

**Independent Living Centre of Waterloo Region
Community Engagement Strategy**

| Stakeholder Group | Engagement Strategy | Purpose of Engagement | Process of Engagement | Intended Outcomes | Feedback Received | Participant Evaluation |
|--------------------------|----------------------------|--|--|---|--|---|
| Staff | Staff Survey | <ul style="list-style-type: none"> • Evaluate opinion of ILCWR as an employer. • Identify and address common points of disillusionment among staff. • Empower staff to use their collective voice in the workplace. | <ul style="list-style-type: none"> • Administer yearly survey via mail (with payslip) • Allow 2-3 weeks for return • Review, analyze and consolidate results • Discuss possible changes within organization to address common survey responses | <ul style="list-style-type: none"> • Identify and address common points of disillusionment among staff. • Use feedback to make tangible improvements in the operation of the organization | <ul style="list-style-type: none"> • Via survey | <ul style="list-style-type: none"> • Survey response rate • Completeness of surveys. |
| Staff | Employee Relations Council | <ul style="list-style-type: none"> • Reduce distance between attendant staff and head office staff. • Receive feedback directly from front-line | <ul style="list-style-type: none"> • Establish four councils of 3-4 members each (one council per Assisted Living project, and one for Outreach attendants) • Select Council | <ul style="list-style-type: none"> • Receive open, honest feedback from staff on issues experienced in the field • Inform staff of news, challenges | <ul style="list-style-type: none"> • Via discussion | <ul style="list-style-type: none"> • Direct feedback (via discussion) • Council member attendance and participation |

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| Staff (Cont'd) | Employee Relations Council (Cont'd) | <p>workers without omission to, or mitigation from, supervisors.</p> <ul style="list-style-type: none"> • Communicate messages from head office directly to front-line workers, who can cascade information to colleagues. | <p>members who have demonstrated insight into, and understanding of, the organization and its core values</p> <ul style="list-style-type: none"> • Hold initial orientation meeting to discuss council purpose and procedures. • Hold two meetings yearly—one with individual Councils, and one as a larger group | and progress occurring at head office | | |
| Staff | Community Staff Meeting | <ul style="list-style-type: none"> • Reduce distance between attendant staff and head | <ul style="list-style-type: none"> • Select date, time and location for staff meeting • Publicize | <ul style="list-style-type: none"> • Create sense of community among staff members • Reduce | <ul style="list-style-type: none"> • Via encouragement of questions | <ul style="list-style-type: none"> • Direct feedback (via questions and comments) • Staff attendance and participation |

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| Staff (Cont'd) | Community Staff Meeting (Cont'd) | <p>office staff.</p> <ul style="list-style-type: none"> • Provide updates on important information affecting all staff • Build staff capacity through guest speakers | <p>meeting among staff via mail (with payslips)</p> <ul style="list-style-type: none"> • Invite speaker(s), prepare material for presentation • Issue survey soliciting feedback on proceedings. | <p>distance between attendant staff and head office staff</p> <ul style="list-style-type: none"> • Build staff capacity | <p>and comments</p> <ul style="list-style-type: none"> • Via survey | |
| Consumers | Supervisor Visits | <ul style="list-style-type: none"> • Receive feedback on attendant service provision • Reduce distance between consumers and head office staff • Ensure safe and hospitable environment for attendant staff | <ul style="list-style-type: none"> • One-on-one meetings between consumers and head office supervisors in consumer's home | <ul style="list-style-type: none"> • Improve consumer relationship with organization • Receive feedback causing tangible improvements to service provision | <ul style="list-style-type: none"> • Via discussion • Via attendant evaluation | <ul style="list-style-type: none"> • N/A |

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| Consumers | Program Evaluations | <ul style="list-style-type: none"> • Evaluate opinion of ILCWR as a service provider. • Identify and address common points of disillusionment among consumers. • Empower consumers to participate in directing the organization as a whole, in line with the Independent Living philosophy. • Continuously review and improve programs, ensuring that the organization | <ul style="list-style-type: none"> • Yearly internal review of programs and services by supervisors • Draft surveys that appropriately solicit the desired feedback on ILCWR programs through a mix of open- and closed-ended questions • Administer survey at relevant events, or by mail, e-mail • Allow 2-3 weeks for response • Review, analyze and consolidate results | <ul style="list-style-type: none"> • Use feedback to make tangible improvements in the operation of the organization and its programs • Further encourage consumers to direct their service provision • Demonstrate ILCWR's commitment to bettering its programs | <ul style="list-style-type: none"> • Via evaluation documents • By making surveys and evaluation documents accessible to program participants | <ul style="list-style-type: none"> • Survey response rate • Completeness of surveys. |

