



TCHC 2022 Strategic Communications Plan

Item 6

May 25, 2022

Governance, Communications and Human Resources Committee

Report: GCHRC:2022-13

To: Governance, Communications and Human Resources Committee (“GCHRC”)

From: Vice President, Strategic Planning and Communications

Date: May 16, 2022

PURPOSE

To provide the GCHRC with Toronto Community Housing’s (“TCHC”) Strategic Communications Plan for 2022.

RECOMMENDATIONS:

It is recommended that the GCHRC receive the 2022 TCHC Strategic Communications Plan for information.

REASONS FOR RECOMMENDATIONS:

Toronto Community Housing used a range of strategic communications approaches and products in 2021 to build trust and confidence in its strategic priorities and business goals with tenants, employees and stakeholders. The Strategic Communications team will build on these 2021 achievements with our 2022 Strategic Communications Plan. The 2022 plan guides how TCHC will continue to build and extend digital strategies to improve tenant communications; strive to create a consistent tenant communications experience across all channels and locations; pursue balanced and positive media coverage through proactive engagement; and

strengthen employee engagement through innovative internal communications.

In 2021, we strengthened our mainstream media engagement and grew our social media presence across multiple channels. We will maintain this focus in 2022. We will also continue to build a strong digital presence through external and internal communications channels, including the TCHC website and intranet.

Guided by TCHC's Confronting Anti-Black Racism Strategy and in partnership with the newly created Centre for Advancing the Interests of Black People, we will continue to identify how we can better meet the communications needs of Black staff and tenants.

We will also maintain our commitment to accessibility and ensuring all TCHC communications are accessible and meet the *Accessibility for Ontarians with Disabilities Act* ("AODA") standards. We are fortunate to have an effective partnership with the tenant-led R-PATH Committee as we continue to build our expertise as leaders in social housing communications excellence.

IMPLICATIONS AND RISKS

Timely, effective communications will support the delivery of TCHC's priority actions in 2022, and build greater understanding, confidence and trust in TCHC's mission and mandate. Improving tenant communications through greater use of digital strategies and a consistent tenant experience across all channels remains a strong focus in 2022.

SIGNATURE:

"Paula Knight"

Paula Knight (she/her)

Vice President, Strategic Planning and Communications

ATTACHMENT:

1. Toronto Community Housing 2022 Strategic Communications Plan

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Item 6 – TCHC 2022 Strategic Communications Plan
Public GCHRC Meeting – May 25, 2022
Report#: GCHRC:2022-13 **Attachment 1**

2021-2022 Strategic Communications

2021 Report and 2022 Strategic Direction

May 2022, GCHRC

Overview

1. 2021 Strategic Communications Plan
2. 2021 Achievements and Report
3. 2022 Strategic Communications Plan and Priorities



Toronto
Community
Housing

2021 Department Plan



Build trust and confidence among tenants, employees and stakeholders



Engage and inform key audiences to drive understanding of our services and supports, ensuring people have 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.

Building Trust and Confidence

Building Tenant Trust



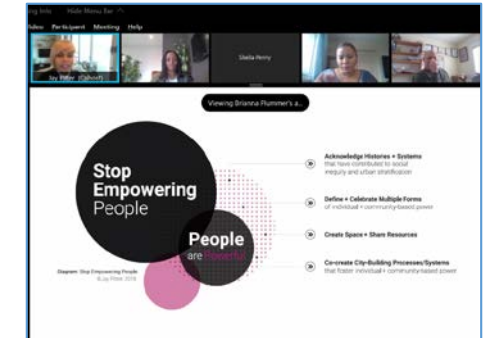
- Integrated communications campaigns on multiple channels (digital, print, in-person)
- Simplified communications to enhance messages and connect with tenants
- Engage tenants in feature stories

Focus on Employee Engagement



- Two virtual all-staff townhall meetings (Nov 2021, Mar 2022)
- 14 editions of staff newsletter *In The Know* (88% open rate)
- Support employee networks: Black Staff Caucus, Pride Network, Women's Inclusion Network

TCHC as an Active Community Partner



- Live tweets and social media posts during the Co-creating Equitable Common Spaces event
- 13 posts, 9,671 impressions, 3.4% engagement (above industry)
- ELT participation in posts

Increase Understanding of Services and Supports

Integrated Campaigns Solutions Team



Promoting Community Economic Development Programs



Feature Stories in Tenant LOOP



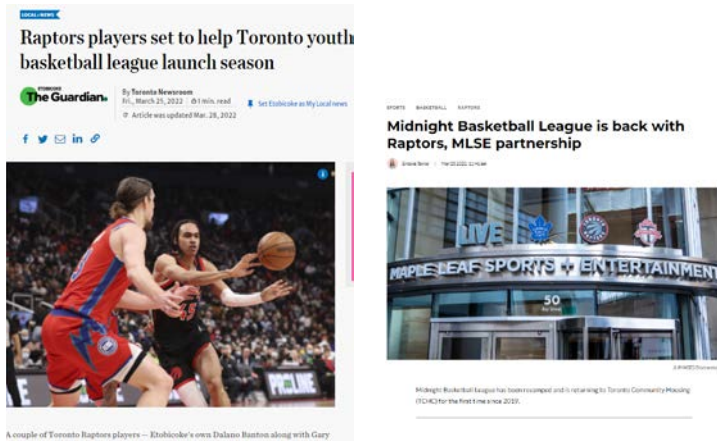
- Multi-channel campaign highlighting how tenants can access to supports
- Print, web, learner video, print publication, poster and updated brochure

