



TCHC's 2024 Strategic Communications Plan Update

Item 9

March 26, 2024

Governance, Communications and Human Resources Committee

Report: GCHRC:2024-10

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

From: Acting Vice President, Strategic Planning and Communications

Date: March 7, 2024

PURPOSE:

The purpose of this report is to provide the GCHRC with Toronto Community Housing's ("TCHC") Strategic Communications Plan for 2024.

RECOMMENDATIONS:

It is recommended that the GCHRC receive the 2024 TCHC Strategic Communications Plan for information.

REASONS FOR RECOMMENDATIONS:

This report offers a summary of TCHC's achievements from the 2023 Strategic Communications plan. It also provides an overview of the 2024 Strategic Communications plan that aims to enhance and build TCHC's image and reputation.

In 2023, TCHC used a wide range of communications approaches and products to build trust and confidence in the organization's strategic priorities and business goals, supporting tenants, employees, community partners and stakeholders.

Building on this success, the Strategic Communications team will continue to deliver strong results for TCHC through the implementation of the 2024 Strategic Communications Strategy.

The 2024 Strategy will have five areas of focus, including:

1. Employee engagement and communications – In collaboration with People & Culture, an increased investment in strengthening TCHC's corporate culture (e.g. Leadership Exchange series).
2. Modernizing and digitizing – Finding new solutions that support tenant services, operations and employee communications. In 2024, the Strategic Communications team will lead the redevelopment and update of the staff intranet portal. The focus will be on making key information more readily available as well as providing updated templates and processes for staff to enhance tenant service delivery.
3. 360° storytelling – Strategic Communications will focus on a series of key narrative themes to build the TCHC brand. The narrative themes will continue to include tenant-focused and community-based stories. There will be an emphasis on building stronger cross-divisional collaboration across TCHC business units.
4. Enhancing tenant-centric service delivery through communication – Creating clear communication pathways for tenant communications and improving consistency of materials, tone and points of contact to provide useful and timely information to tenants.
5. Thought leadership – Developing a new thought leadership strategy for TCHC, identifying opportunities to re-establish TCHC's presence as a leader in the housing sector nationally and as a force for city building in Toronto.

In 2024, the Strategic Communications team will continue to grow and enhance TCHC's brand and reputation through media coverage and published stories. The division will continue to focus on issues management, however, there will be a focus on proactive storytelling to present a more balanced perspective of the organization publicly. By sharing the experiences of tenants and staff, we highlight the many positive things taking place daily in our communities.

Sharing stories across a range of social and digital platforms allows TCHC to celebrate tenants and staff while also authentically connecting them to their neighbours, colleagues, and communities. Storytelling is also an

effective tool for media that report on TCHC and our stakeholder agencies that want to see updates from our recent work.

Storytelling content and themes for 2024 will focus on:

- Tenant advocacy – demonstrating TCHC’s efforts to listen to tenants with the goal of improving and changing services to meet their needs.
- Innovation and service excellence – demonstrating TCHC’s leadership role in the affordable housing sector, including new tenant service offerings.
- Community programming – highlighting TCHC’s investment in tenants and staff services, offering a wide range of supports to build the future they want.
- Neighbourhood stories – showcasing TCHC’s vibrant communities through the eyes of the people who live and work in them.
- City building – showcasing TCHC’s development and revitalization efforts as well as our connections to the City’s new affordable housing strategy.

Throughout 2024, the Strategic Communications team will continue to deliver best-in-class support for end-to-end tenant communications, digital projects, employee engagement, issues management and media relations.

IMPLICATIONS AND RISKS:

The Strategic Communications division is a critical business partner for many units across the organization as we collectively carry out TCHC’s work to support tenants. The deciding factors for Strategic Communications’ success depend on whether we can be responsive, engaging, and timely with our efforts. Applying these qualities to the 2024 Strategic Communications Plan, we expect TCHC staff, tenants, and the communities we serve to have a more thorough understanding of our work and enhanced confidence in our ability to deliver great results.

SIGNATURE:

“Ada Wong”

Ada Wong,
Acting Vice President, Strategic Planning and Communications

ATTACHMENT:

1. 2023-2024 Strategy: Strategic Communications Presentation

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Strategic Communications

2023 Summary and 2024 Strategy
March 27, 2024
GCHRC

Toronto
Community
Housing

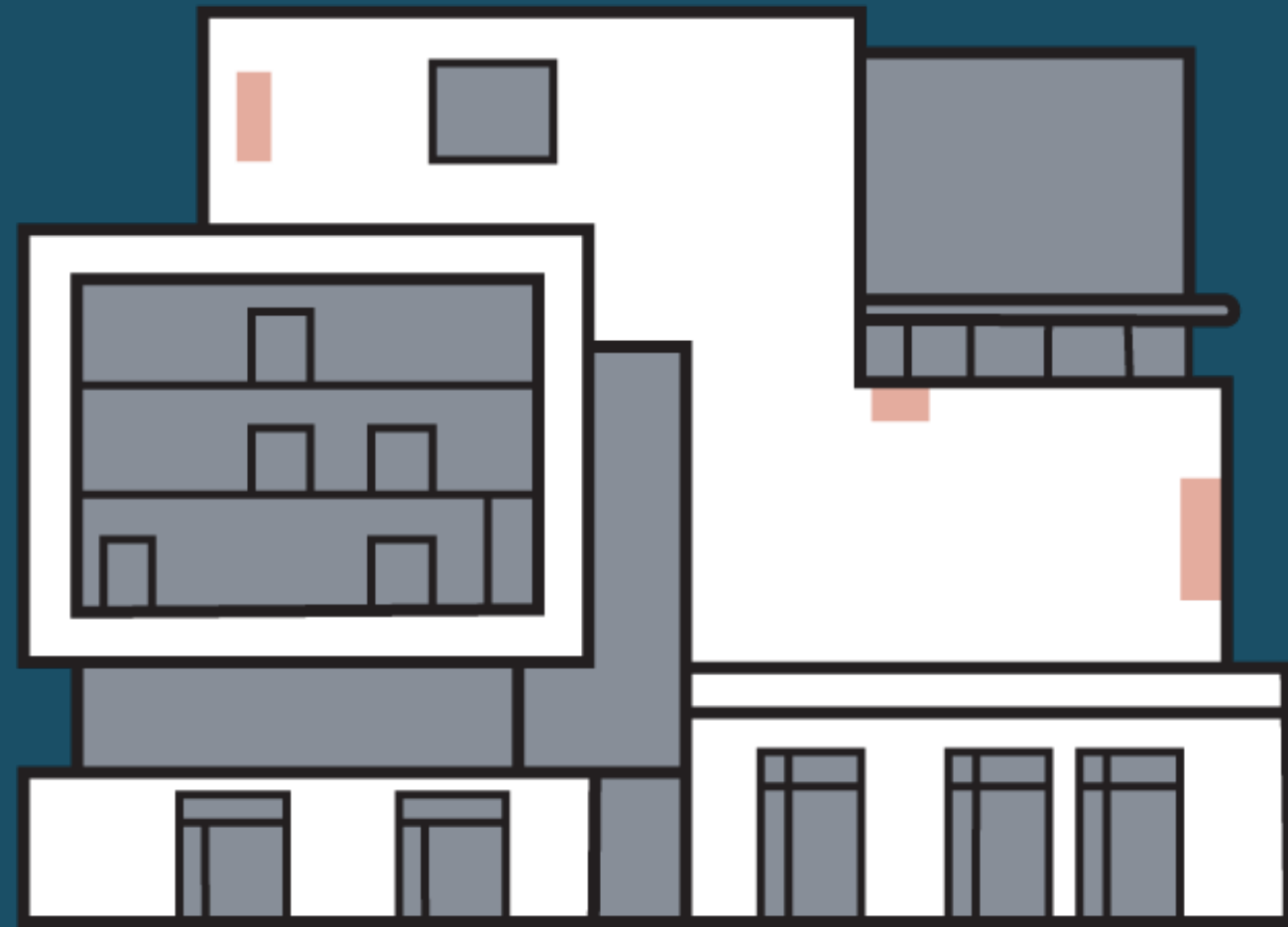


Strategic Communications

The Strategic Communications department provides complete communications, issues management and strategy support, including:

- Digital, brand and design
- Tenant communications and marketing
- External communications and media relations
- Internal communications and employee engagement





Results in 2023

2023 Strategic Areas

Tenant focus

Deliver tenant communications that are service focused, impactful and inspirational.

Digital first

Continue to engage tenants and business units to develop and implement user-friendly and future ready digital channels.

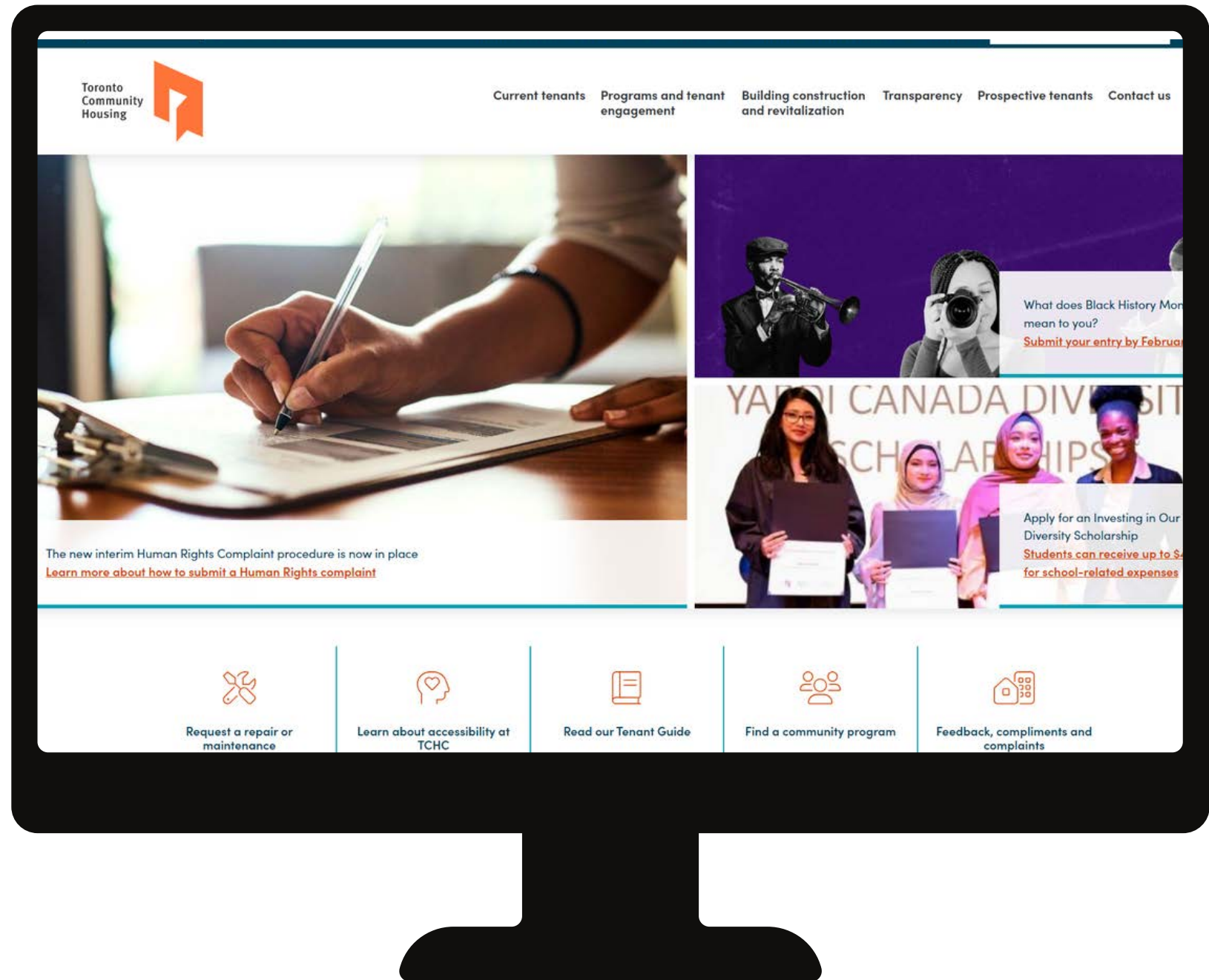
Active storytelling

Tell our story to the public, finding examples of TCHC in action and elevating them. This includes People and Culture campaigns to attract new talent.

