

Tenant Engagement Matrix

Engaging with Tenants for Program Planning and Implementation



The 3 Perspective Levels

	1 Understanding the Landscape	2 Relationship Building	3 Techniques for Engagement	4 Database Management & Communication
Outer (TCHC)	<p>External Policy and Incentives</p> <p>Cosmopolitanism</p> <p>Peer Pressure</p>	<p>Policies and Laws</p> <p>Local Practices</p> <p>Organizational Familiarity</p>	<p>Current Engagement Practices and Dynamics</p> <p>Evaluation of Existing Techniques and Success Models</p> <p>Barriers</p>	<p>Policies and Laws</p> <p>Data Collection Standards and History</p> <p>Communication Coordination</p>
Inner (Building)	<p>History</p> <p>Patient Needs and Resources</p> <p>Building Capacity to Implement</p>	<p>Personnel</p> <p>Culture and Identity</p> <p>Funding</p>	<p>Engagement Techniques for the Building</p> <p>Infrastructure</p> <p>Personnel Capacity</p>	<p>Communication and Advertisement</p> <p>Work Infrastructure/ Personnel</p> <p>Communication Effectiveness and Security</p>
Individual (Tenant)	<p>Knowledge and Beliefs</p> <p>Access</p> <p>Other Personal Attributes</p>	<p>Tenant Liaisons</p> <p>Ongoing Engagement and Support</p>	<p>Tenant Perceptions and Attitudes</p> <p>Engagement Preferences and Methods</p> <p>Inclusivity</p>	<p>Defining Communication</p> <p>Maintaining Communication</p> <p>Monitoring Communication</p>

About the Tenant Engagement Matrix



Community Care Navigator



Who is the TEM for?

The Tenant Engagement Matrix (TEM) is designed for TCHC (Toronto Community Housing Corporation) personnel, such as community care navigators. It helps them engage tenants effectively when planning and implementing community programs.

Why was the TEM created?

TEM fills the need for a structured yet flexible tool that guides TCHC personnel through the engagement process, ensuring tenant needs are accurately identified and addressed. It promotes meaningful participation and ownership among tenants, leading to more effective and relevant community programs.

How to use the TEM?

Step 1. Choose an Element

Start by selecting an element from the matrix that aligns with your current project stage. Elements include:

1 Understanding the Landscape

Engaging key stakeholders and evaluating past initiatives to assess community dynamics.

2 Relationship Building

Building genuine, inclusive relationships through open conversations and consistent interaction.

3 Techniques for Engagement

Gradual trust-building through integration into community social settings and structured engagement sessions.

4 Database Management & Communication

Regular updates using community-preferred methods and adherence to ethical data collection practices.

Step 2. Go Through the Layers

Work through the questions for each perspective level: Outer (TCHC), Inner (Building), and Individual (Tenant). It's recommended to proceed in chronological order but feel free to adapt based on your context.

Step 3. Answer Relevant Questions

Use the questions to guide your project planning and engagement techniques. Regularly refer back to the matrix to ensure all aspects of effective engagement are addressed.

Step 4. Tailor to Your Context

Customize your approach by thinking of your own questions within each theme. The provided questions are not exhaustive; you don't need to address all of them.

By following these steps, you can ensure a comprehensive approach to tenant engagement, fostering inclusive and meaningful participation throughout your project.

1

Understanding the Landscape

Engaging key stakeholders and evaluating past initiatives to assess community dynamics.



Outer (TCHC level)

- **External Policy and Incentives:** What external (TCHC) policies, regulations, or incentives (i.e. funding) might impact the implementation of the project?
- **Cosmopolitanism:** Are there connections to relevant external organizations whose partnerships could enhance the project's success?
- **Peer Pressure:** Can we learn from similar projects and what is their perceived success?



Inner (Building level)

- **History:** What is the history of similar projects and engagement in the building? What were the pros and cons?
- **Patient Needs and Resources:** Are there specific needs and preferences of the community housing members?
- **Building Capacity to Implement:** How confident are the individuals involved in their ability to implement the project successfully?



Individual (Tenant level)

- **Knowledge and Beliefs:** What do key stakeholders and community members know about the project and what are their beliefs/attitudes towards its potential impact?
- **Access:** Are there factors that could either encourage or hinder access to the program?
- **Other Personal Attributes:** What is the level of individuals' readiness to engage with the project?



2

Relationship Building

Building genuine and inclusive relationships through open conversations and consistent interaction.



Outer (TCHC level)

- **Policies and Laws:** What are the current TCHC policies that may help or create barriers for TCHC residents to interact with each other?
- **Local Practices:** What are the current community-building events common amongst TCHC buildings?
- **Organizational Familiarity:** How does TCHC build familiarity and trust among its partners to effectively engage with tenants?



Inner (Building level)

- **Personnel:** Which staff and tenants are the most active within the building?
- **Culture and Identity:** What challenges or opportunities can distinct cultures exist across the building bring, e.g. background, religion, economic, accessibility, gender identities?
- **Funding:** What is the budget to fund relationship-building/social events?