- Active communications about community economic development programs delivered by TCHC, including Be.Build.Brand., YouthWorx, Rookie League, employment programs, Investing in Our Diversity scholarships

- Using feature stories in Tenant LOOP (quarterly newsletter) to highlight supports, community programs and initiatives
- Tenant-focused stories build stronger recognition of, and connection to, TCHC's work

Being Proactive Storytellers

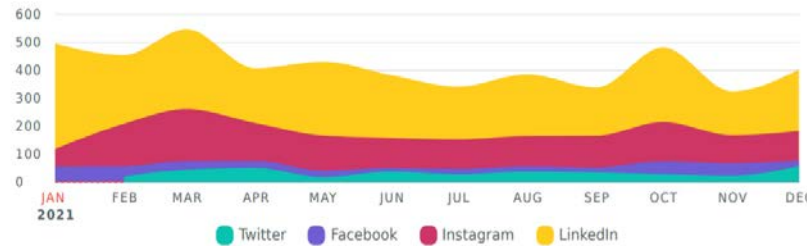
Good News Media Stories



- TCHC's partnered with MLSE Foundation and the Toronto Raptors to deliver 2022's Midnight Basketball program
- Other 2021-2022 examples: launch of The Centre; new CEO; COVID-19 vaccination coverage.

Pipeline for Storytelling

Audience Gained, by Month



- In 2021, TCHC published 3,565 posts growing audience (33,300+) across LinkedIn, Facebook, Twitter and Instagram.
- Audience growth, at more than 12% for the year, exceeds the industry benchmark (2%-6%)

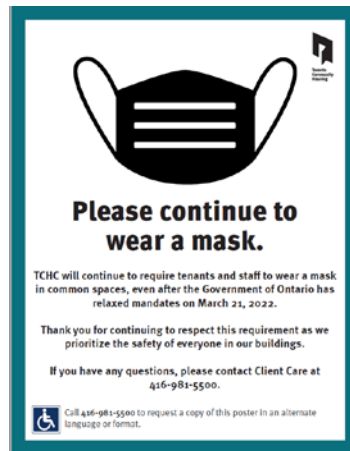
Hearing from our Team



- Each month, *In The Know* features a video on team members across the organization, helping to build understanding of the work done by different teams

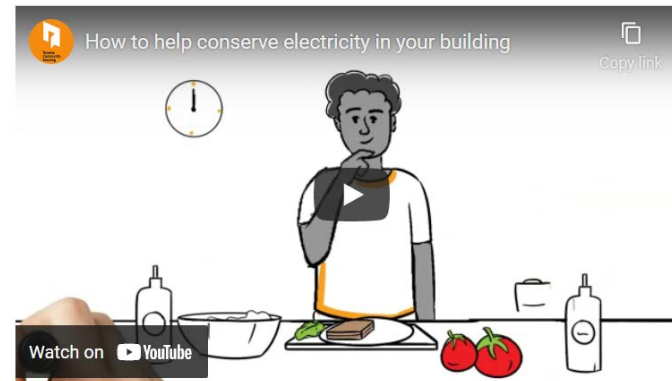
Supporting Organizational Priorities

COVID-19 Communications



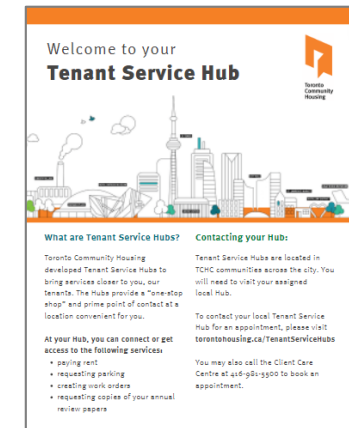
- Tenant communications campaigns about new protocols, requirements, changes and vaccine availability
- Social media coverage of supports, vaccines, vaccination clinics etc.
- Media coverage

Conservation at TCHC



- A range of tenant and staff communications
- Goal of communicating best practices in energy, waste management and water conservation

Tenant Service Hubs Communications



- Tenant Service Hubs
- Launch event support, communications materials, branding and design
- Ongoing support with openings

Integrated Communications to Enable Action

Safety Guide



- Informs tenants about fire safety, community safety and seasonal safety in a single, easy-to-read publication.
- Goal is to increase tenant awareness of top safety issues

Fire Safety



- As part of our commitment to tenant education, we partnered with the Fire Life Safety team
- The posters convey clear visual lessons in a digital landscape

