



TCHC 2021-22 Strategic Communications Plan Update

Item 4

November 30, 2021

Governance, Communications and Human Resources Committee

Report: GCHRC:2021-41

To: Governance, Communications and Human Resources Committee

From: Vice President, Strategic Planning and Communications

Date: October 20, 2021

PURPOSE

Update the Governance, Communications and Human Resources Committee on progress in implementing Toronto Community Housing's 2021-2022 Strategic Communications Plan.

RECOMMENDATIONS:

It is recommended that the committee receive this report for information.

REASONS FOR RECOMMENDATIONS:

Toronto Community Housing's 2021-2022 Strategic Communications Plan sets out how TCHC, as a service organization, can use strategic communications to build on progress to date in strengthening its reputation and brand with tenants, employees, stakeholders and the public, improving understanding of TCHC's services and supports, and providing people with access to the right information at the right time, on their terms.

Guided by the plan, the Strategic Communications team has been proactively telling compelling stories, both through mainstream media and TCHC print and digital channels, about TCHC's efforts to deliver its mission and the difference this work in making to tenants and the broader community. As reflected in our 2020 Gratitude Report (TCHC's first

multimedia digital annual report) released in May 2021, our approach has focused on human interest stories that bring to life the vibrancy of TCHC communities and the people who are proud to live and work there.

In implementing the strategy, we have used a range of print and digital products and channels to deliver timely and effective communications to tenants, employees, stakeholders and the public. This includes:

- Showcasing TCHC's efforts to deliver its 2021-2022 Strategic Priorities, such as the rollout of the Tenant Service Hubs model in TCHC communities, progress in implementing TCHC's Confronting Anti-Black Racism Strategy, our commitment to accessibility, and the progress of projects under the City's Tenants First plan.
- Providing tenants with timely and relevant information about programs that provide economic and social opportunities for youth, active living programs for children, and community, seasonal and fire safety best practices and tips.
- Widely sharing information with employees and tenants through posters, brochures, email, the website and social media to build awareness of public health measures to prevent the spread of COVID-19 and promote the vaccine and vaccination clinics in our communities.

We have also improved our ability to share information quickly and effectively through printed posters, newsletters and direct mail to tenant households in order to reach tenants who currently do not have access to digital channels.

METRICS

Social media: Our "digital-first" approach leverages TCHC's website and social media channels to share information and tell our story. From April to September 2021:

- TCHC generated 1.1 million impressions across our four social media channels (Twitter, Facebook, Instagram, LinkedIn). We added, on average, just over 1,000 followers per quarter, and had an

engagement rate of 17 per cent (exceeding the industry benchmark of 11 per cent).

- Our post click rate was 0.33 per cent, close to the industry average of 0.35 per cent. We expect it will increase as we continue to promote and customize content on our channels.
- TCHC's external website drew 945,596 page views, with 246,464 unique visits (an average of 44,000 per month).

Work began in 2021 to assess how TCHC's website can be redeveloped to provide a stronger digital platform to share information with tenants and stakeholders. This work will continue in 2022.

Mainstream media: An analysis of media coverage of TCHC during the first nine months of 2021 shows that just under two-thirds of the stories (62.5%) are positive or neutral in tone. The negative stories (37.5%) included coverage of several incidents of gun violence in TCHC communities, in addition to stories about operational matters such as evictions, transfers or service disruptions. Where stories have been negative, TCHC has improved its ability to add our voice to the story to provide a more balanced perspective.

IMPLICATIONS AND RISKS

We are seeing the value of proactively telling the TCHC story and using both digital and print channels to give tenants access to information they need to have a successful tenancy and better quality of life. Building on this momentum will require TCHC to continue to make investments to ensure the team has the right tools and supports to use clear, timely, proactive communication to help the organization deliver on its strategic goals and priorities.

