar drives initiatives planned for the next few years, initiatives that will be updated periodically as the context changes and the need arises.

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:

- Services that assist Young adults (18+) in transition into independent living.
- Residential and recreational programming for adults with medically complex needs
- Therapeutic respite, children and youth
- Diverse residential models
- Inclusive community/vocational programs for adults
- Jewish religious and cultural programs in partnership with other relevant community organizations
- Provision of sector thought leadership and advocacy

The need for these initiatives is evidence-based and reflects the information gathered during the planning process and priorities outlined in the Provincial document, "Journey to Belonging: Choice and Inclusion". We anticipate that it will be several years before all these programs and services can be introduced and consolidated and Tamir will assess their success as things move forward. We will also be vigilant to identify other community needs as they emerge. This pillar sets a high bar for Tamir's work over the next few years, and these initiatives will require concerted action on the other four strategic pillars for their successful accomplishment.

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 programs and services.

Key initiatives include:

- Design and develop the new Tamir Centre for the general and Jewish community to be a model for affordable housing/young adults (18+) transition into independent living training apartments/children's respite/medically complex for adults (18+)
- Review Tamir's existing real estate infrastructure
- Ensure that Jewish Faith and Culture are prominent
- Review and update Tamir's back office and IT infrastructure to ensure that it can support the new initiatives

The primary focus of this Strategic Pillar is on the creation of the new Tamir Centre, a major undertaking that will be 2 or 3 years in the making. Its layout and architecture are being sketched out right now to reflect best practices for purpose-built community structures of this kind. At the same time our existing real estate is examined with a view to making whatever improvements deemed necessary. As before, all our buildings will be designed with functionality and cost effectiveness in mind, but also to ensure the Jewish faith and culture are prominent and to perpetuate the Tamir feeling of warmth, family and community.

3 Strategic Partnerships



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

Key initiatives include:

- Dynamic inter-agency Memorandums of Understanding that reflect strong and clear expectations and a spirit of collaboration
- Expanded partnerships within the Canadian and global Jewish community
- Partnerships with governments, ODSN agencies, hospitals, community health centers etc.

Tamir has already begun working collaboratively with many partner organizations in and around Ottawa to ensure the best possible service coverage at the least cost to the community. As the list of initiatives suggests, these relationships are with other community not-for-profit agencies as well as health care and government entities. Each partner adds a link in the chain and together forms an efficient and effective package of services.

4 Resourcing



Attract and retain the financial and human resources that Tamir needs to ensure its stable growth to meet its mission.

Key initiatives include:

- An agreement for federal and provincial government capital and MCCSS operational funding
- Engagement and support of charitable and community funding sources
- Secure sustainable funding for Jewish-cultural programs and services
- Recruit and retain human resources needed for growth and development

The Board of Directors feels that it's particularly important for Tamir to keep its eyes on the need to ensure adequate and sustainable funding for the many programs and services it provides. Similarly, ensuring that there is always a team of professionally qualified leaders in place to create and manage each specialist service is essential. Sustainable resourcing for all programs and services, including those that are Jewish-specific, is important as Tamir moves to expand its services and diversify its clientele.

5 Professionalism



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

Key initiatives include:

- The development of an optimally structured and staffed organization
- Staff and leadership development and succession planning
- Refreshed and tracked strategic and operational plans with clear benchmarks and milestones
- Maintenance of sector-leading governance practices
- Embedded Jewish cultural mandate.
- Commitment to best practices.

This Strategic Pillar helps drive the rigorous practices needed to manage service-diversification and growth, both essential to the future success of Tamir. It also acknowledges the importance of our values and our people by ensuring a continuing focus on leadership development and the reinforcement of all that is best in the Tamir culture.

THE COMMUNITY WE SERVE



At Tamir we are proud to be a principal supplier of support to those with a Developmental Disability or Autism in Ottawa and beyond. Expanding on our Jewish roots, we welcome people of all faiths, cultures and backgrounds, and are value-driven in all our programs and relationships.