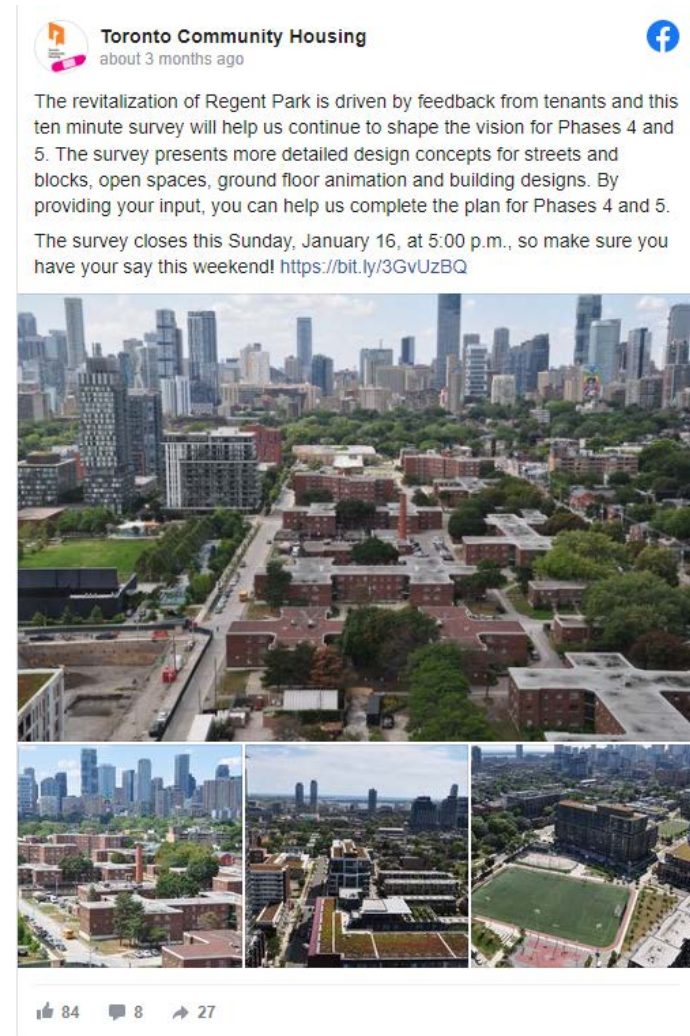
Digital Screens in Buildings



- 24-month pilot to test the function of digital screens installed in 16 buildings
- Offers a way to deliver important information quickly and directly
- Solid evaluation of pilot led to TCHC adding 20 more screens in 2022

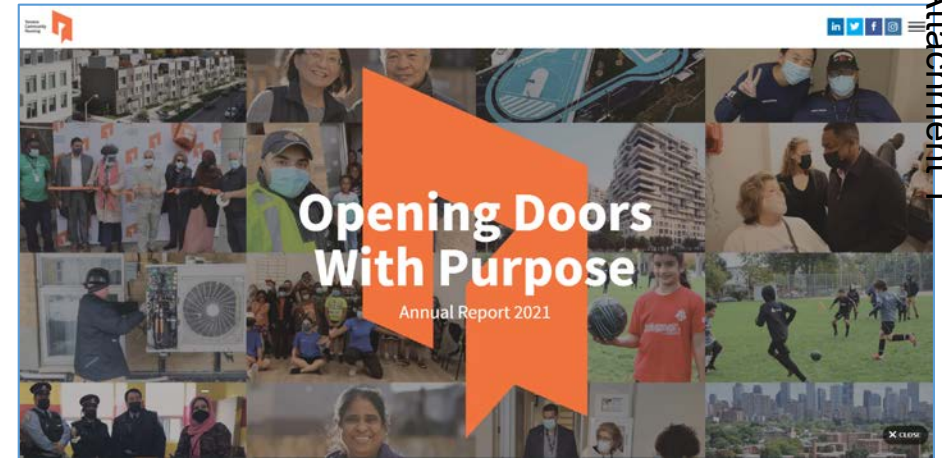
Social Media Growth 2021-2022

- Four channels reaching a total audience of 30,000+
- Net growth (12%) and engagement rate (3.8%) double the industry average
- **More than 2 million impressions** in 2021
- Offers a powerful tool for tenant communications



Digital Annual Report 2021

- Built in-house by digital communications team
- Includes 7 main sections, 36 stories from across the organization
- The report uses visual and video storytelling to showcase our remarkable achievements over the past year
- Here is a video overview of the report:
<https://www.youtube.com/watch?v=C2k1hIrcKe4>