Celebrating staff

Highlight the goodness and ability of TCHC staff, because when people feel good, they produce good results.

Digital Communications: Website

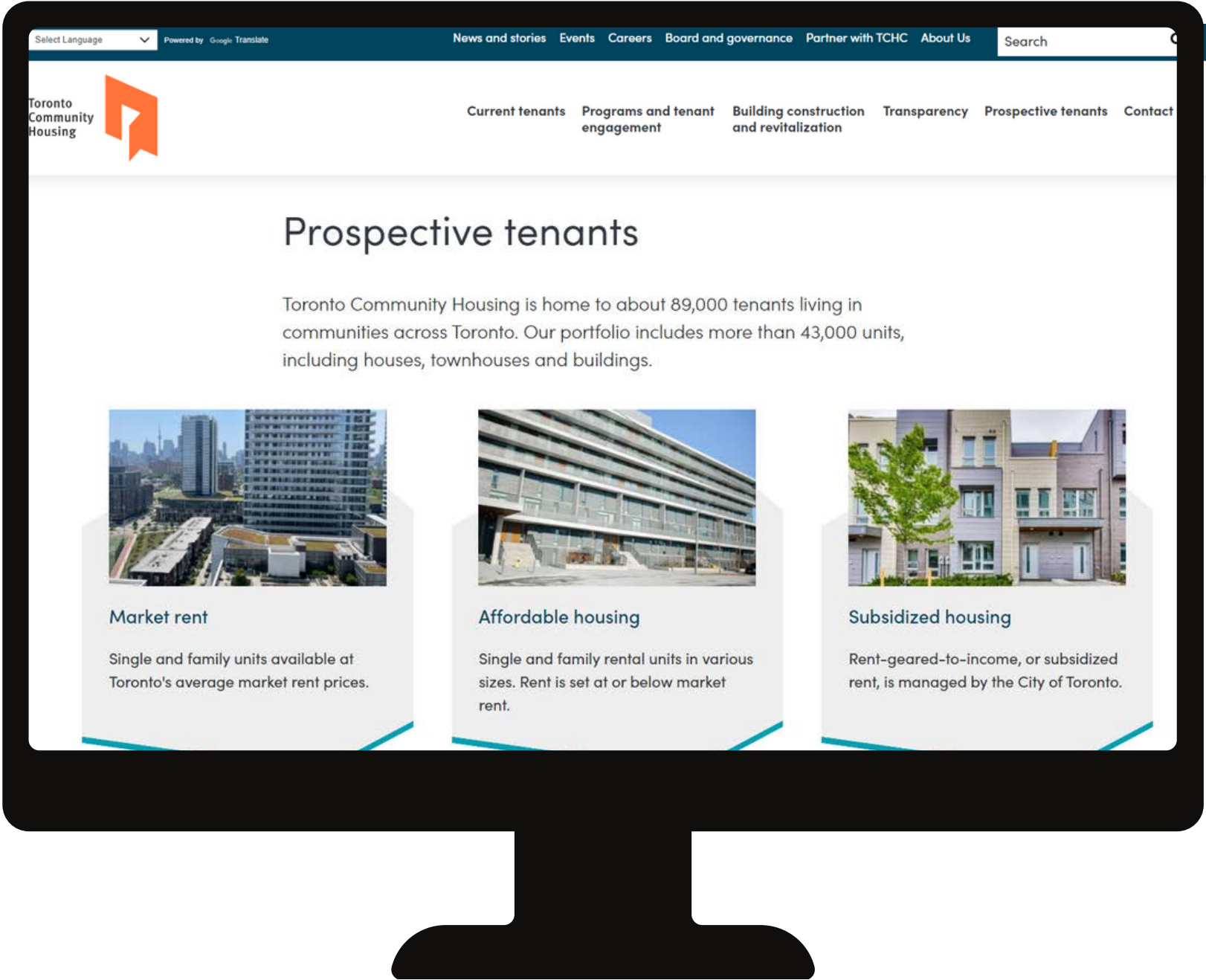


TCHC’s more user-friendly digital “front door” launched in May 2023. The website welcomes all tenants with the information they need in a simplified digital experience.

Strategic growth in 2023-2024

- Improved tools and functionality
- Maintaining cyber security
- Exploring new functionalities and automations to make it easier for users to find information

Digital Communications: New Website Results



58,362
Unique visitors per month

950,796
Total website visits

74,832
Total website visits

2.13 min
Average time spent on a web page

Most visited pages
Tenant Service Hubs, Careers at TCHC, Affordable housing, Contact us, Market rent, Subsidized rent

Strategic growth in 2023-2024
Building clear online pathways to important tenant information. Improving the visibility and ease of use of contact forms and registration information. Telling TCHC's story with engaging and visual web pages.

Digital Communications: Social Media

TCHC’s four primary social media channels – Facebook, LinkedIn, Twitter and Instagram – grew by 11% (total net audience growth) in 2023.

Social Media Results	2022 - 2023	2023 - 2024
Audience	38,623	42,987 (+11%)
Impressions	2,116,328	1,539,868 (-27%)
Engagements	111,087	101,156 (-9%)
Post Link Clicks	55,681	53,929 (-3%)
Engagement Rate	5.2%	6.6% (+25%)

Highlights:

- Audience growth continues steadily across all channels, with Instagram and LinkedIn seeing 23 and 31 per cent audience growth respectively.
- Highest engagement is currently on LinkedIn (21.6%) followed by Instagram (16.5%). The overall decrease in engagement is due to decreases on both Facebook (-50%) and Twitter (-33%), possibly as a result of external changes and uncertainty on these platforms.
- The decrease in impressions is due to an active decision to post less to focus on improving the engagement rate (+25%); additionally, two ad campaigns ran in 2022, generating a higher-than-average number of impressions.

Digital Communications: Social Media


 Toronto Community Housing
24,000 followers
6d • 

Shout out to #TCHC tenant rep, Zamani Ra, for being profiled for her amazing community leadership and environmental activism: <https://bit.ly/4978Z9S>

You can also read more about Zamani's inspiring start to making a difference for her TCHC community and beyond here: <https://bit.ly/4877U0K>



'She's out here trailblazing': these 10 Black environmentalists are building community | The Narwhal
thenarwhal.ca • 14 min read

 Rebecca Roebuck and 32 others
6 comments • 3 reposts

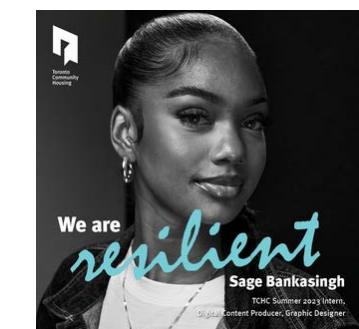
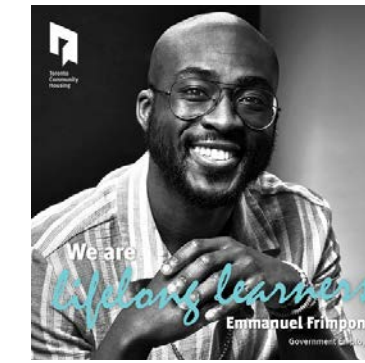
Strategic growth in 2024

- Continued focus on youth stories and video, where the engagement is highest.
- Featuring more community programming, good news from communities and community leaders.
- Greater engagement on Instagram, where visuals and video are the most prevalent
- Opportunities for youth participation to contribute to social media (POVs, essays)
- Working with Office of the CEO on Thought Leadership that translates well to social media
- Inviting more staff to participate in social media through training, planning meetings and ongoing support

"We are community"

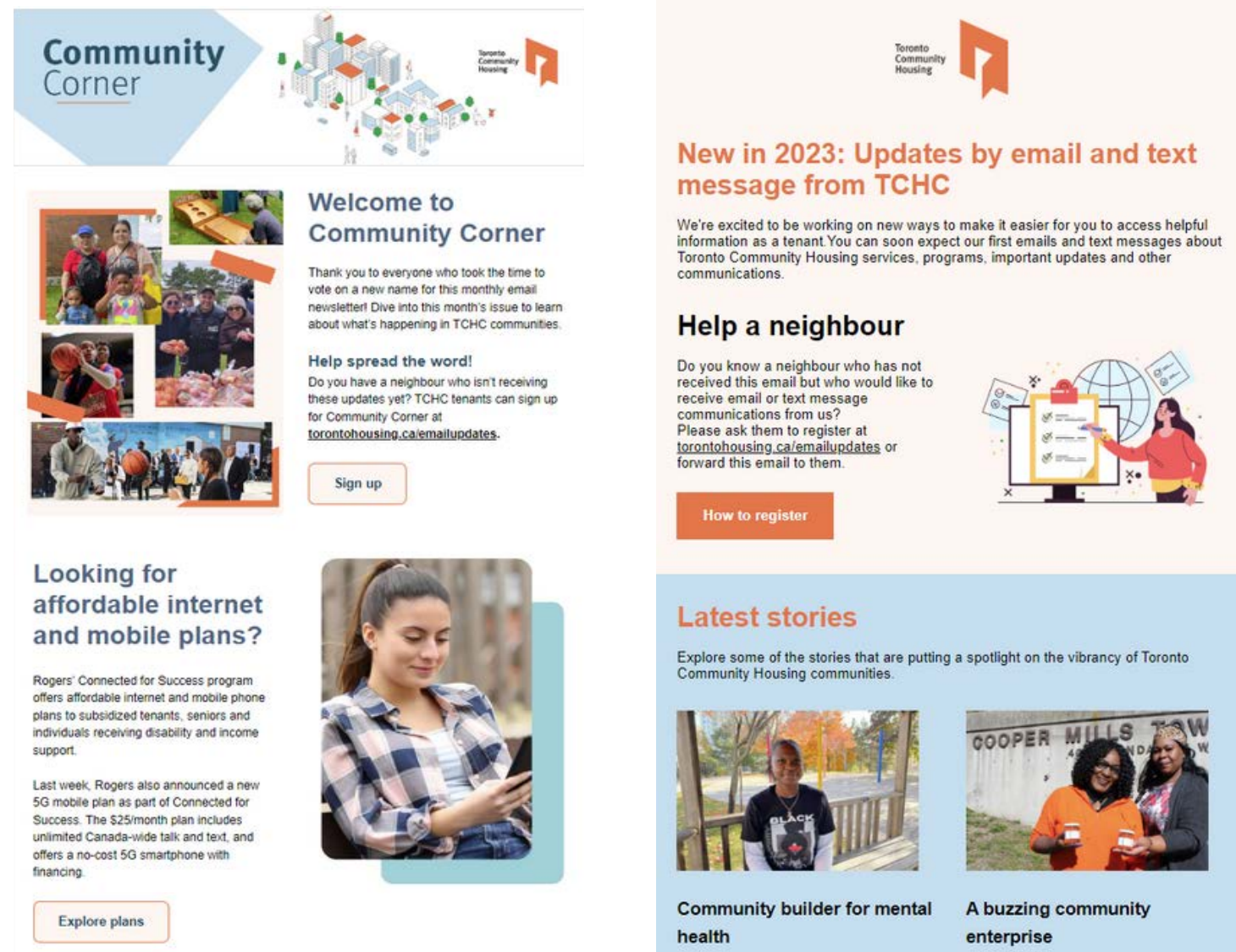
The digital team created a tenant story series called "We are community" to feature tenants who are leaders in their community, whether through education, programming, business, advocacy or volunteering.