SIGNATURE:

"Paula Knight"

Paula Knight
Vice President, Strategic Planning and Communications

ATTACHMENT:

1. Progress report on Toronto Community Housing 2021-2022 Strategic Communications Plan

STAFF CONTACTS:

Ada Wong

Senior Director, Digital, Content and Brand Strategy

647-458-1820 | Ada.Wong1@torontohousing.ca

Bruce Malloch

Director, Strategic Communications

416-737-6642 | Bruce.Malloch@torontohousing.ca

TCHC Strategic Communications Plan Update

Item 4 - TCHC 2021-22 Strategic Communications Plan Update
GCHRC Public Meeting - November 30, 2021
Report:GCHRC:2021-41
Attachment 1

November 30, 2021



Toronto
Community
Housing

Summary

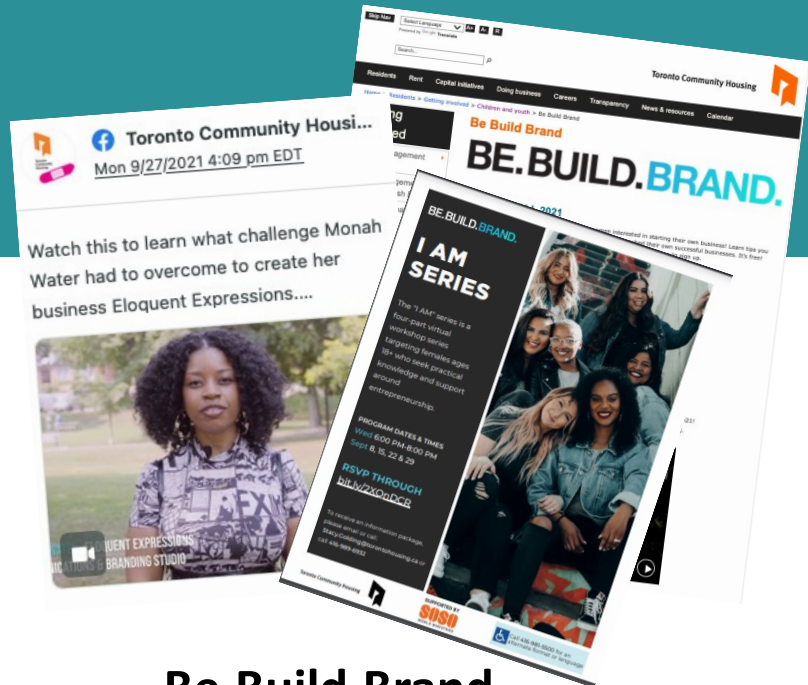
In March 2021, the Strategic Communications team presented a plan including the following commitments:

- Build trust and confidence among tenants, employees and stakeholders
- Engage and inform key audiences to drive understanding of our services and supports, ensuring people get the right information, at the right time and on their terms
- Be proactive storytellers, with a consistent human voice
- Be trusted and respected advisors, nimbly solving problems and advancing the organization's strategic priorities
- Create connections through integrated communications channels to enable transparency, trust and action

The following are some highlights of what we have accomplished to deliver results.



Building Trust Through Integrated Communications Channels



Be.Build.Brand. Print, Video, Web, Social, Email, Event Marketing

46,864 impressions
1,866 engagements
103 posts



Tenant Survey Print, Direct Mail, Web, Social, Email, Branded Shirts

4,625 impressions
194 engagements
18 posts



Restaurant gift cards Social, News Release, Video, Local Councillor event

16,181 impressions
478 engagements
12 posts



Digital First Strategy: 2020 Gratitude Report

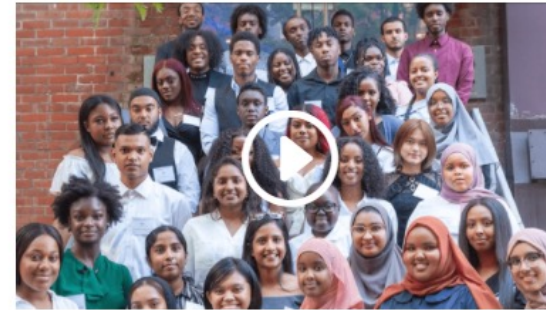
In May 2021, TCHC released our first-ever multimedia digital annual report, with video content covering stories from across our organization.



annualreport.torontohousing.ca

Testimonials & Perspectives

Community Engagement: The Programs



Community Engagement: The Outcomes



Improving Accessibility: The R-PATH Story



Hear From Our Frontline Staff



We are Proactive Storytellers: Sharing Our Good News Stories

 **Toronto Community Housi...**
Tue 10/5/2021 2:57 pm EDT

We are pleased to announce the appointment of Evelyn Amponsah, PHD ABD. as Director for #TCHC's Centre for...




Evelyn Amponsah appointed Director of the Centre for the Advancement of the Interests of Black People


23,946 impressions

2,249 engagements

CityNews profile

 **torontohousing**
Thu 8/5/2021 9:12 am EDT


Congratulations to the Alexandra Park community, #TCHC's community revitalization team and our partners in t...