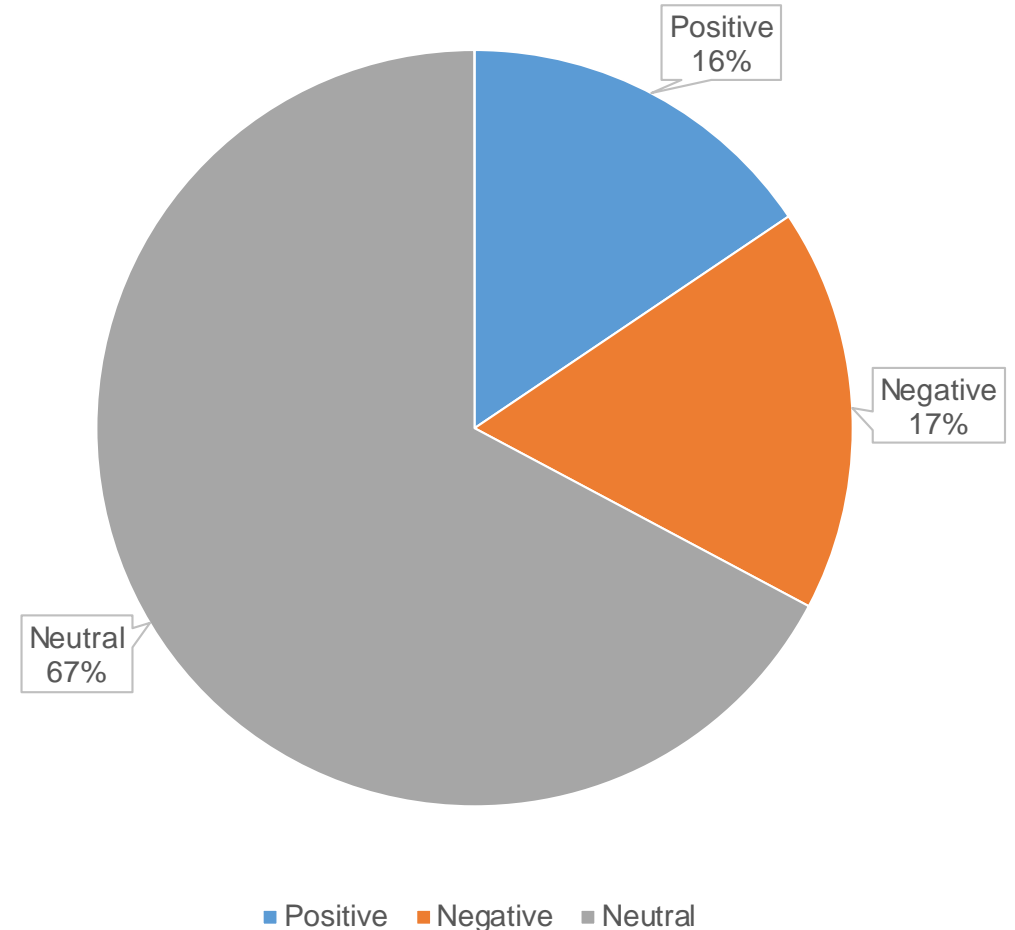
Media Sentiment Analysis 2021

2021 Coverage Overview

An analysis of 1,440 stories about TCHC in print and online media in 2021 shows that two-thirds of the stories were rated as neutral.

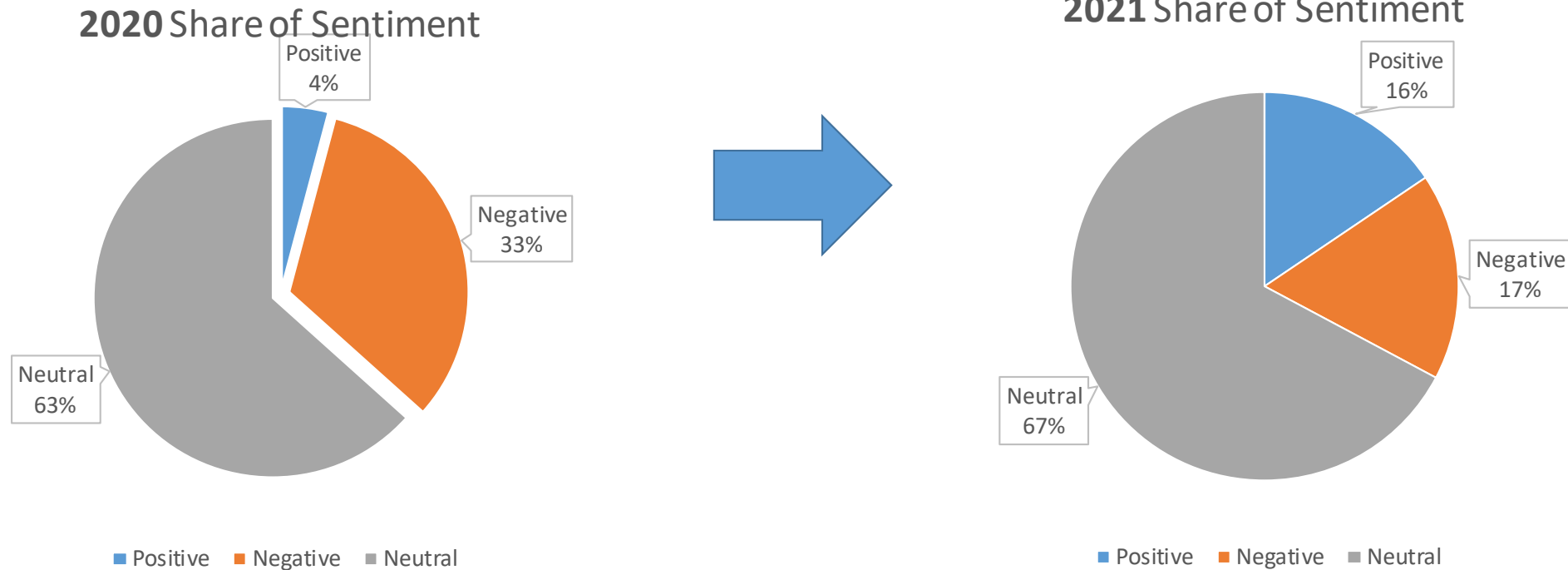
There was an almost equal balance between positive (16%) and negative (17%) stories.