The 11 photos were shared across social media, each featuring a personal message from the tenant themselves.



Digital Communications: Tenant email

In 2023, we launched a monthly e-newsletter for tenants called "Community Corner," with important information from TCHC, stories about tenants, opportunities to get involved, programs for youth, and more.



The name "Community Corner" was voted by tenants and officially launched in November, along with a new design.

Results as of February 2024

- **6,146** total subscribers
- **63%** average open rate
- **7.1%** average clickthrough rate

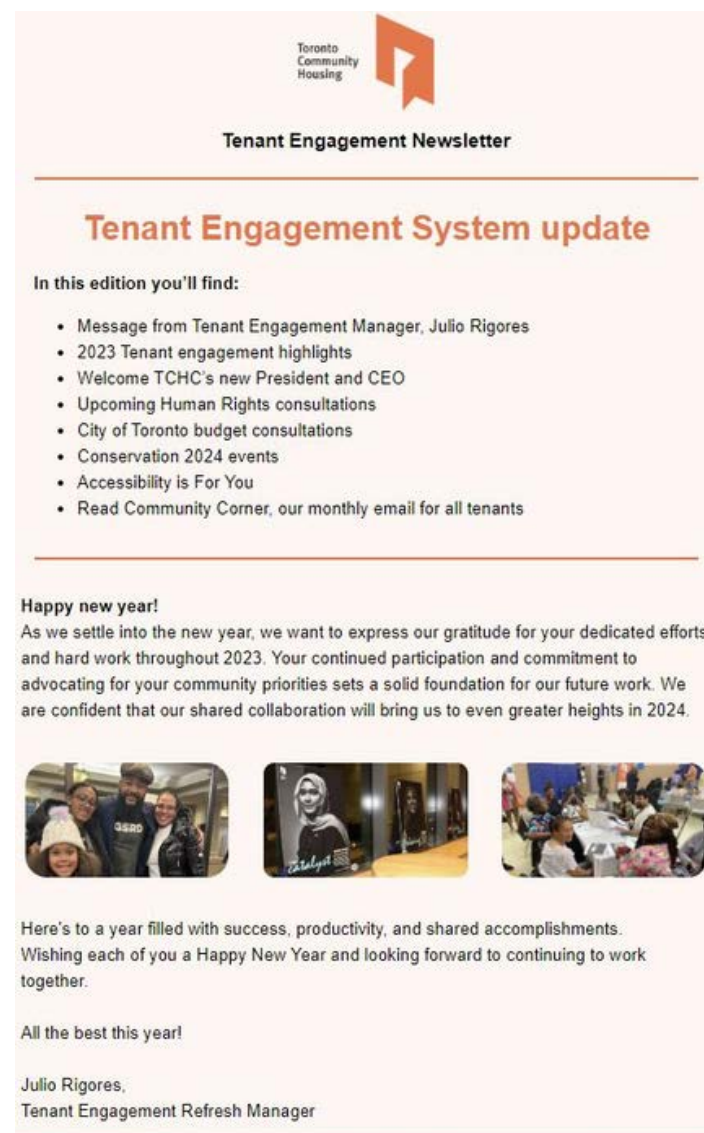
Industry benchmark for open rates is 17-21% and 2-6% for click-through rates. TCHC is consistently higher across both benchmarks.

Strategic growth in 2024

- Continue to grow email list, encouraging more tenants to sign up to receive updates.
- Begin sending more targeted topical newsletters with more community-based information.

Digital Communications: Tenant leaders email

In 2023, we launched a monthly e-newsletter for tenant leaders with tailored information that enables tenant leaders to engage with their communities, TCHC and learn about updates and information.



Results as of February 2024

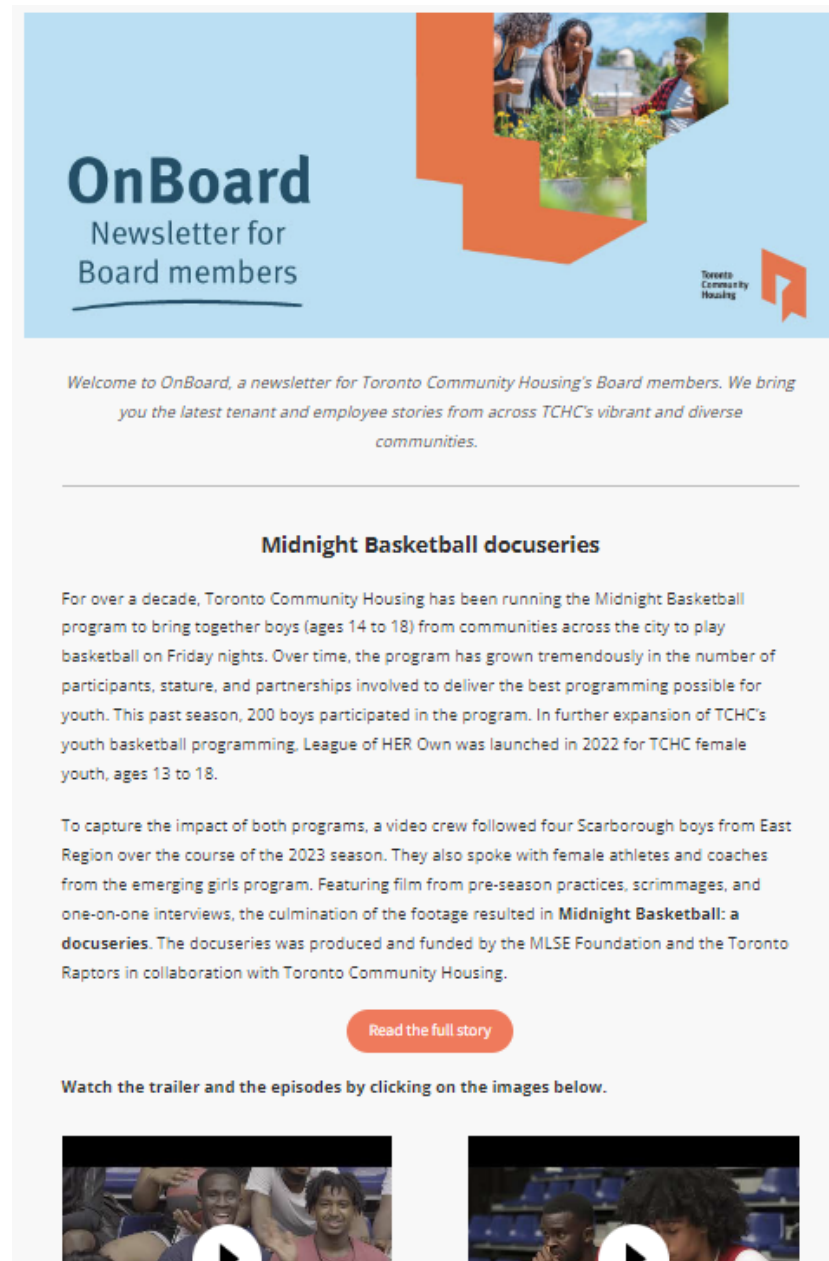
- **741** total subscribers
- **52%** average open rate
- **3.8%** average clickthrough rate

Industry benchmark for open rates is 17-21% and 2-6% for click-through rates. TCHC is high or within average across both benchmarks.

Subscribers will likely remain steady as tenant leaders are elected on a one-in, one-out basis. As this is a targeted email communication, we expect to see high open rates.

Digital Communications: OnBoard

In 2023, we launched a regular e-newsletter for Board members called OnBoard. Each edition shares TCHC's good news stories, events and tenant programming.



OnBoard
Newsletter for Board members

Welcome to OnBoard, a newsletter for Toronto Community Housing's Board members. We bring you the latest tenant and employee stories from across TCHC's vibrant and diverse communities.

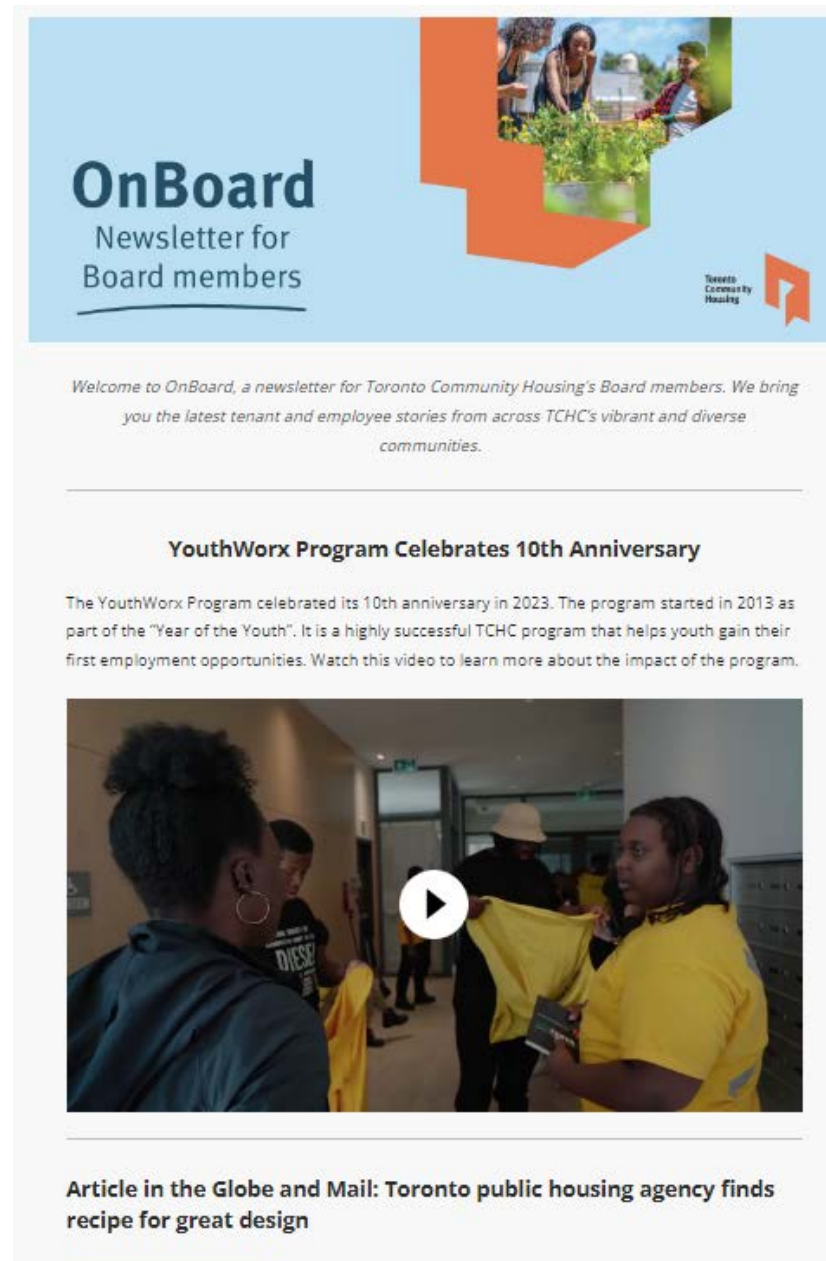
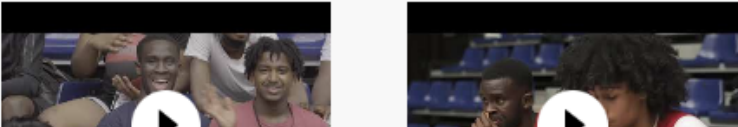
Midnight Basketball docuseries