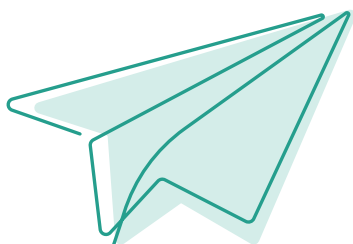
WE WORK HARD TO PROVIDE



- professional care, respect and loving attention to our users and families,
- the services they need to the whole Ottawa community,
- an open collaborative approach with our organizational partners,
- accountability, respect and cooperation with those who fund Tamir,
- unfailing support for inclusion of children, youth, and adults with developmental disabilities and/or to the Ottawa Jewish community, and
- support and information to our valued team members and volunteers

We pursued this philosophy throughout the development of our Strategic Plan, reaching out to all of the above groups and many others to get the most comprehensive understanding of their needs. We undertook a very broad and robust consultation to ensure that Tamir was responsive and purposeful in creating its strategic priorities for the future.

We believe that Tamir is truly in the community, of the community, about the community, and for the community.



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 consolidating organizational changes, early initiatives for development include transitional residential and life skills training for young adults, therapeutic respite and recreational programs, diverse residential models and the planned new Tamir Centre.

Tamir will keep its partners and friends in the community up-to-date as these various plans roll out, and will contemplate the possibility of refreshing the Tamir brand to better reflect its new services and demographics of clientele.

DREAMING BIG

Tamir's goal is to become a leading organization in Canada for all those challenged by a Developmental Disability and/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



**11 Nadolny Sachs Private, Suite # 218
Ottawa, ON K2A 1R9**



Telephone: 613-725-3519

Fax: 613-725-6045

Executive Director
Risa Plotnick, ext. 103

**Executive Assistant
to the Executive Director**
Elizabeth Tyrie, ext. 118

Finance Manager
Sultana Ferdousi, ext. 102

Residential Services Manager
Laurie Oakley, ext. 110

Human Resources Director
Brad Purvis, 343-633-4702 ext. 205

Judaic Coordinator
Jodi Green, ext. 115

**Coordinator of Fundraising,
Events and Development**
Jamie Sweigman, ext. 104

Employment Opportunities
Roland Young, HR/Quality
Enhancement Coordinator
ext. 112

Volunteer Opportunities
Roland Young, HR /Quality
Enhancement Coordinator
ext. 112

General Inquiries: admin@tamir.ca

Tamir fournit des services en Anglais.

Pour recevoir les services en Francais veuillez communiquer avec
L'association pour l'intégration sociale d'Ottawa (AISO)
au 613 744-2241 ou reception@AISO.org



tamir.ca



@tamirfoundation



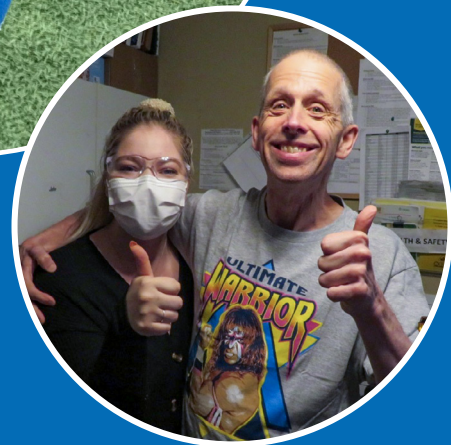
@tamiottawa



Tamir Foundation



@TamirOttawa



TAMIR BOARD OF DIRECTORS

Joe Brownstein
President

Risa Plotnick
Executive Director

Shira Brass
1st Vice President

Jacob Polowin
2nd Vice President

Ira Abrams
Treasurer

Adam Moscoe
Past President

Joshua Finn
Director

**Rabbi Chaim
Mendelsohn**
Director

**Rebecca
Rosenstock**
Director

Joe Silverman
Director

Ira Marcovitch
Director

Barbara Grinfeld
Director

Liisa Vexler
Director

Gary Viner
Director

Harvey Goldberg
Director

Richard Zuker
Director

Brian Gold
Director



It's so wonderful to see that the small seed that we planted with our friends in 1986 has grown into such a strong and thriving tree, and is still reaching so determinedly for our ultimate vision.

– Jerry and Lily Penso