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| Consumers (Cont'd) | Program Evaluations (Cont'd) | <p>and its component parts are running efficiently</p> <ul style="list-style-type: none"> • Provide through ILCWR programs the greatest possible benefit to consumers | <ul style="list-style-type: none"> • Discuss possible changes within organization to address survey responses • Incorporate survey feedback into future assessments of program effectiveness • Periodically arrange external reviews of ILCWR programs by independent firms | | | |
| Consumers | Website and Social Media Strategy | <ul style="list-style-type: none"> • Engage and inform consumers quickly and cost-efficiently on issues pertinent to ILCWR, or | <ul style="list-style-type: none"> • Creation and implementation of new website • Daily moderation of ILCWR blog, Facebook page | <ul style="list-style-type: none"> • Engage consumers in discussion on issues pertinent to ILCWR, or related to disability and | <ul style="list-style-type: none"> • Via website analytics • Via commentary on blog, Facebook | <ul style="list-style-type: none"> • Website and e-newsletter analytics • Number of social media followers • Semi-annual pop-up survey |

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| Consumers (Cont'd) | Website and Social Media Strategy (Cont'd) | related to disability and accessibility | and Twitter account | accessibility <ul style="list-style-type: none"> • Creation of a sense of community among consumers | page, Twitter account | |
| Board of Directors | Self-Evaluation | <ul style="list-style-type: none"> • Evaluate Board of Director's effectiveness as a decision-making body • Establish areas for improvement on which tangible actions can be taken | <ul style="list-style-type: none"> • Construct survey that appropriately solicits the desired feedback • Facilitate completion of survey to limit misunderstandings and ensure survey completeness • Review, analyze and consolidate results • Discuss possible changes within Board of Directors processes and | <ul style="list-style-type: none"> • Continually improve the performance of the Board of Directors as a decision-making body | <ul style="list-style-type: none"> • Via facilitated discussion • Via completed evaluation document | <ul style="list-style-type: none"> • Invitation to Board of Directors to critique evaluation document |

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| Board of Directors (Cont'd) | Self-Evaluation (Cont'd) | | procedures to address survey responses | | | |
| Board of Directors | Returning Board Member Evaluations | <ul style="list-style-type: none"> • Evaluate performance of each individual Board member to identify areas where capacity building may be necessary • Ensure that every Board member is contributing appropriately, and is receiving direction if performance is unsatisfactory | <ul style="list-style-type: none"> • Construct survey that appropriately solicits the desired feedback • Distribute survey to all Board members, except the evaluated party • Review, analyze and consolidate results • Discuss possible courses of action to address survey responses | <ul style="list-style-type: none"> • Determine specific areas where ILCWR can engage and mentor Board members • Continually improve performance of Board members • Use individual capacity building as compensation for members' volunteered time | <ul style="list-style-type: none"> • Via evaluation document | <ul style="list-style-type: none"> • Invitation to Board of Directors to critique evaluation document |
| Board of Directors | Mid-Term Strategic Plan Evaluation | <ul style="list-style-type: none"> • Place an ongoing focus on the | <ul style="list-style-type: none"> • Select one Board meeting per year to | <ul style="list-style-type: none"> • Maintain a focus on the agency's | <ul style="list-style-type: none"> • Via evaluation document | <ul style="list-style-type: none"> • N/A |

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| Board of Directors (Cont'd) | Mid-Term Strategic Plan Evaluation (Cont'd) | <p>importance of the philosophical direction of the agency</p> <ul style="list-style-type: none"> • Establish new initiatives and directions that can improve the agency's internal performance, and its external presence and performance in the community | <p>devote to Mid-Term Strategic Plan Evaluation</p> <ul style="list-style-type: none"> • Gather input from Board members on the currency and relevance of the current plan. • Determine if any shifts in the directions of the strategic plan are necessary. | <p>philosophical direction</p> <ul style="list-style-type: none"> • Avoid dwelling upon tasks of daily operation | <ul style="list-style-type: none"> • Via discussion | |
| Members | Annual General Meeting | <ul style="list-style-type: none"> • To inform members of agency activity and fiscal responsibility • To improve members' feelings of connection to ILCWR • To ensure democratic | <ul style="list-style-type: none"> • Plan meeting (book venue, arrange guest speakers, establish agenda and menu, etc.) • Send invitations to members via mail, e-mail | <ul style="list-style-type: none"> • Elect new Board members to bring fresh perspectives to the Board of Directors • Receive stakeholder input and feedback on organization's | <ul style="list-style-type: none"> • Via AGM election • Via the invitation of question from the floor | <ul style="list-style-type: none"> • Via meeting attendance |