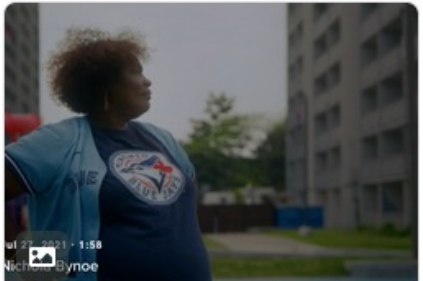
Alexandra Park redevelopment wins prestigious Urban Land Institute award

28,263 impressions

1,004 engagements

 **@TOHousing**
Sun 8/29/2021 12:50 pm EDT


We are really grateful to **#Gordonridge** tenant-leader Nichola Bynoe for all the important work she does to support...




Toronto Blue Jays feature Gordonridge tenant leader Nichola Bynoe

2,545 impressions

126 engagements

 **Toronto Community Housi...**
Wed 8/4/2021 2:28 pm EDT


Congratulations on your gold medal, Andre De Grasse, and thank you for your many golden contributions to Toronto a...




Thank you to Andre De Grasse for his many golden contributions to Toronto and TCHC communities

22,702 impressions

969 engagements

 **@TOHousing**
Mon 8/9/2021 10:33 am EDT

The new playground and park built as part of the Allenbury Gardens revitalization by **#TCHC**, our developer...



Allenbury Gardens playground and park opens for residents

6,929 impressions

351 engagements

* Impressions and engagements for posts across multiple social media platforms

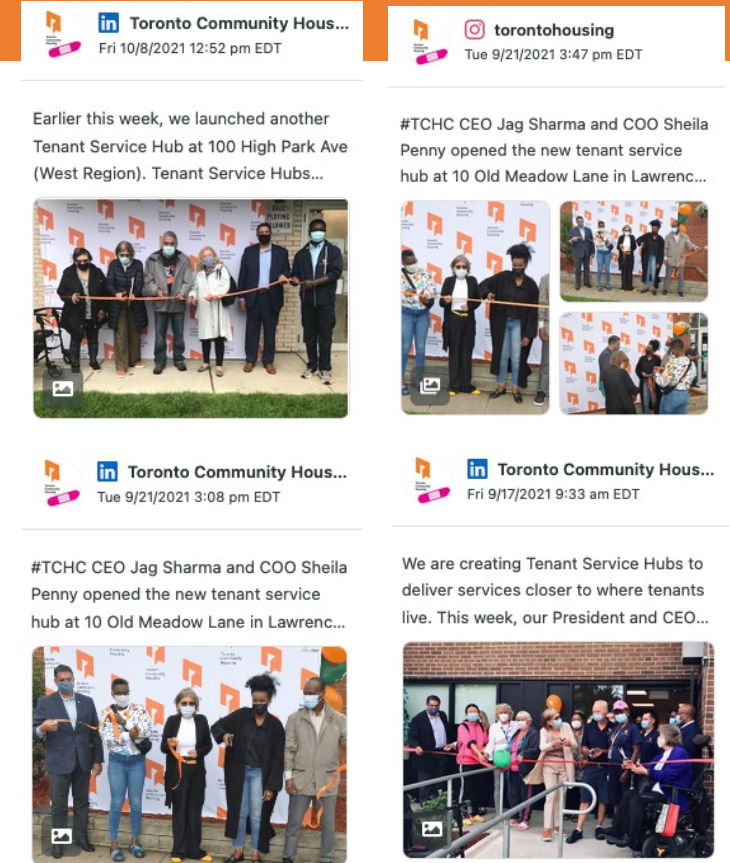
Advancing Organizational Priorities: Tenant Service Hubs



Tenant Service Hub Guide

Branded, tenant friendly brochure providing information about “what-to-expect” at a Tenant Service Hub and answers to common questions.

- Demonstrating our commitment to TCHC’s 2021-2022 Strategic Priorities, we continue to support all strategic communications for the launch of our Tenant Service Hubs model
- Bringing services closer to our communities, communications about our hubs re-affirm our commitment to staying connected with tenant needs
- The new regional Tenant Service Hub model is enabling greater connections and communications directly with tenants



Social Media Results:

19,822 impressions,
1,575 engagements, 16 posts
since July 2021

Responding to Tenant Needs: Multi-channel with a Focus on Accessibility



New Tenant Safety Guide

Tenant requested. Launching November 2021

Large-print version, 17 languages, translate to Braille upon request, focus on simple language.