For over a decade, Toronto Community Housing has been running the Midnight Basketball program to bring together boys (ages 14 to 18) from communities across the city to play basketball on Friday nights. Over time, the program has grown tremendously in the number of participants, stature, and partnerships involved to deliver the best programming possible for youth. This past season, 200 boys participated in the program. In further expansion of TCHC's youth basketball programming, League of HER Own was launched in 2022 for TCHC female youth, ages 13 to 18.

To capture the impact of both programs, a video crew followed four Scarborough boys from East Region over the course of the 2023 season. They also spoke with female athletes and coaches from the emerging girls program. Featuring film from pre-season practices, scrimmages, and one-on-one interviews, the culmination of the footage resulted in **Midnight Basketball: a docuseries**. The docuseries was produced and funded by the MLSE Foundation and the Toronto Raptors in collaboration with Toronto Community Housing.

[Read the full story](#)

Watch the trailer and the episodes by clicking on the images below.




OnBoard
Newsletter for Board members

Welcome to OnBoard, a newsletter for Toronto Community Housing's Board members. We bring you the latest tenant and employee stories from across TCHC's vibrant and diverse communities.

YouthWorx Program Celebrates 10th Anniversary

The YouthWorx Program celebrated its 10th anniversary in 2023. The program started in 2013 as part of the "Year of the Youth". It is a highly successful TCHC program that helps youth gain their first employment opportunities. Watch this video to learn more about the impact of the program.



Article in the Globe and Mail: Toronto public housing agency finds recipe for great design

Results as of February 2024

- **22** total recipients
- **87%** average open rate
- **3%** average clickthrough rate

Industry benchmark for open rates is 17-21% and 2-6% for click-through rates. TCHC is high or within average across both benchmarks.

Digital Communications for tenants

Strategic Communications delivered timely, informative, engaging and inspirational stories to our tenants and stakeholders using a range of different channels.



21

Digital tenant stories

15

Videos produced

3,201

Social media posts

20

Publications for tenants

Looking ahead to 2024, we have refined our strategic content categories and also developed a series of guidelines in collaboration with The Centre for Advancing the Interests of Black People which will be used to analyze storytelling opportunities.

CABR Editorial Framework

In late 2023, we developed the CABR Editorial Framework, an analytical tool to support our work with The Centre and storytelling.

Our aim is to create a framework to consider the impact and approach of the representation of Black tenants in Tenant LOOP and digital stories, as well as how our stories might link to The Centre's 8-point plan where applicable. We are analyzing our copy, images, overall representation and our story sources.

Analysing our stories using the following guide:

General

- Program/community/BU represented
- Region
- Community or corporate
- Black tenant/community
- Story page count
- Placement prominence
- Representation in edition
- Call to action

Narrative

- Tone (positive, neutral, negative)
- Theme (positive, neutral, negative)
- Label themes
- Stereotypes analysis by theme
- Stereotypes identified
- Language analysis and keywords
- Gender representation
- Intersectionality
- Voice (active or passive)
- Voice (direct quote)

Visual

- Stereotypes analysis by theme
- Tone (positive, neutral, negative)
- Representation
- Placement prominence
- Representation in edition

Overall Assessment

- Additional details about the story or images

Source

- Story lead source

8- Point Plan

- Which of the 8 points of the Centre's plan does this story cover?
 - Decent and fair housing
 - Meaningful economic investment
 - Healthy children, youth and families,
 - Access to culturally responsive health and mental health services
 - Community centered safety and wellness
 - Divesting from police culture
 - Uplifting social support networks
 - Addressing anti-Black racism and cultural redress

Tenant LOOP

43,000

Households received Tenant LOOP publications both in print and online

22

Tenant stories were featured

92

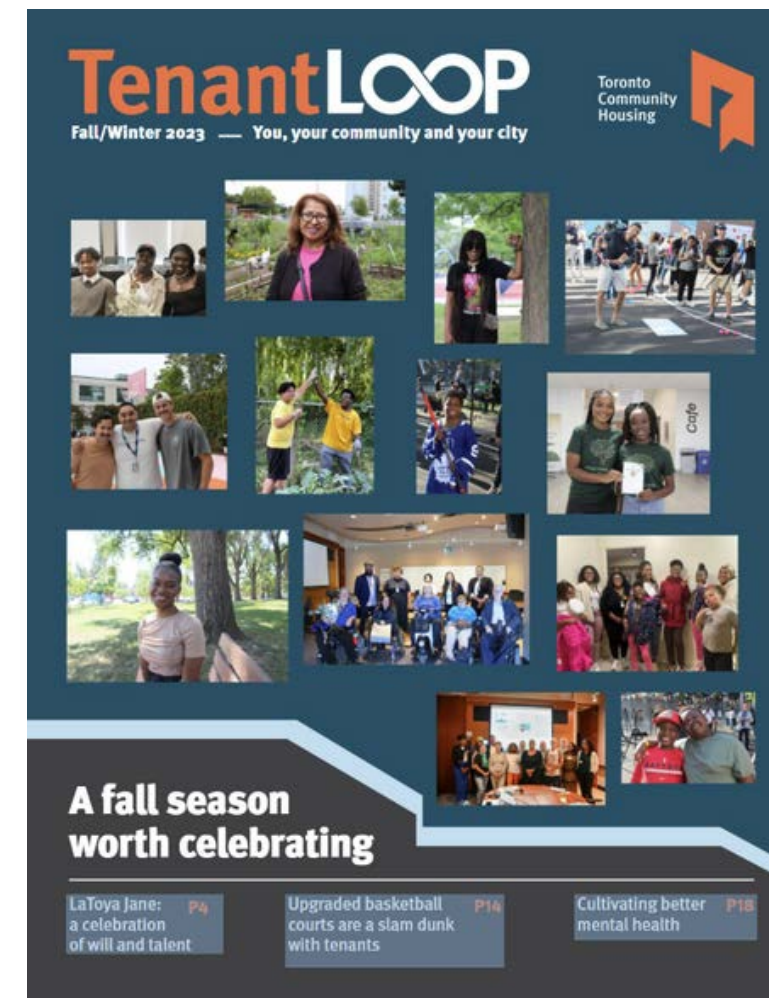
Tenant photos included

64

Total pages of content

Published and delivered throughout the year, Tenant LOOP provides necessary updates and good news stories about communities and individual tenants.

Stories are extended with mixed media on our website's Community Stories page for a 360° storytelling experience.



Video Stories

Interviewing tenants and community program leads creates the opportunity to bring a print story to life through video. This year, we created video stories around food insecurity, our work with MLSE, and The Next Surgeon program at TCHC.



Midnight Basketball – Episode 1:
Come Together



Food insecurity on the rise: How are we responding in TCHC...



