



TCHC 2022 Strategic Communications Plan Update

Item 7

November 14, 2022

Governance, Communications and Human Resources Committee

Report: GCHRC:2022-29

To: Governance, Communications and Human Resources Committee

From: Vice President, Strategic Planning and Communications

Date: October 21, 2022

PURPOSE

The purpose of this report is to provide the GCHRC with an update on the implementation of Toronto Community Housing's ("TCHC") 2022 Strategic Communications Plan.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

The 2022 Strategic Communications Plan sets out 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.

Throughout the year, TCHC's strategic communications program has focused on informing tenants, staff and stakeholders on key priority projects and strengthening and enhancing TCHC's reputation and brand. We are using a range of print and digital communications channels and

tools to reach existing and new audiences about the work TCHC is doing and the progress being made in delivering its strategic priorities.

IMPLICATIONS AND RISKS

Building understanding, confidence and trust in TCHC requires a sustained investment in strategic communications. Having a skilled, talented and well-resourced strategic communications team that can deliver timely, proactive communications strategies will support all business units in delivering the organization's mission, mandate and key priorities. An ongoing digital first strategy requires a commitment to evolve our online presence to provide tenants with timely information and services. This will require further resource investment in key digital channels such as the TCHC website, SMS/text messaging, email and social media.

SIGNATURE:

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ATTACHMENT:

1. Toronto Community Housing 2022 Strategic Communications Plan

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Item 7 - TCHC 2022 Strategic Communications Plan Update
GCHRC Public Meeting - November 14, 2022
Report #: GCHRC:2022-29
Attachment 1

2022 Strategic Communications Update Report

2022 Strategic Direction and Update Report

November 2022, GCHRC

Overview

Update on five strategic areas:

- i. Digital strategy for tenant communications
- ii. Consistent multi-channel tenant communication campaigns
- iii. Balanced and positive media representation
- iv. Strengthening employee engagement through communications
- v. Being valued strategic business partners



Toronto
Community
Housing

2022 Strategic Areas: Communications



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 proactive 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

2022 Highlights



Held eight (8) focus groups to consult tenants on effective communications. The next step will be to publish the report results and develop a list of action items to address the major findings. This will be done in close collaboration with other tenant-facing teams.



Maximized reach of TCHC's social media channels through engaging and relevant content, increasing the size of our audience by 25% in one year.



Worked with business units across the organization to determine digital communications roadmap and website requirements.



Established and started to build a portfolio-wide TCHC email list. Email bulletins and campaigns have supported the Swansea Mews Response and Tenant Engagement System activities.



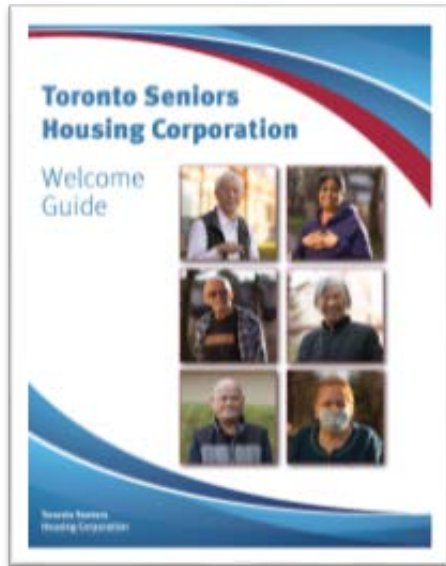
Gathered strategy and requirements for a new TCHC website that is currently in development. The new website will launch in April 2023.



TCHC is currently piloting three tenant SMS (short message services) or text message campaigns with capital engagement and tenant engagement.

Proactive Tenant Communications

2022 Highlights



Toronto Seniors Housing Corporation transition: focus was on creating simple and regular communications on multiple channels, in multiple languages. Resources to educate tenants on the changes, how they would receive service before and after transition, and more.



Swansea Mews (SM) emergency response: focus was on using an empathetic tone, making sure all updates were available in both print and digital formats. All aspects of TCHC's response were supported through regular updates.



Fire safety communications: updated our monthly fire safety education resources with design and copy that were more engaging, less cluttered, more accessible, and readily available in more languages. This campaign is available on posters, social media, digital screens, and the quarterly Tenant LOOP newsletter.