2021 Share of Sentiment



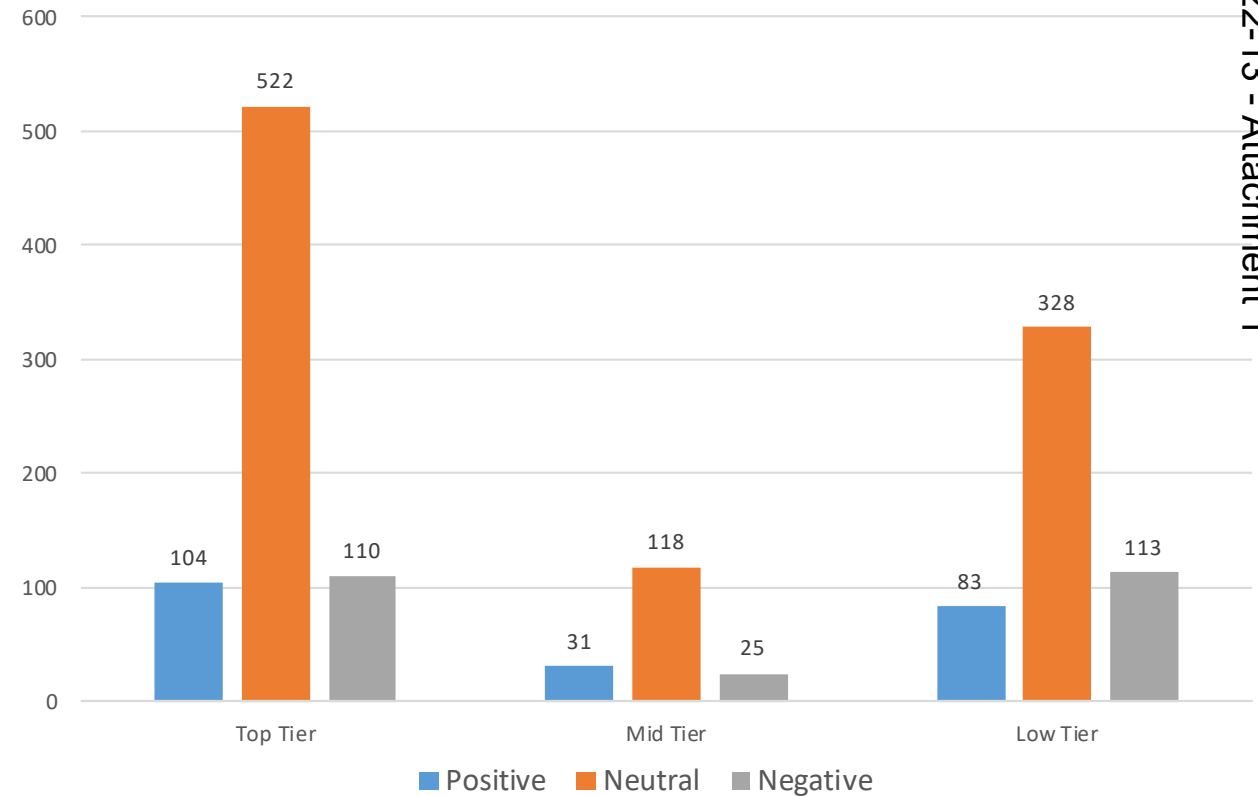
Media Sentiment Analysis 2021

In 2021, negative sentiment dropped by almost half (47%) while positive sentiment increasing by 73%. TCHC is being mentioned less frequently in a negative context and more frequently in positive or neutral coverage.



Sentiment of 2021 Coverage: Organized by Tier

- Most neutral stories were filed by top-tier media, with negative stories balanced between top-tier and low-tier media outlets.
- The majority of positive coverage comes from top-tier outlets, giving TCHC exposure on the largest possible platform
- Combined, over 60% of positive coverage is generated by top-tier and mid-tier outlets.



Sentiment by Category

Sustainability & Climate Change: TCHC receiving grants for building refits.

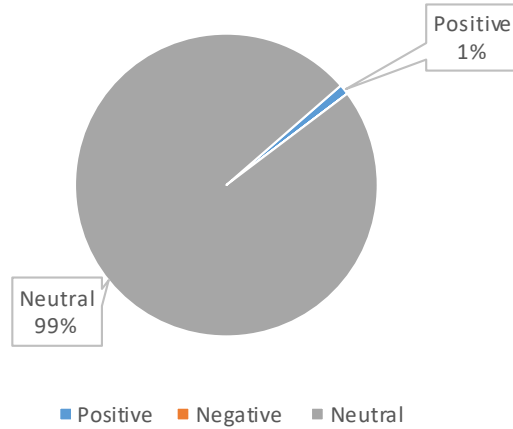
Health, Wellness and Active Living: COVID-19 clinics and vaccination were the main driver of these stories.

Revitalizing Communities and Enhancing Infrastructure: Design and architecture accolades for revitalization communities, as well as commentary.

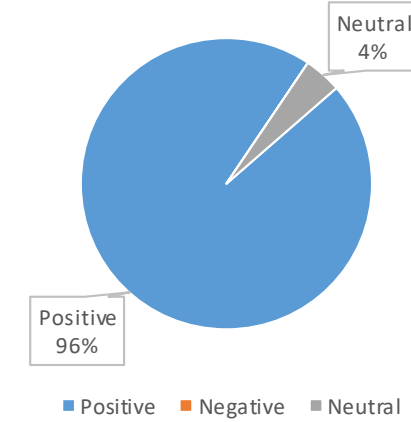
Service Excellence & Innovation: Various new programs, including rapid rehousing, homelessness initiatives and other tenant assistance.

Corporate: Hiring of new CEO.