Digital version includes animated videos, GIFs.
Printed book and digital publication online.



Tenant LOOP

Quarterly tenant-focused publication.

Reviewed and updated for simplified design, digital captioning and other accessibility features.

Feature articles also launched via social media with video and additional content.



Updated Tenant Guide

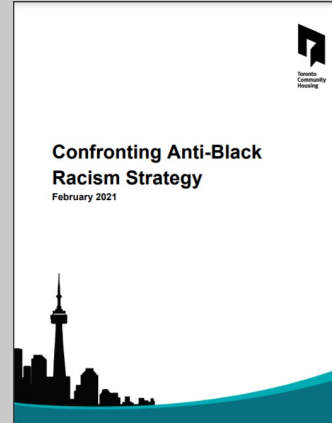
New version currently being updated.

Digital version to allow for better search of specific questions.

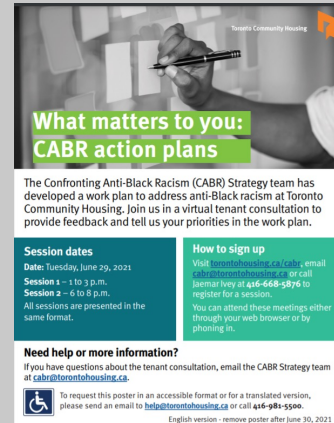
Large-print version, 17 languages, translate to Braille upon request, focus on simple language

Sustaining the Narrative About TCHC Commitments and Action

Showcasing TCHC's progress in implementing the Confronting Anti-Black Racism Strategy.



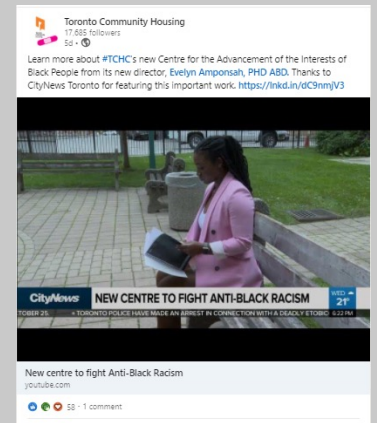
Feb. 2021



May 2021

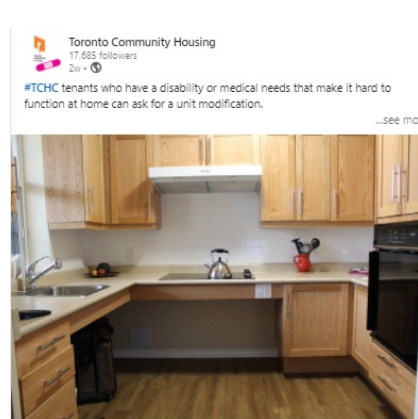
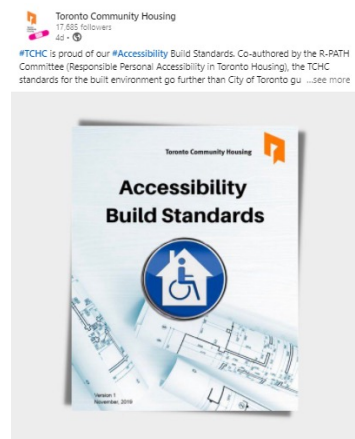


Sep. 2021



Oct. 2021

How TCHC's commitment to accessibility is improving the lives of tenants with disabilities.



Since May 2021, Accessibility content on our social media channels has resulted in over 33,000 impressions.

Sustaining the Narrative About TCHC Commitments and Action

The Strategic Communications team has worked to build knowledge and awareness among tenants and staff about public health measures to prevent the spread of COVID-19, including a “Wear a Mask” awareness campaign launched in all TCHC buildings in February 2021.



Staff T-Shirts



Posters



Door Decal

Advancing Organizational Priorities: The Role of Internal Communications

Internal communications continues to be essential for building employee engagement, communicating to the TCHC team about priorities and bringing to life our culture model through communications. Here are sample stories and numbers for *In the Know*, our internal staff newsletter.