Consistent Tenant Communications

2022 Highlights

Tenant LOOP
Spring 2022
You, your community and your city

Meet the Lawrence Heights P6 tenant who's helping her community heal

OCHC mandate P12 expansion

Be Build Brand, P16 winner Kitesha Thomas

A mother steps up!

Your Spring Tenant LOOP In this issue:

R-PAH Reports: hub accessibility P3	Tax exempt status P14
Grand opening of the Centre P4	Content: conversation tips P15
A mother's love for her community P6	A toy for every child P16
Brook Restoration grade P8	Your comment, our solution P18
Tenant Engagement System P10	
Seniors Housing Transition P11	
Recruitment & opportunities P11	
OCHC mandate expansion P12	
Active Living & CED programs P12	
Space heater safety P13	
Tenant Survey update P13	

If you need help, we are here

You can reach us any time through the Client Care Centre for any daily living supports you may need if you are self-isolating because of COVID-19.

Call 416-981-5300 or email help@torontohousing.ca to talk to a Client Care agent.

Tenant Notices

Check out our brand new Tenant Notices section (beginning on page 50) for important updates from TCHC.

Tenant Notices

Please review this section for important updates from TCHC

Tenants continue to contribute to the success of the Tenant Engagement System

Thank you to our tenants who continue to engage with us and participate in the elections process across Toronto Community Housing communities despite the challenges caused by the COVID-19 pandemic.

We are in the final phase of a three-phase process. In the first phase, we held a general election in March. In the second phase, we held a by-election in April. In the final phase, we held a general election in May. The results of the general election will be announced in the coming weeks.

Phase 3: Tenant By-election

If your community is participating in phase 3 by-elections, please remember to vote in March. For more information or to learn more about the Tenant Engagement System, visit torontohousing.ca/tenantelections.

1,483 tenants signed up as committee members

1,965 tenants participating in the TES

257 representatives have tenant leadership

442 tenants elected or re-elected as Community Representatives

Toronto Seniors Housing Corporation Update

The transition to Toronto Seniors Housing Corporation (TSHC) is now less than three months away.

Our primary goal is to minimize disruption to tenants TCHC-wide. We will continue to keep all tenants updated as the June 1 transition date approaches. Thank you to all tenants who have gotten involved and provided feedback on this process. Senior tenants should visit the TSHC website or watch out for posters in their buildings to find out how they can get involved in the transition.

For information on the TSHC, visit torontoseniorshousing.ca

If you are a tenant in the current Seniors Housing Unit, Toronto Community Housing remains your landlord until the transition on Wednesday, June 1, 2022. If you have concerns or feedback about your unit or your tenancy prior to June 1, contact help@torontohousing.ca or call 416-981-5300.

Job opportunities at Toronto Community Housing

Are you looking for a job but aren't sure where to start?

We are always looking for enthusiastic new members to join the TCHC team on a part-time, seasonal casual basis. Here's what's coming up in the next few months:

- YouthWorks: Youth Community Workers and Program Coordinators
- Rookie League: Senior and Junior Program Leaders

We also have upcoming mentoring and skill-building opportunities available through our summer and fall internship programs. Applications for the summer program will open in May.

Watch our social media channels or visit torontohousing.ca/careers over the next few months for new postings.

A mother's love for her community

Lawrence Heights, the site of a fully completed new building, Brook Restoration, is now open for occupancy. The new building, located in the Lawrence Heights area, is a 10-story, 100-unit apartment building. The building features modern amenities, including in-unit laundry, stainless steel appliances, and hardwood floors. The building is located in a vibrant, walkable neighborhood with easy access to public transit, parks, and shopping.

Brook Restoration grade is now open for occupancy. The new building, located in the Brook Restoration area, is a 10-story, 100-unit apartment building. The building features modern amenities, including in-unit laundry, stainless steel appliances, and hardwood floors. The building is located in a vibrant, walkable neighborhood with easy access to public transit, parks, and shopping.

The courage to reconstruct

Calculating the impact of the pandemic

The Centre for Community Development and Research (CCDR) has released a report titled "The courage to reconstruct: Calculating the impact of the pandemic." The report provides a comprehensive overview of the impact of the pandemic on Toronto's communities, including the economic, social, and health impacts. The report also provides recommendations for how to rebuild and strengthen communities in the wake of the pandemic.