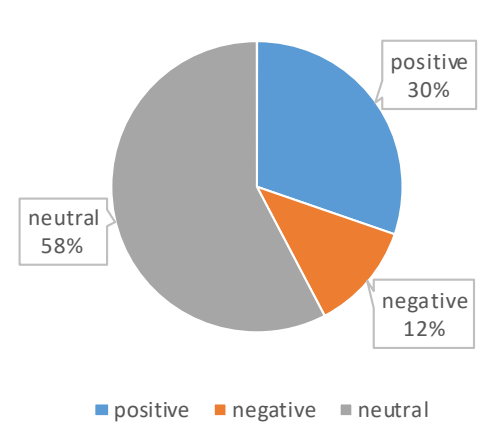
Service Level Excellence & Innovation



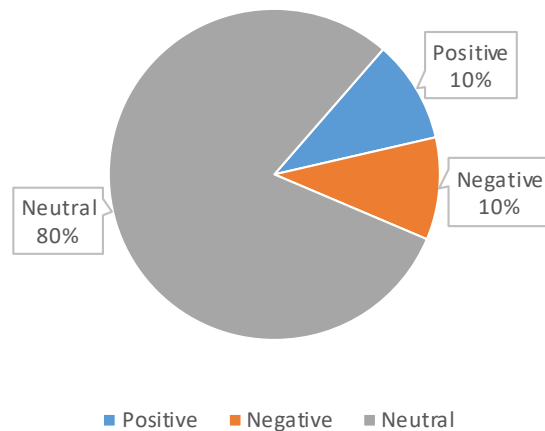
Revitalizing Communities & Enhancing Infrastructure



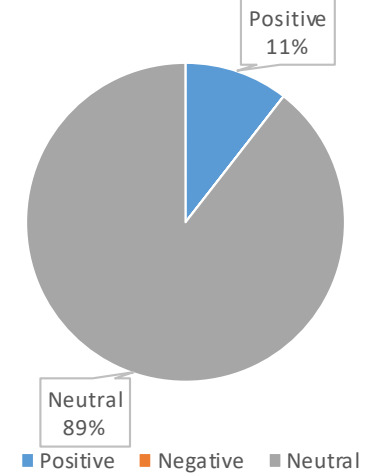
Health, Wellness & Active Living



Corporate



Sustainability & Climate Change



2022 Strategic Planning Areas



Build and extend digital strategies to improve tenant communications



Create a consistent tenant communications experience across various channels and locations



Achieve balanced and positive media representation through pro-active pitches and engagement



Strengthen employee engagement through innovative internal communications



Be a valued and strategic business partner for all strategic communications areas