Individual
(Tenant level)

- **Tenant Liaisons:** Are there tenant representatives who can act as liaisons to coordinate communication and relationship building between staff and tenants?
- **Ongoing Engagement and Support:** What incentives might exist for relationship-building dedicated events to motivate tenants to join community activities?



Techniques for Engagement

Gradual trust-building through integration into community social settings and structured engagement sessions.



Outer (TCHC level)

- **Current Engagement Practices and Dynamics:** What techniques have been used by the organization in the past and how effective were they?
- **Evaluation of Existing Techniques and Success Models:** What techniques have been successfully used in community housing or other organizations to engage tenants?
- **Barriers:** What are the current or previous challenges for engaging with the tenants that should be kept in mind?



Inner (Building level)

- **Engagement Techniques for the Building:** What incentives could staff provide for those attending engagement sessions?
- **Infrastructure:** What are the physical communal spaces in the building where tenants tend to converge that could be used for engagement activities?
- **Personnel Capacity:** What personnel is available to conduct the engagement session?



Individual (Tenant level)

- **Tenant Perceptions and Attitudes:** What may be the tenant's perception or attitudes toward the engagement?
- **Engagement Preferences and Methods:** What is the way the tenants want to be engaged and how can different modes of engagement be included?
- **Inclusivity:** Are there any barriers that might affect tenants' ability to be engaged (Language barriers, cultural differences, safety concerns, etc.)?



4 Key Engagement Techniques in Community Housing Buildings



1. Lobby Days: Set up tables in common areas for direct and personal tenant interactions, enhancing trust and community involvement through face-to-face engagement.



2. Community Barbeques and Picnics: Host relaxed, social events that encourage open dialogue and build a sense of community, leading to more informal and diverse feedback.



3. Community Fairs: Organize interactive events for tenants to learn about available programs and services, fostering trust and comfort in providing feedback.



4. Tenant Surveys with Incentives: Offer small rewards to motivate tenants to complete surveys, increasing participation and the quality of feedback collected.

For more tenant engagement strategies, please refer to the [Appendix](#) on page 8.

Database Management and Communication

Regular updates using community-preferred methods and adherence to ethical data collection practices.



Outer (TCHC level)

- **Policies and Laws:** Are there standards for TCHC of organizations for data management, data sharing, privacy, or use of data?
- **Data Collection Standards and History:** Local conditions: What types of data collection make sense for this population what are the current benchmarks of data?
- **Communication Coordination:** How can we establish clear and consistent communication channels across TCHC buildings?



Inner (Building level)

- **Communication and Advertisement:** What building-wide communication platforms can be leveraged to create constant, consistent, and open streams of communication?
- **Work Infrastructure/Personnel:** Who is currently responsible for compiling and disseminating information with tenants in the building?
- **Communication Effectiveness and Security:** How can the effectiveness of communication methods be tracked?



Individual
(Tenant level)

- **Defining Communication:** How can we ensure that communication is clear, consistent, and accessible to all tenants?
- **Maintaining Communication:** How can we maintain communication and engagement throughout the project?
- **Monitoring Communication:** What feedback mechanisms can we establish to ensure tenants feel heard and valued even beyond the project scope?



List of Tenant Engagement Strategies (not exhaustive)

- **Lobby Days:** set up tables in common areas (like the lobby) where foot traffic is common.
- **Barbeques/Community Picnics:** Engage with tenants in a more informal way that also allows them to socialize with others in their community.
- **Community Fairs:** Organize events that allow tenants to learn about the programs/services or organizations that are available in their community.
- **Surveys and Questionnaires:** Distribute surveys online or on paper to collect detailed information.
- **Focus Groups:** Organize small, guided discussion groups with tenants to explore their needs and preferences for new programs and services.
- **One-on-One Interviews:** Provides in-depth feedback and insights for tenants at the individual level.
- **Suggestion Boxes:** Place comment boxes in common areas for anonymous feedback and ideas for improvement.
- **Town Halls/Community Meetings:** Host meetings where tenants can openly discuss their thoughts on proposed programs and services.
- **Co-Design Workshops:** Invite tenants to brainstorm and design potential new programs.
- **Door-to-door Outreach:** Conduct door-to-door visits to speak directly with tenants and gather their input.
- **Resident Advisory Committees:** Many TCHC buildings will already have these in place.
- **New Program Committees/Subcommittees:** form committees of tenants in order to provide input and discuss new initiatives.
- **Tenant Surveys with Incentives:** Offer small incentives to encourage tenants to complete surveys.
- **Tenant Ambassadors:** Recruit and train tenant ambassadors to gather feedback from their neighbours and represent their views.
- **Poster Campaigns:** Posters can include QR codes that ask for feedback. Alternatively, can direct tenants to where they can go to provide feedback (i.e., lobby day)
- **Newsletters:** Provide newsletters to tenants to inform them about community activities and ways to get them involved.