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| Members (Cont'd) | Annual General Meeting (Cont'd) | election of Board members • To offer educational opportunities to members in the form of guest speakers | | performance • Educate stakeholders via guest speakers and staff presentations | | |
| Members | Website and Social Media Strategy | • Engage and inform members quickly and cost-efficiently on issues pertinent to ILCWR, or related to disability and accessibility | • Creation and implementation of new website • Daily moderation of ILCWR blog, Facebook page and Twitter account | • Engage members in discussion on issues pertinent to ILCWR, or related to disability and accessibility | • Via website analytics • Via commentary on blog, Facebook page, Twitter account | • Website and e-newsletter analytics • Number of social media followers • Semi-annual pop-up survey |
| Donors/ Funders | Program Evaluations | • Continuously review and improve programs, ensuring that the organization and its component | • Yearly internal review of programs and services by supervisors • Incorporation of survey feedback into assessment of | • Demonstrate ILCWR's commitment to bettering its programs • Continuously improve the services we provide | • Via evaluation document • By making completed evaluation documents accessible | • N/A |

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| Donors/ Funders (Cont'd) | Program Evaluations | parts are running efficiently <ul style="list-style-type: none"> • Provide through ILCWR programs the greatest possible benefit to consumers | program effectiveness <ul style="list-style-type: none"> • Invite external reviews of ILCWR programs by independent firms when finances allow | | | |
| Donors/ Funders | Annual Report | <ul style="list-style-type: none"> • To inform Donors and Funders of agency activity and fiscal responsibility | <ul style="list-style-type: none"> • Calculate and compile relevant figures for inclusion in report • Draft and edit written narrative of programs and services • Compile photos and testimonials for inclusion in final document • Arrange for professional | <ul style="list-style-type: none"> • Provide a comprehensive document outlining ILCWR activities for distribution to the general public • To maintain transparency surrounding ILCWR's operations | <ul style="list-style-type: none"> • N/A | <ul style="list-style-type: none"> • N/A |

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| Donors/ Funders (Cont'd) | Annual Report (Cont'd) | | printing of document | | | |
| Donors/ Funders | Donor Recognition | <ul style="list-style-type: none"> • Demonstrate to donors that their generous contributions are used and appreciated • Demonstrate to donors how their financial gifts are used to provide service to people with disabilities in Waterloo Region • Encourage and invite future gifts | <ul style="list-style-type: none"> • Contact donors and inquire about their preferred methods of recognition • Hold recognition events or informal meetings with donors in accordance with their individual wishes. | <ul style="list-style-type: none"> • Strengthen personal connections between donors and ILCWR • Make donors aware of the positive impact that their donations have on people with disabilities in Waterloo Region. | <ul style="list-style-type: none"> • Via inquiries pertaining to donors' preferred methods of recognition • Via attendance | <ul style="list-style-type: none"> • N/A |
| Partner Organizations | Presentations | <ul style="list-style-type: none"> • Promote our services to agencies providing similar support in the community | <ul style="list-style-type: none"> • Advertise and promote presentations among partner organizations • Deliver presentations | <ul style="list-style-type: none"> • Increased referrals from partner organizations • Expansion of resource pool shared by | <ul style="list-style-type: none"> • Via post-presentation feedback survey | <ul style="list-style-type: none"> • Survey response rate • Completeness of surveys |

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| Partner Organizations (Cont'd) | Presentations (Cont'd) | <ul style="list-style-type: none"> • Strengthen partnerships with allies in the community | upon request to staff and other stakeholders of these organizations | community organizations <ul style="list-style-type: none"> • Creation and maintenance of mutually beneficial partnerships | | |
| Partner Organizations | Annual Report | <ul style="list-style-type: none"> • To inform Donors and Funders of agency activity and fiscal responsibility | <ul style="list-style-type: none"> • Calculate and compile relevant figures for inclusion in report • Draft and edit written narrative of programs and services • Compile photos and testimonials for inclusion in final document • Arrange for professional printing of document | <ul style="list-style-type: none"> • To inform Donors and Funders of agency activity and fiscal responsibility | <ul style="list-style-type: none"> • N/A | <ul style="list-style-type: none"> • N/A |