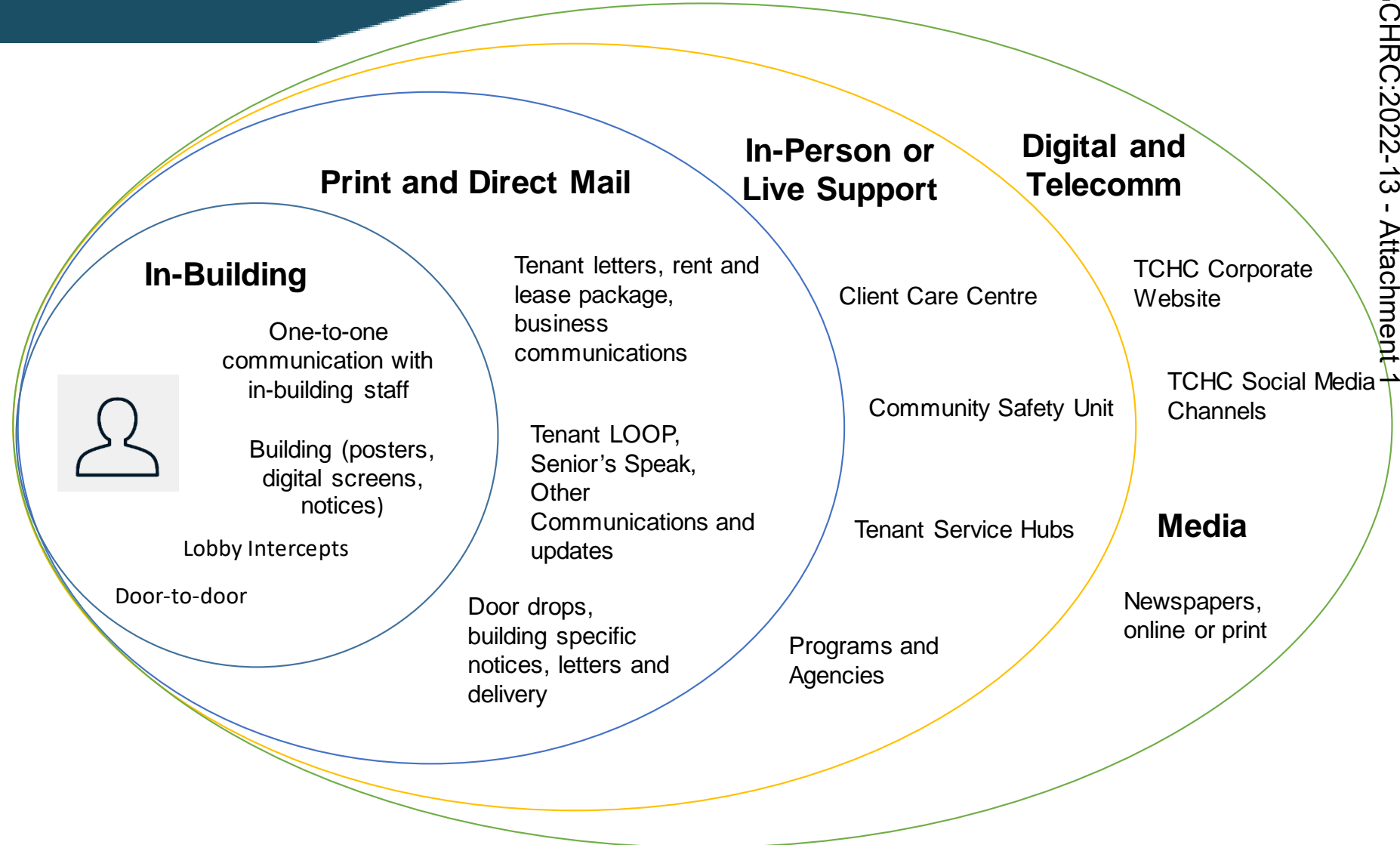
Build and Extend Digital Strategies



Area	Digital Work In-Progress
1	<ul style="list-style-type: none"> Digital Communications Tenant Focus Groups Strategic Communications is now a collaborative partner for different business units
2	<ul style="list-style-type: none"> New Corporate Website: Development and Administration Model New Intranet Website: Platform and Governance Model Social Media Channel: Strategy to focus on tailored “tenant and community” content, digital and video content and metrics.
3	<ul style="list-style-type: none"> SMS Communications Pilot Use for Critical Updates to Tenants Build an email list for tenants: obtain consent and track opt-out Review additional channels: Robocalls and Apps
4	<ul style="list-style-type: none"> Software solutions adopted to meet immediate needs while larger tools are developed: microsite builder, form builder, cloud based centralized design software, online team project manager.

Improving Tenant Communications

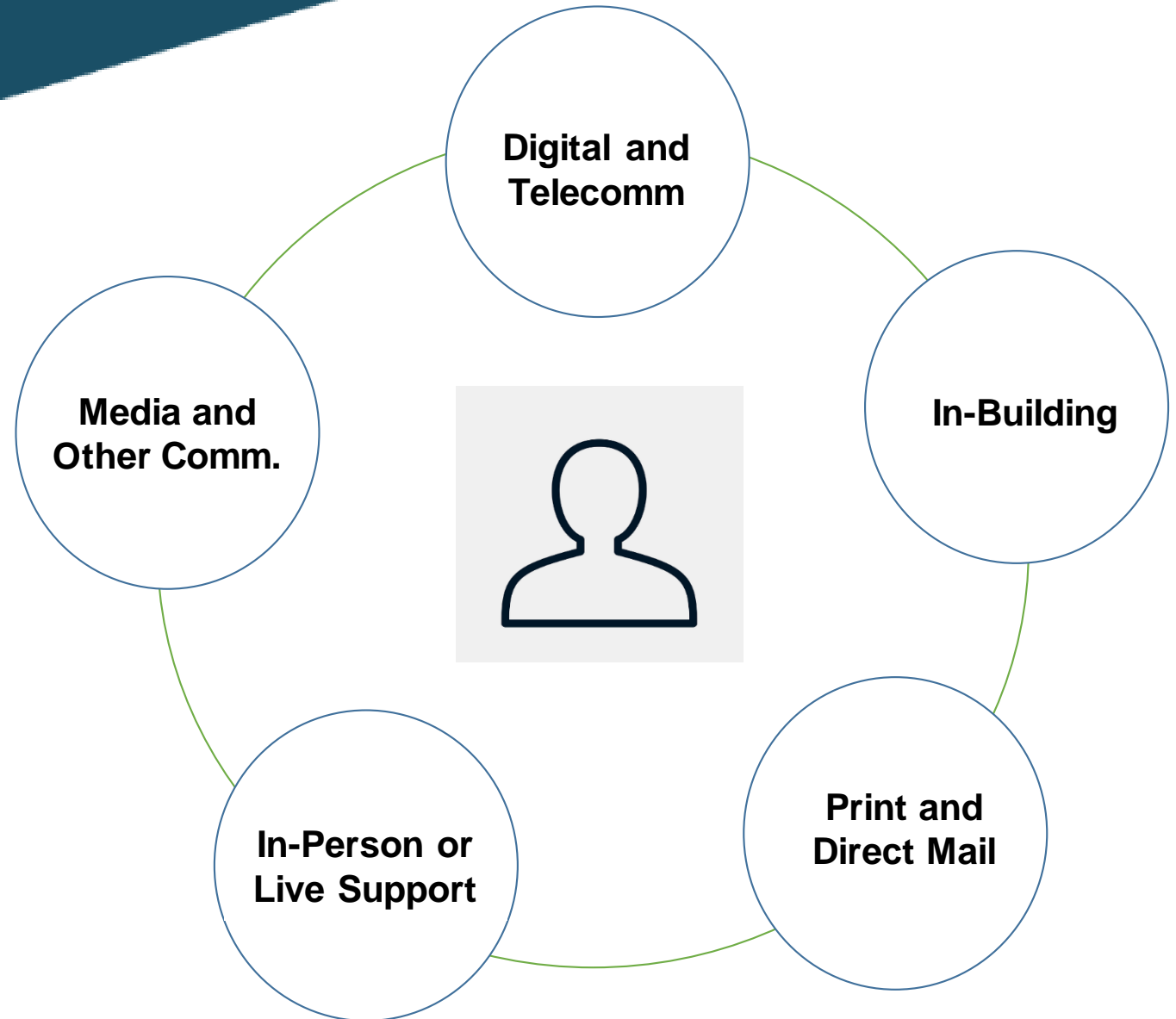
- Consider the **impact of communications with a wider lens** (interpersonal, print, digital, location, channel, proximity to tenants)
- What is the **frequency, consistency and effectiveness** of each communication from the perspective of individual tenants?
- Are **tone, approach and experience** the same across all tenant-facing communications from TCHC?