Midnight Basketball's League of HER Own - Episode 1: The Athletes

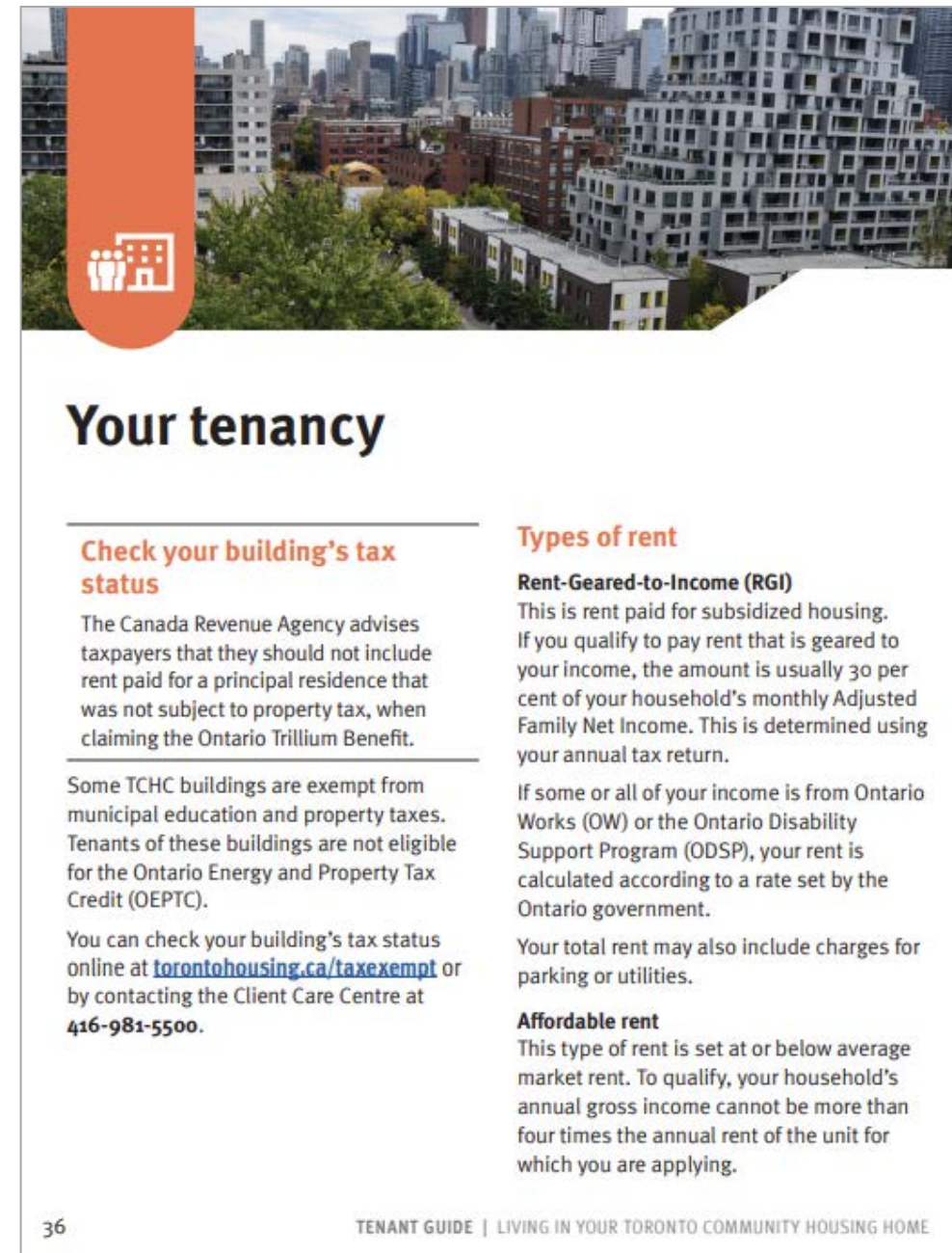
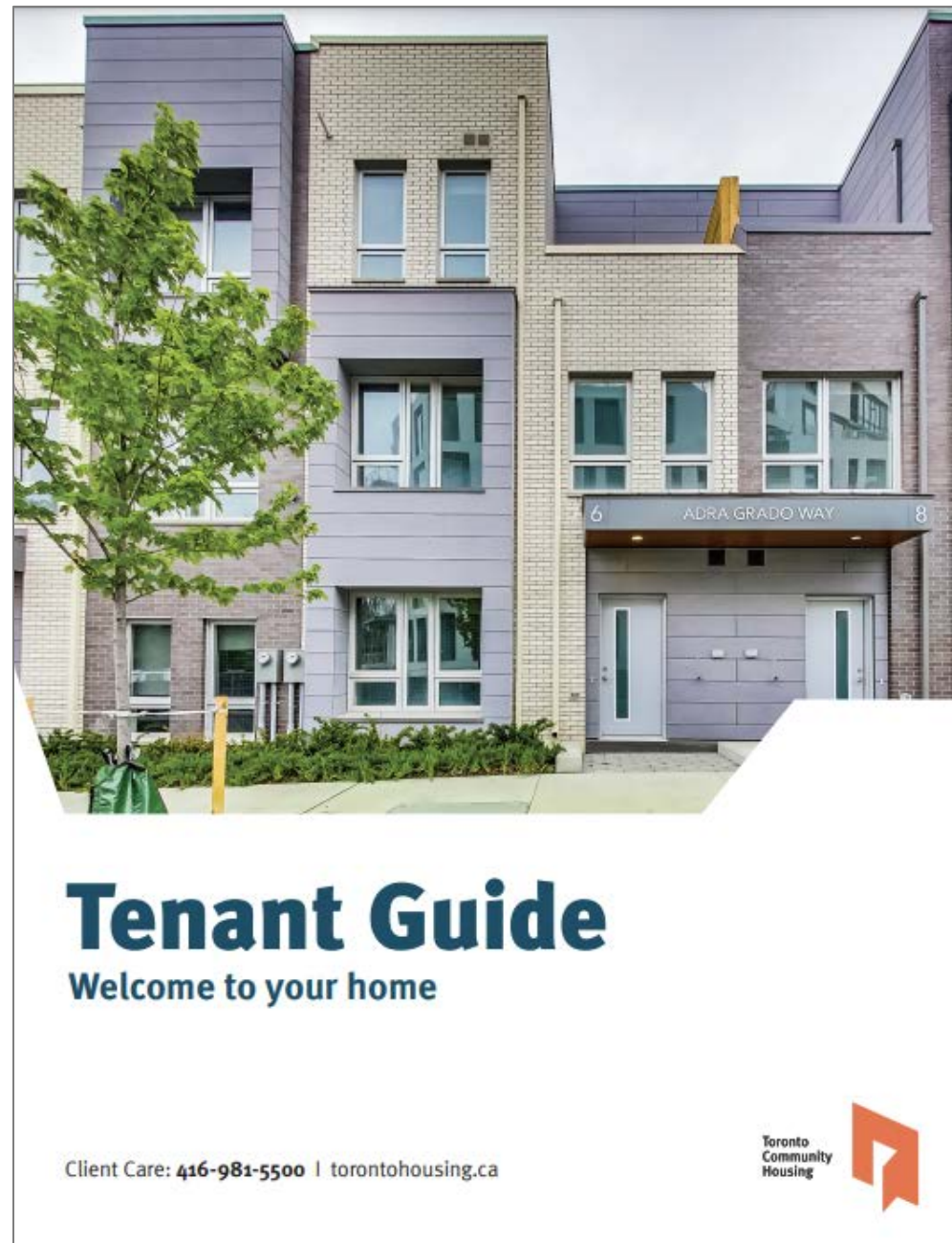


TRAILER: Midnight Basketball Docuseries



The Next Surgeon: a high school mentorship program

Tenant Communications: Tenant Guide



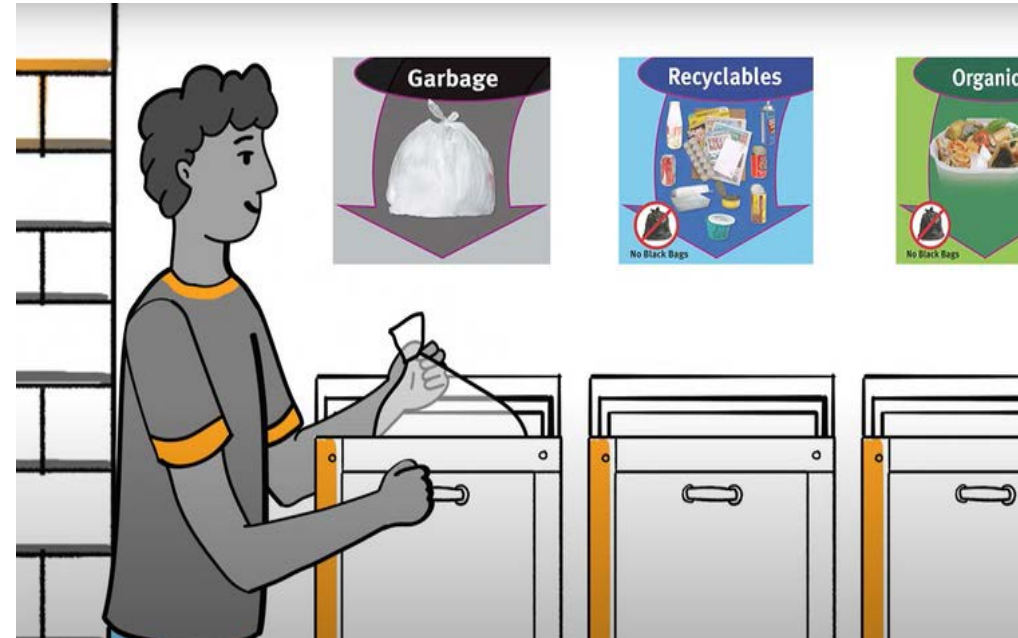
- In 2023, we redesigned and updated the Tenant Guide
- We ran a small-batch print at the end of 2023, and plan to distribute copies to tenant advisors, new tenant households, and stakeholders for overall feedback
- With generally positive feedback for both the new look and organization of the information, we will print a full run for all new tenants in Q3 2024
- The guide was translated into 10 languages, with an additional 8 languages and a Braille version to be developed in 2024.

Tenant Communications Campaigns



Tenant Engagement

In addition to a new quarterly digital newsletter for tenant leaders, Strategic Communications collaborated with the Tenant Engagement team to bring community programming and opportunities to tenants. This included full support with reports and communications.



Conservation

Strategic communications continued to collaborate with the Conservation team at TCHC to raise awareness about conservation initiatives in TCHC buildings. This included a poster series, videos as well as story content on social media and our website.



Accessibility at TCHC

Strategic communications continued to partner with the R-PATH committee as they celebrated their 10th anniversary in 2023. The collaboration re-affirms the importance of accessibility in TCHC units and buildings. Videos, digital screen social media content, print and website stories raised awareness about the need for accessibility in TCHC spaces.

Employee Engagement in 2023



Service Appreciation Awards

- In 2023, we successfully relaunched TCHC's employee service recognition program to retroactively acknowledge staff from 2019 to 2022
- Strategic Communications collaborated with People & Culture to host the 2023 Service Appreciation Awards
- 200 employees participated in an event at Daniels Spectrum to celebrate the contributions of long-standing staff to the organization's mission and vision



Employee Engagement in 2023



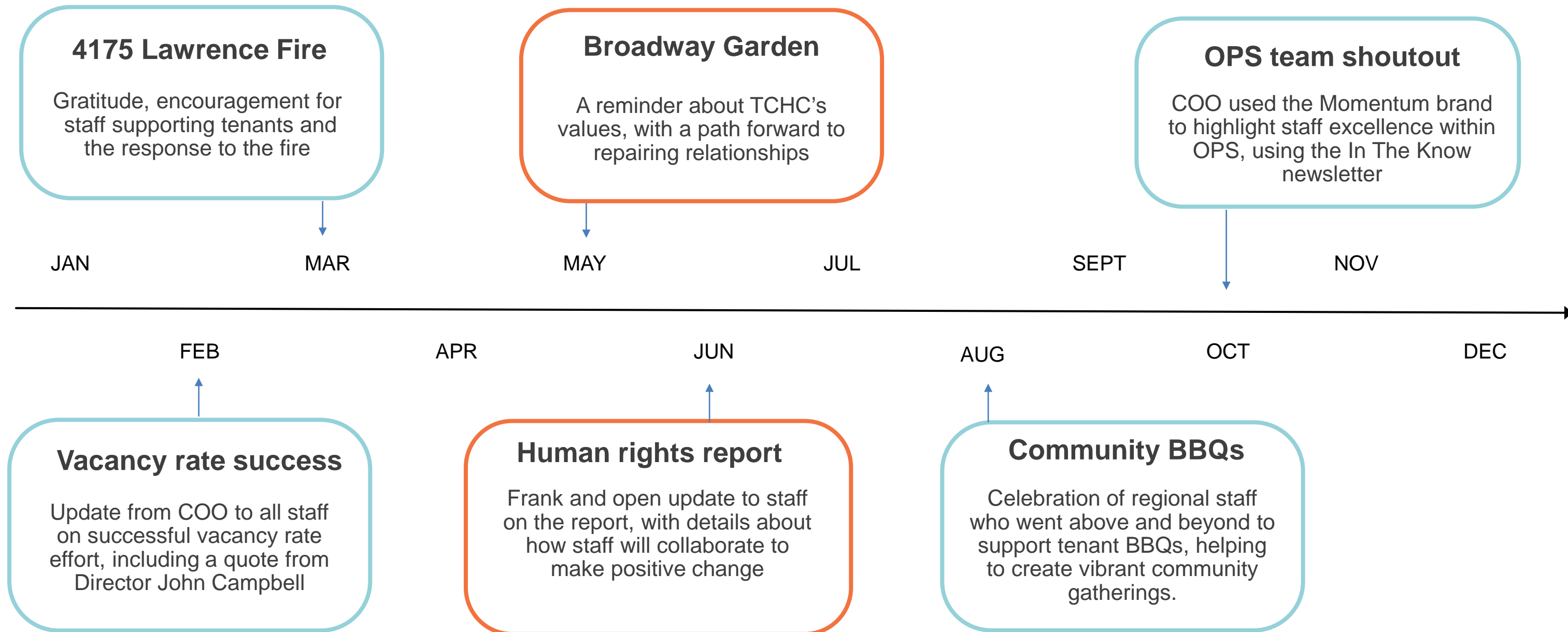
Joint Strategy with People & Culture

The Strategic Communications team came together with People and Culture's Learning and Development team in Q4 2023 to identify overlapping areas of work and created **a plan to maximize the impact** of the two teams.