Be Build Brand

Be Build Brand, P16 winner Kitesha Thomas

Kitesha Thomas, a resident of the Lawrence Heights area, has won the Be Build Brand award for her community. Kitesha has been instrumental in the development of the Lawrence Heights area, including the construction of the new building, Brook Restoration. Kitesha's leadership and dedication to her community have inspired many others to get involved in their own neighborhoods.

Application of new visual language, updated brand guidelines, consistent brand edit across publication.

Cleaner menu to signal new editorial and publication organization.

Dedicated Tenant Notices section to signal importance of content. Visually organized content, clear calls to action driving traffic to webpages for more information.

New editorial content including a focus on "people stories". Emphasis on the interview and writing process as well as quality photography.

Reflecting our Tenants in Communications

2022 Highlights



25 community leaders in the Lawrence Heights and Neptune communities earned Limitless Heights or Revite NERDs Scholarships for academic excellence and community building.

https://www.youtube.com/watch?v=Q7B2H_sPThs



Zamani Ra is on a mission to change the mindset around climate education. Her workshops make climate action simple and culturally relevant for tenants in social housing. <https://stories.torontohousing.ca/inspire-educate-transform/index.html>



Tony Le "ignites a creative spark" by providing a Regent Park program to help youth kick-start a career in the entertainment industry.

<https://stories.torontohousing.ca/igniting-the-creative-spark-with-kick-start-arts/index.html>

Shaping and Influencing Media Coverage

TCHC has continued to shape and influence media coverage, pitching positive stories and softening potentially negative ones.

- Untold stories received widespread attention because TCHC was able to build media interest for them (Youth Empower Youth).
- In others, TCHC's voice helped to shape the discussion and put TCHC in a strong position (Toronto Star's coverage of funding deficits caused by federal and provincial government decisions).
- TCHC also worked with its corporate partners, including MLSE and Jays Care, to tell positive and engaging stories about youth programming at work in our communities.



Strengthening Employee Engagement

- Featured events for Black History Month sponsored by the Black Staff Caucus in our staff newsletter, In the Know
- Interviewed 12 female employees from across the company for the International Women's Month feature (WIN sponsored) for In the Know
- Featured TCHC employees participating in the Toronto Pride Parade for In the Know (Pride Network sponsored)
- In the Know monthly "Getting to know you" videos of what different staff do in their jobs (Employee Development)
- Featured employee events: cricket tournament, United Way golf tournament and CSU food distribution drive (turkeys)



Valued and Strategic Partner for Business Units



Strategic Communications supports an average of different business teams a month with their communications needs and information campaigns



Business Units: Facilities Management and Procurement

Communications campaign to attract RFP bids and interest from new architectural firms. Campaign included a print flyer, custom email campaign, editorial ad purchase, landing page and LinkedIn campaign.
<https://stories.torontohousing.ca/quality-based-selection/index.html>

Business Unit: Programs and Partnerships

Communications strategy and support for the Investing In Our Diversity Scholarships. Support included program design, event management, poster and design, corporate communications and media coverage for the event.

Business Unit: Health and Safety

Communications support including brand and design, poster, communications, publication and distribution.

TCHC 20th Anniversary Communications



Opening doors
for the future

The Strategic Communications team is leading a series of celebratory activities for TCHC's 20th Anniversary, including:

- A microsite to share digital stories and updates: <https://stories.torontohousing.ca/20-years/index.html>
- A series of three "Legacy" tenant videos that share the inspirational stories of past TCHC tenants
- A roundtable discussion of housing leaders from around the world
- A youth essay contest (20-20 Vision) that will invite youth to share their vision of housing for the future. Cash awards are sponsored by Wealthsimple Foundation.



Leisa Washington – the first Black female agent to represent players of the NBA and the WNBA - spoke to us about her beginnings growing up in the Swansea Mews community with her mother and sisters.

<https://www.youtube.com/watch?v=cwgXG0Y2KgA>



The Hon. Ahmed Hussen, Minister of Housing and Diversity and Inclusion shares how advocating for his Regent Park community sparked his path towards a successful political career.

https://www.youtube.com/watch?v=zK_ch5aHSiw



Thank you!