Improving Tenant Communications

Strategy focus:

- Tenant experience is consistent across channels
- Multiple options for receiving timely information (digital)
- Customized messages per building and audience
- Making best use of print and direct mail opportunities



Media Focus for 2022



Media relationship building

Stronger bonds and better interpersonal relationships with journalists create opportunities for TCHC to seed positive stories and neutralize negative ones.



Pitching stories

Proactively identify story concepts and develop them with media preparation and spokesperson briefing, then approach reporters to offer exclusive or unique access.



Leveraging partnerships

In instances where corporate partners are involved (e.g., Rogers, MLSE, Enbridge Gas), TCHC will look to amplify these partnerships into positive news stories that show the company in action.

Creating Story Opportunities in the Media

- In 2021-2022, we created story opportunities that showcased TCHC success stories and helped to protect and enhance TCHC's reputation
- In 2022, we will continue to pursue opportunities to showcase TCHC's success, such as:
 - Sustainability and climate action
 - Revitalizing communities
 - Confronting anti-Black racism
 - Community economic development
 - Social connections and community programs

Toronto

'We need to get it right': Application for final phases of Regent Park revitalization filed with city



Rezoning plan includes more density, more affordable housing, new library, community hub

Farah Mereli - CBC News - Posted: Apr 15, 2022 5:00 AM ET | Last Updated: April 15



Families walk through Toronto's Regent Park neighbourhood. The Toronto Community Housing Corporation is working to complete the final two phases of a decades-long revitalization project in the area. (Evan Mitsui/CBC)



Shaping and Influencing Media Coverage

- Being open and responsive to media allows TCHC to participate constructively in potentially negative stories
 - In some instances, timely sharing of the facts have resulted in the media not pursuing a story
 - In others, TCHC's voice is included in the coverage, helping to shape the issue and influence perceptions of TCHC (e.g., Ontario Trillium Benefit and TCHC's advocacy for tenants)

Toronto

Toronto Community Housing tenants blindsided by CRA demand to pay back benefits



Tenants told they're not eligible for Ontario Trillium benefit despite collecting it for years

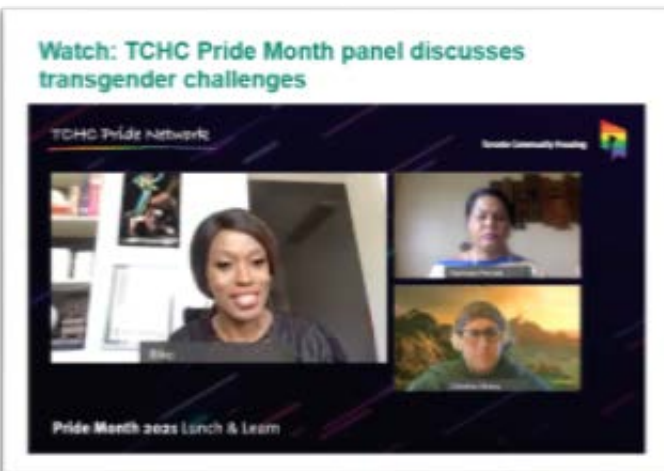


Farrah Merali · CBC News · Posted: Feb 25, 2022 5:00 AM ET | Last Updated: February 25



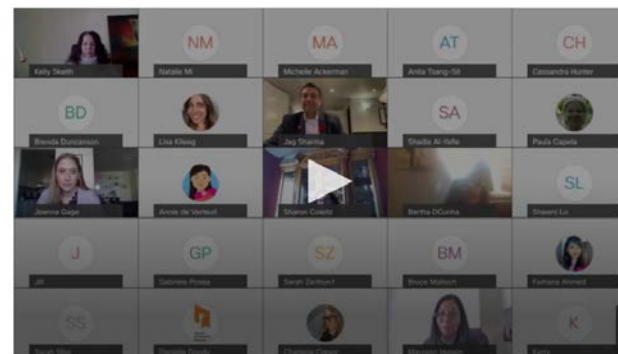
Strengthening Employee Engagement

- Use two-way channels and approaches to inform and engage staff
- Showcase staff who are living TCHC's values and doing great work
- Position TCHC's leaders as the "voice of the brand"
- Greater use of new digital tools to engage staff in a hybrid work environment (including starting new Intranet project)



WIN Speaker Event -- November 8, 2021

In case you missed the WIN speaker panel event on November 8 you can review a recording on InHouse.



Healing circle sessions create dialogue about anti-Black racism and trauma



92 employees attended the healing circles sponsored by the Black Staff Caucus on April 8 and 9. The Black Staff Caucus invited Registered



Thank you!
Do you have any questions?