The result of multiple months of planning and stakeholder conversation was **the 2024 Joint Employee Engagement & Communication Strategy**, which integrates events, employee surveys, push communications and staff recognition programs into a single shared work plan. This plan will be launched in 2024.

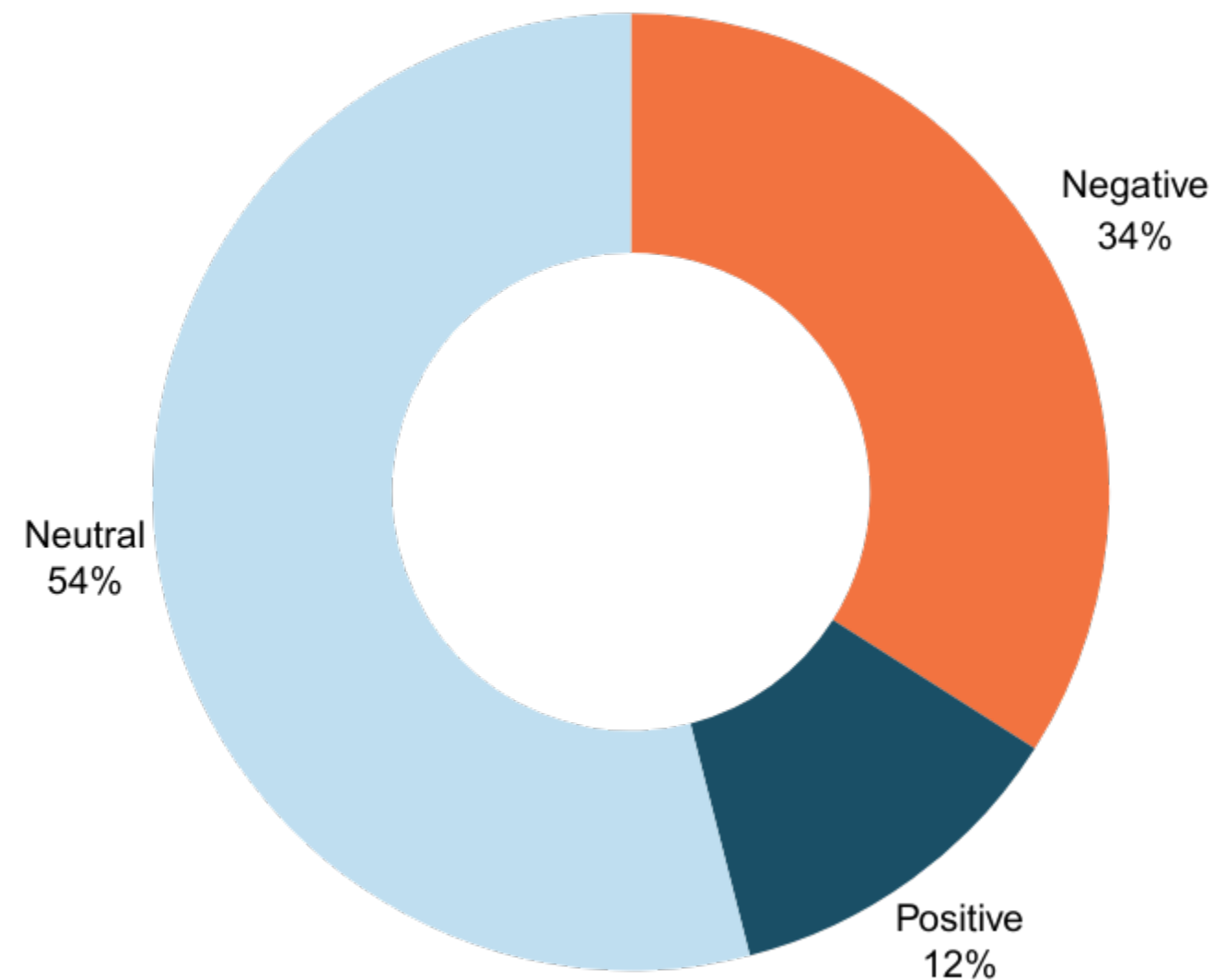
Culture building efforts gaining Momentum

The **Momentum** internal communications campaign was launched in 2023 and was used over 20 times throughout the year to reach staff with reinforcing messages and stories recognizing employee successes and openly and transparently communicating about emerging issues for the organization.



Media sentiment in 2023

2023 Media Sentiment



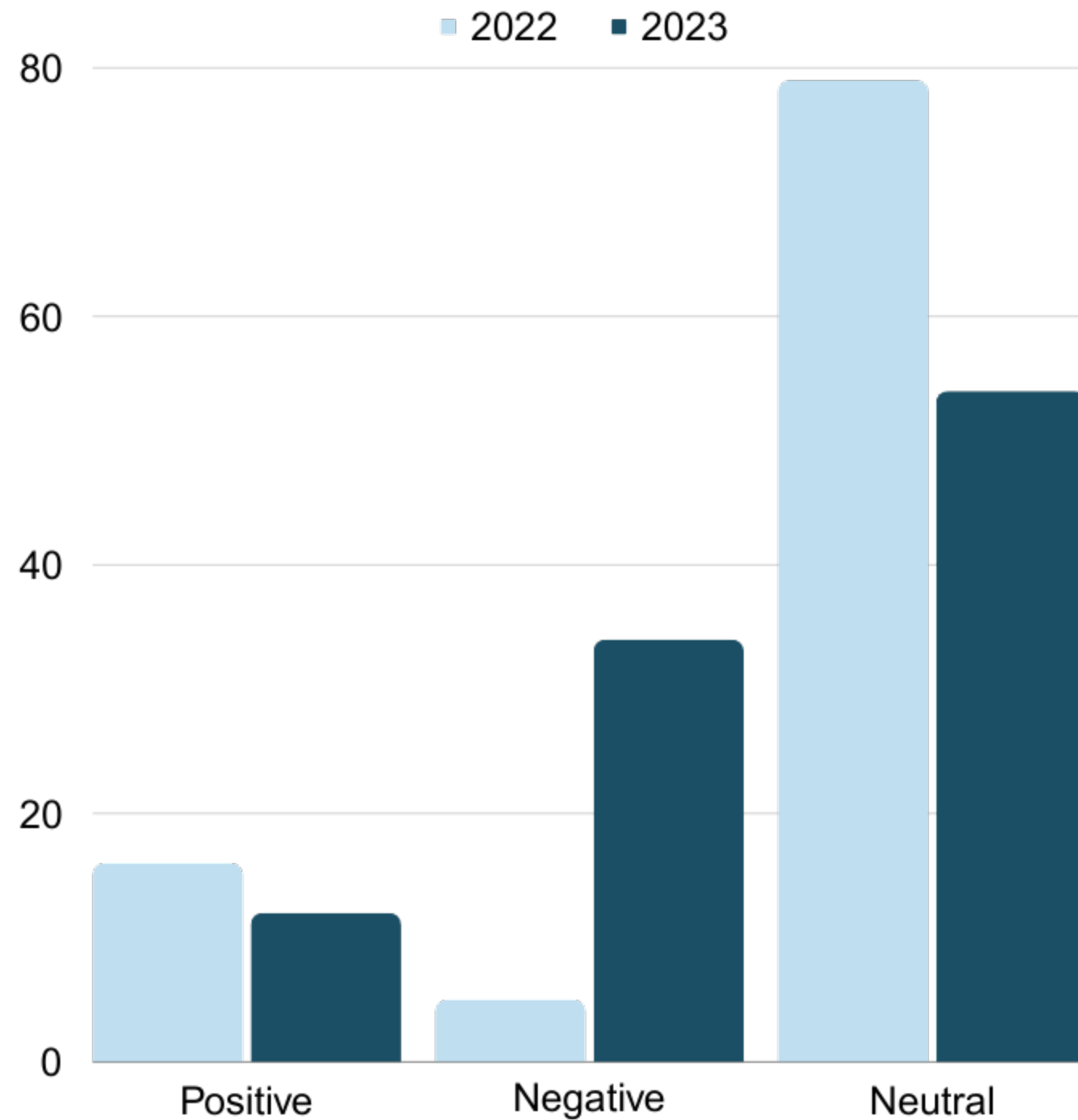
Data in 2023 was collected using Cision’s media monitoring tools.

TCHC was mentioned in 1,477 stories in 2023. This included print, online, radio and television coverage.

Nearly 1,000 of TCHC’s media mentions (976) were positive or neutral.

Note: In 2023, External Communications staff used different measurement practices, including manual evaluation of Cision’s data to filter out coverage from newswires, suspect media, blogs and partner websites to ensure the data collected was true media coverage. Sentiment was also evaluated to ensure the accuracy of Cision’s analysis. In addition, this is the first full year that Cision monitoring tools were used to collect coverage data, versus previous years that also relied on Meltwater’s monitoring services.