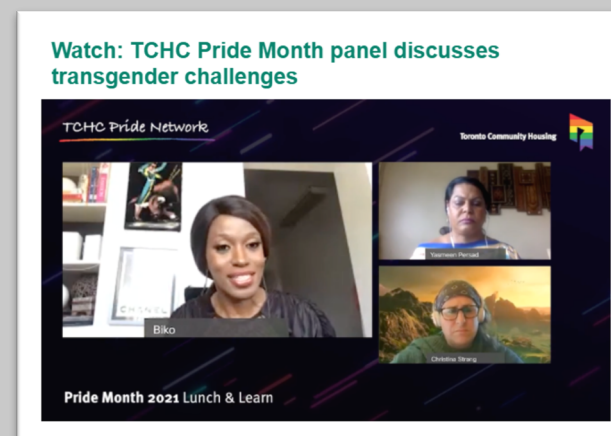
Month	Open Rate %	Unique Clicks
April	83%	135
May	91%	150
June	85%	235
July	94%	166
August	90%	58
September	87%	123



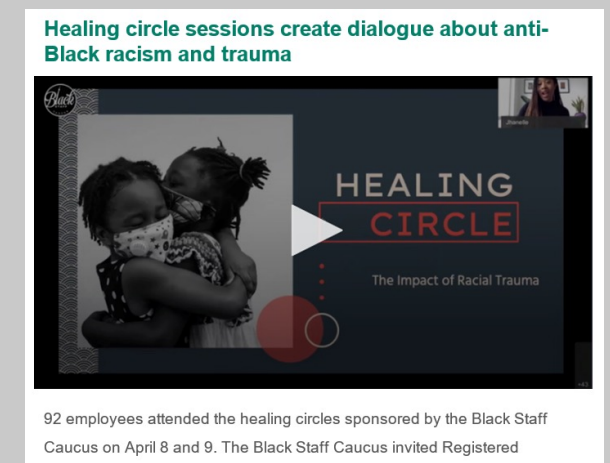
The BSC hosted an event in celebration of Emancipation Day where they screen the 1983 documentary "Home Feeling: Struggle for a Community."



A monthly newsletter feature where a TCHC staff member films a video and explains what a day in their role looks like.



More than 60 TCHC employees kicked off Pride Month 2021 together by attending the June 1 Lunch & Learn webinar organized by the employee Pride Network.



Media Coverage Analysis and Story Highlights



CityNews profile of Evelyn Amponsah and the Centre for the Advancement of the Interests of Black People

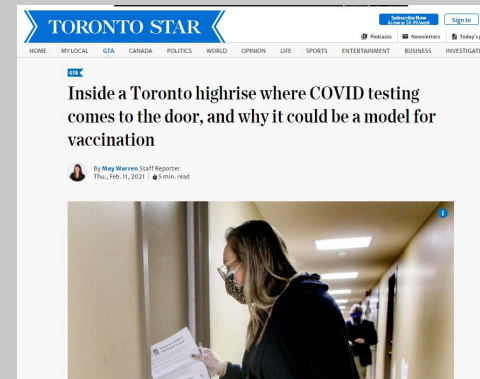


Click on button to play video

- Just under two-thirds of stories about TCHC (62.5%) were either positive or neutral in tone.
- Negative stories (37.5%) included coverage of several incidents of gun violence in TCHC communities and operational matters such as evictions, transfers or service disruptions.
- Where stories are negative, we have improved our ability to add TCHC's voice to the story to provide a more balanced perspective.



<https://www.thestar.com/news/gta/2021/06/23/toronto-community-housing-names-jag-sharma-as-new-ceo.html>



<https://www.thestar.com/news/gta/2021/02/11/inside-a-toronto-highrise-where-covid-testing-comes-to-the-door-and-why-it-could-be-a-model-for-vaccination.html>



<https://www.thestar.com/news/gta/2021/02/11/a-mammoth-step-or-cause-for-concern-new-proposed-rules-would-put-more-supports-for-drug-users-into-torontos-community-housing.html>

April – September 2021: Media, Website Metrics and Social Media Metrics

Media Stories

40

Total number of stories

44

Responses to media

Sentiment Analysis

- 13** Positive
- 12** Neutral/Negative with voice
- 9** Negative (gun violence)
- 6** Negative (other)



- Positive
- Negative
- Neutral
- Negative (Other)

TCHC WEBSITE

246,464
unique visits

945,596
page visits

Social Media Channels

IMPRESSIONS
1,170,747
April – September 2021

ENGAGEMENT
42,918 (17%)
Benchmark avg.: 11%

POST CLICKS
13,463 (0.33%)
Benchmark avg.: 0.35%

COMMUNITY
32,448
+0.7% (Aug.-Sept.)

LINKEDIN
17,512

INSTAGRAM
4,180

FACEBOOK
3,108

TWITTER
7,648



Thank you!
Questions?