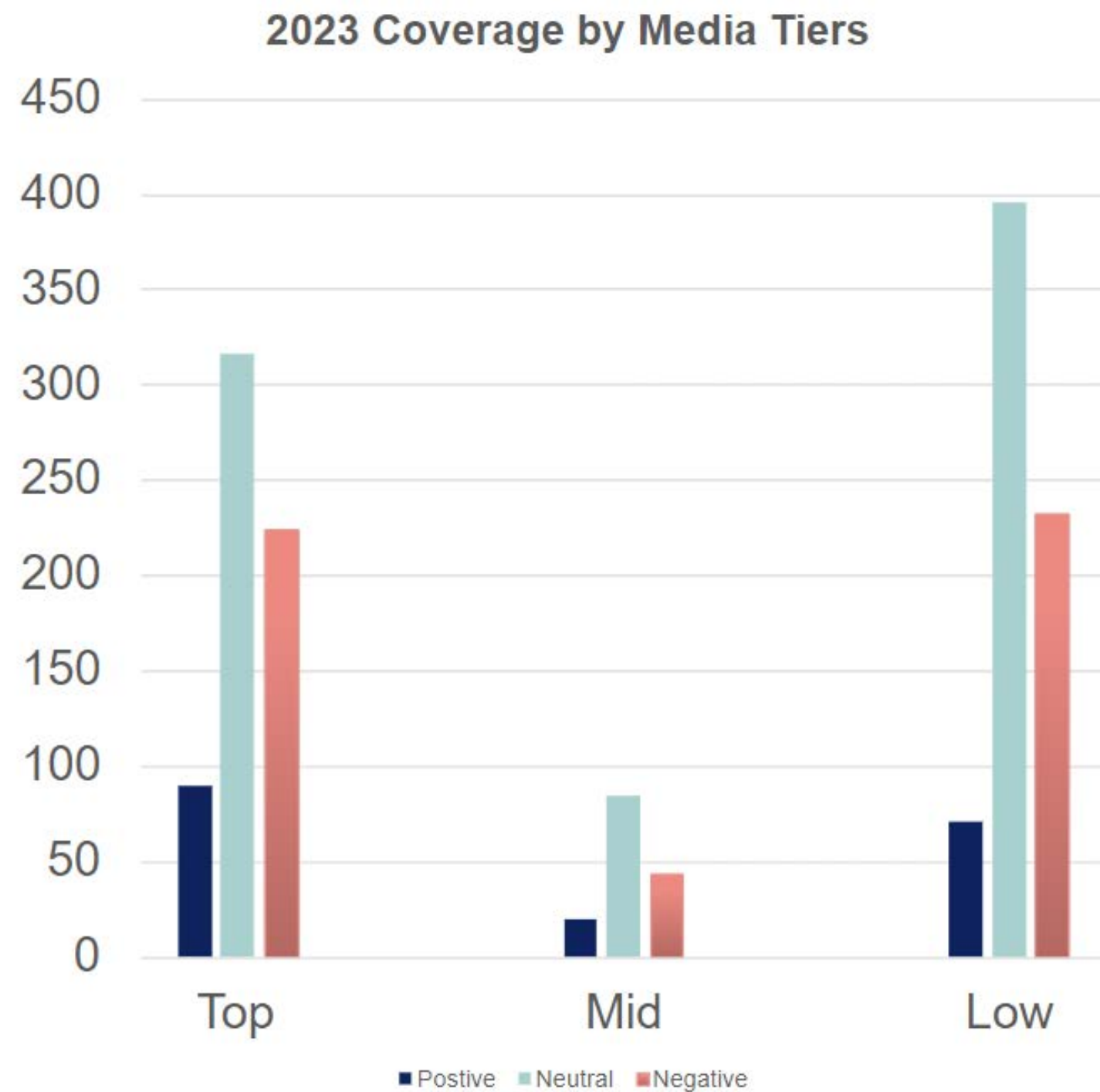
Media sentiment: Analysis



Two-thirds (66 per cent) of TCHC's media mentions in 2023 were positive or neutral. This is consistent with most public-sector organizations.

- A significant portion of TCHC's positive media coverage focused on revitalization.
- Most of TCHC's negative media coverage was somber (e.g., death).
- Year-over-year changes in the amount of negative and neutral coverage are the result of changes in monitoring tools and an increase in secondary manual examination of the data to verify its accuracy.

Media Sentiment: Analysis by reach tier



Top Tier outlets

- Reach audiences 100,000+
- Toronto Star, Globe and Mail, Toronto.com

Mid Tier outlets

- Reach audiences 50,000-90,000
- City News, CBC Toronto, CP24

Low Tier outlets

- Reach audiences under 50,000
- News Talk 1010, CBC Radio, Zoomer Radio

Top Tier Impact

The greatest number of positive stories for TCHC in 2023 came from Top Tier media outlets. For example, a significant story in the Globe and Mail on the selection of architects for Regent Park as well as on Toronto.com for the revitalization closures of Leslie Nymark and Allenbury Gardens.

Mayoral By-Election

Many of TCHC’s neutral media mentions in 2023 were a result of the June By-election for Mayor of Toronto. TCHC was mentioned indirectly multiple times throughout the campaign’s coverage.

Media analysis by category

Corporate Excellence and Innovation

- E.g., 2023 budget, by-election
- Positive 9%; Neutral 84%; Negative 7%

Somber

- E.g., violence, death
- Positive 0%; Neutral 27%; Negative 73%

Revitalizing Communities and Enhancing Infrastructure

- E.g., Regent Park, affordable housing
- Positive 35%; Neutral 39%; Negative 27%

Service Level Excellence

- E.g., bike share program, Ombudsman's report
- Positive 17%; Neutral 13%; Negative 71%

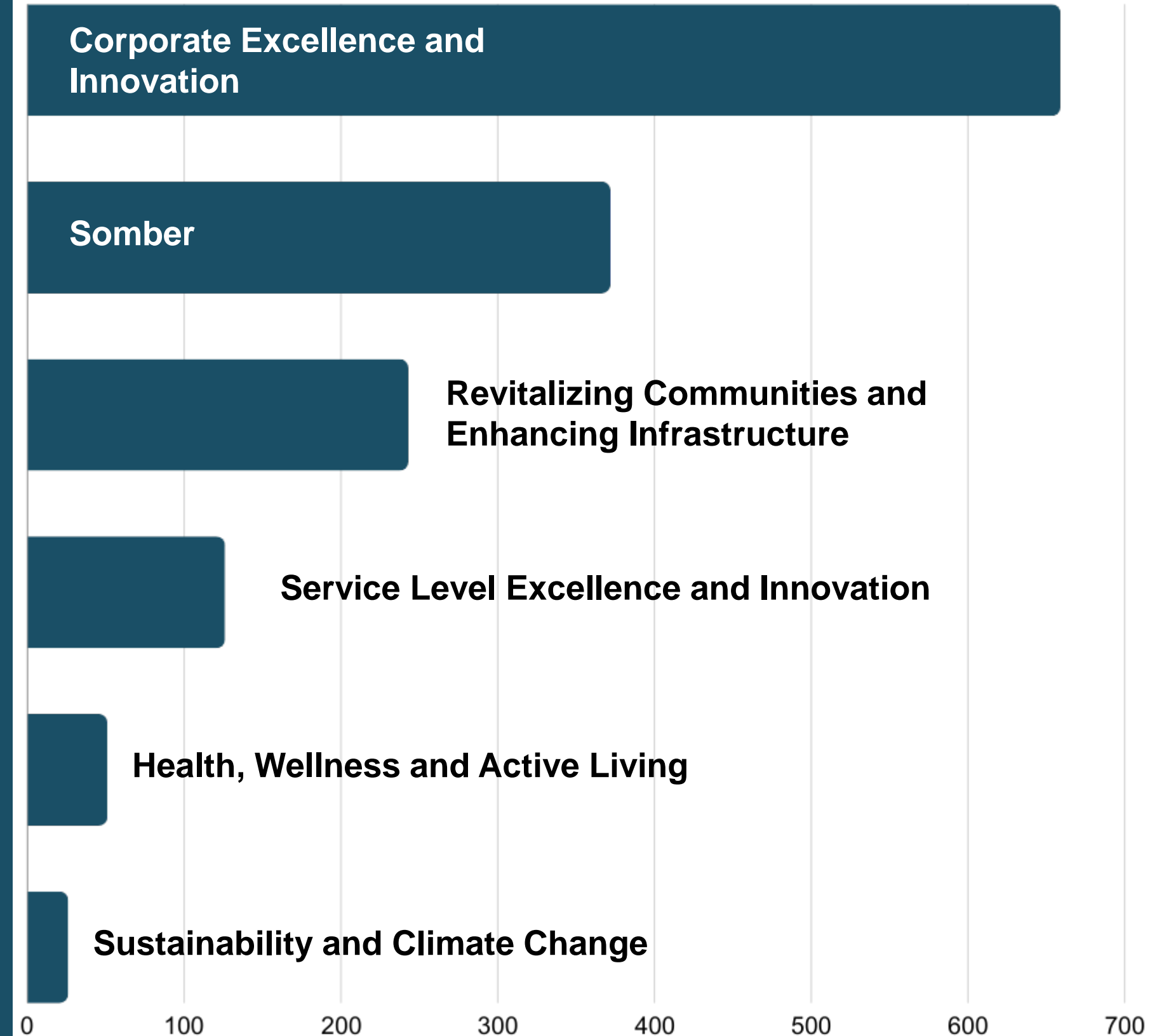
Health, Wellness and Active Living

- E.g., Programs and Partnerships
- Positive 16%; Neutral 49%; Negative 35%

Sustainability and Climate Change

- E.g., green homes
- Positive 35%; Neutral 31%; Negative 35%

2023 media stories by category



Successful media pitches

Toronto

Pilot project invites Toronto Community Housing's high school tenants to explore medical field

25 high school students from marginalized communities were selected for the program

CBC News - Posted: Mar 03, 2023 5:00 AM EST | Last Updated: March 3, 2023



Ebla Sulaiman, a Grade 10 student who attended the program, says: 'Being able to work with mentors who look just like me and understand me makes me realize my dreams are possible as long as I put the hard work and effort into it.' (CBC)

In March 2023, External Communications staff worked with CBC news to showcase a new TCHC program.

- [The Next Surgeon](#) is a mentorship program for TCHC youth and local high school students interested in pursuing careers in medicine or STEM.
- Participants are connected to mentors and community partners, including local doctors and medical students.
- [CBC's online news story](#) was featured prominently on their website, resulting in a reach of 15,476,158 views. There was also radio and television coverage.
- CBC's story was picked up by [Yahoo News Canada](#) and included a further reach of 1,866,913 views.



Strategic partnership on display



In November 2023, External Communications staff worked with Rogers and the Programs & Partnerships team to highlight the launch of a new service for TCHC tenants.

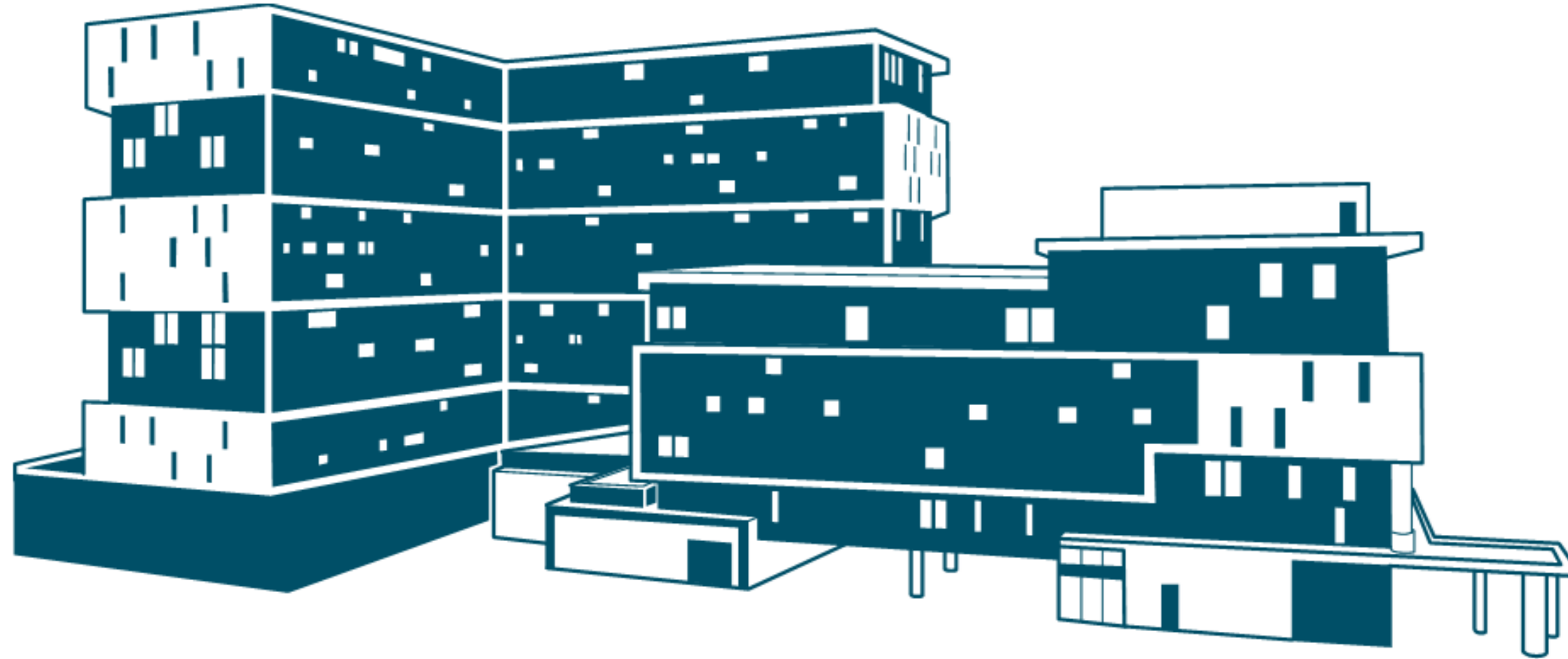
- Rogers expanded the [Connected for Success](#) program with TCHC, adding low-cost mobile services to the already existing internet plan used by many tenants.
- To celebrate the new program, TCHC’s Fahad Yousuf appeared on [Breakfast Television](#) to talk about the positive impact for tenants. [City News](#) also covered the story, resulting in a reach of 3,012,143 views.
- The [Toronto Star](#)’s coverage had 4,267,290 views.



Building Capacity: Issues management and crisis response

In 2023, Strategic Communications identified several opportunities to enhance the team's ability to respond in an emergency by shortening reaction time and establishing pre-approved processes for sharing information with key stakeholders.

- Integration with CSU to develop a shared process for Critical Incident Notifications and subsequent notifications to ELT and Board of Directors.
- Development of an on-call schedule for issues management during evening and weekends, ensuring External Communications and Stakeholder Relations staff are always available should an issue arise.
- Tabletop discussions with Strategic Communications staff, which created an opportunity to test TCHC's crisis communications plan with hypothetical incidents.



2024-2025 Strategic Communications Strategy



Strategic Areas of Focus in 2025



Employee engagement and communication

Increased focus on vibrant employee communication and engagement, in collaboration with People & Culture.



Modernizing and digitizing

Utilizing new digital communications technology and automation to enhance service delivery and employee engagement.



360° storytelling

Unified storytelling across the division to publish stories under specific narrative themes with the goal of continuing to build a strong TCHC brand.



Tenant-centric communications

Creating clear and consistent tenant communications to provide useful, timely information to tenants and to enhance service delivery.



Thought leadership

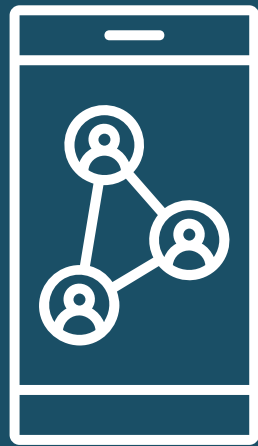
Identifying opportunities to establish our presence as a thought leader in the housing sector.



Employee engagement and communication

Increased focus on vibrant employee communication and engagement, in collaboration with People & Culture.

- Closer engagement with People & Culture division to complement each other's efforts to engage and communicate with staff, strengthening TCHC's corporate culture.
 - Commit to clear, timely and transparent communications to staff at all levels about issues that matter to them
 - Establish a voluntary advisory group for staff that want to give input on employee communications.
 - Launch the Leadership Exchange quarterly event series for People Leaders.
 - Investigate options for renewed social events programming that builds connections between staff.



Modernizing and digitization

Utilizing new digital communications technology and automation to enhance service delivery and employee engagement.

- Refresh TCHC's internal staff portal (inHouse) with a modern solution that supports staff with the information they need and opportunities to engage with each other. The project will include procuring and building a modern platform that allows for staff engagement and sharing, increased engagement metrics (tracking year to year, from old platform to new), and mobile device updates and use.
- Building digital content skills on the communications team through increased training opportunities.
- Continue to expand the strategic use of digital tools and platforms established over the past two years:
 - Continued improvements to the website with research into additional functionality
 - Better integrations with internal and external tools
 - Social media focus including visual and video content
 - Continued use of email and SMS to enhance success of tenant communication campaigns
 - Explore pilot opportunities for enhancing tenant service delivery through digital communications



Tenant-centric communications

- Establishing tenant-centric communications including improving accessibility, customer service friendly tone, consistency and points of contact. This will implement information gathered through staff customer experience workshops in 2023. Specific work will include:
 - Creating a clear process that all can follow
 - Measuring tenant satisfaction relating to communications
 - Continued strong collaboration with operations and other business units to support all tenant communications
- Telling stories that reflect our communities:
 - Finding and telling positive stories about TCHC's vibrant communities and using the stories to deliver more information to tenants
 - Implement the CABR editorial framework to balance the representation of Black tenants in TCHC storytelling and publications



360° storytelling

- Strategic Communications will focus on coordinating narrative storytelling with a focus on specific themes to build TCHC's brand and identity.
 - A cross-functional working group (digital, print, media, internal communications) will meet regularly to review leads and develop coordinated content.
 - The group will prioritize relationship building with business units across the organization to facilitate story leads
 - Audiences of interest include tenants, media, the public, as well as elected officials and other community stakeholder groups.

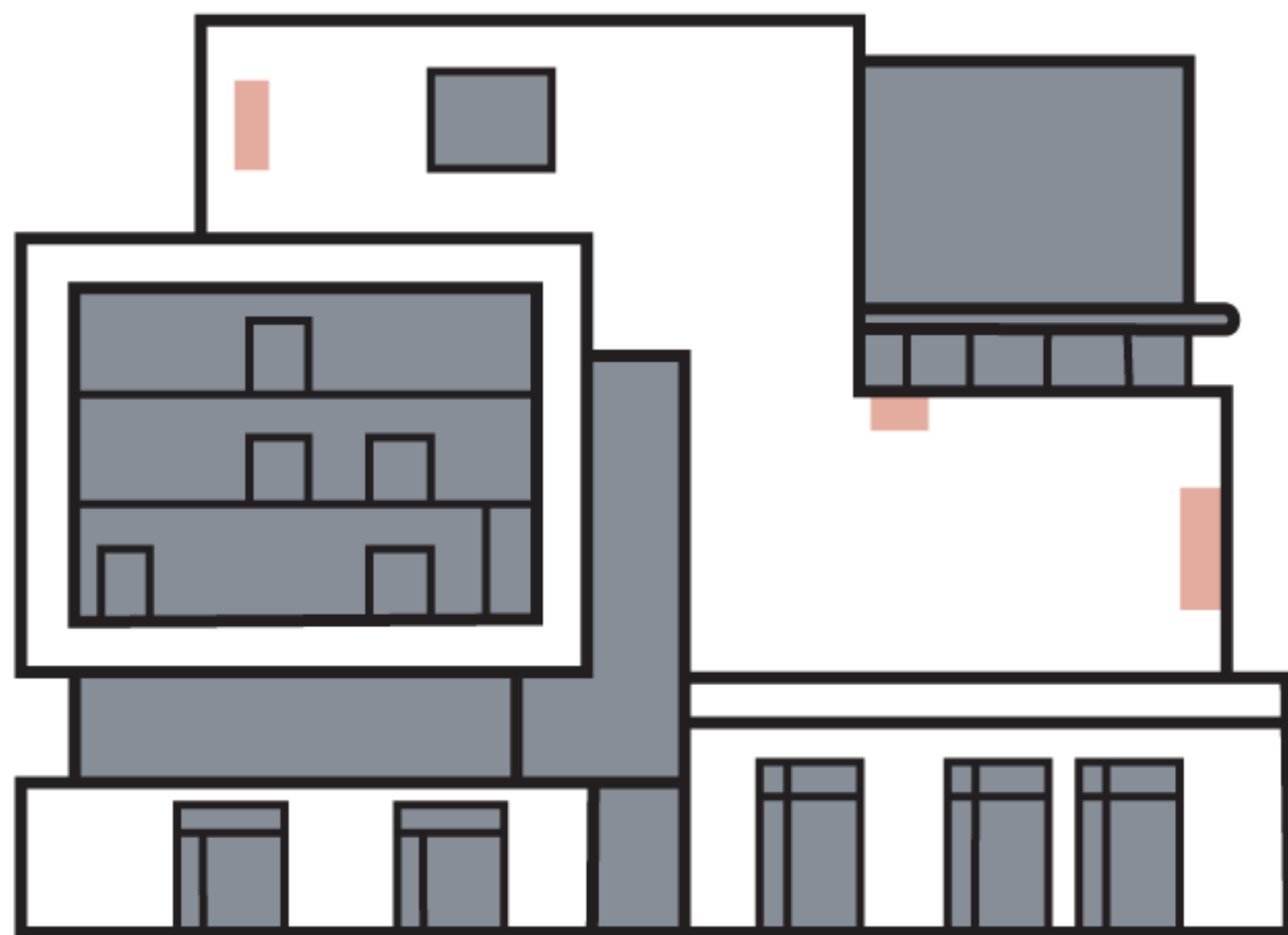


Thought Leadership

- In 2023, Leadership transition presented an opportunity for reflecting on and resetting TCHC's approach to thought leadership.
- In 2024, the Strategic Communications and Stakeholder relations teams will develop a new multi-year thought leadership plan.
- The plan will map TCHC's areas of opportunity for leadership, re-establish our presence through housing sector engagement and—at an advanced stage—attempt to affect or influence change that will open new doors for improved service to our communities.

Storytelling themes

2024 content will focus on these five narrative themes to illustrate TCHC's greatest strengths as part of our brand identity.



Tenant advocacy

“TCHC listens to its tenants so that we can change and improve our service to them, being a better partner in their communities.”

Innovation and service excellence

“TCHC is a leader in its field, developing new and more effective ways to deliver excellent tenant service.”

Community programming

“TCHC invests in its staff and tenants, connecting them to tools and opportunities to build the future they want for themselves.”

Neighbourhood stories

“TCHC’s communities are made great by the people who live and work in them, and we can’t wait for you to meet them.”

Citybuilding

“TCHC is helping to build a better Toronto, so that everyone has a place to call home.”

2024 priority projects

Tenant Communications Pathways

- Mapping all tenant communication pathways, from new tenancy to departure from housing and identifying where communications need to be improved, be made more consistent or streamlined.

New Intranet Platform

- In 2024, TCHC's staff portal, inHouse, will see a modern upgrade and refresh with a new platform, content management system and employee engagement tools.

Thought Leadership Strategy

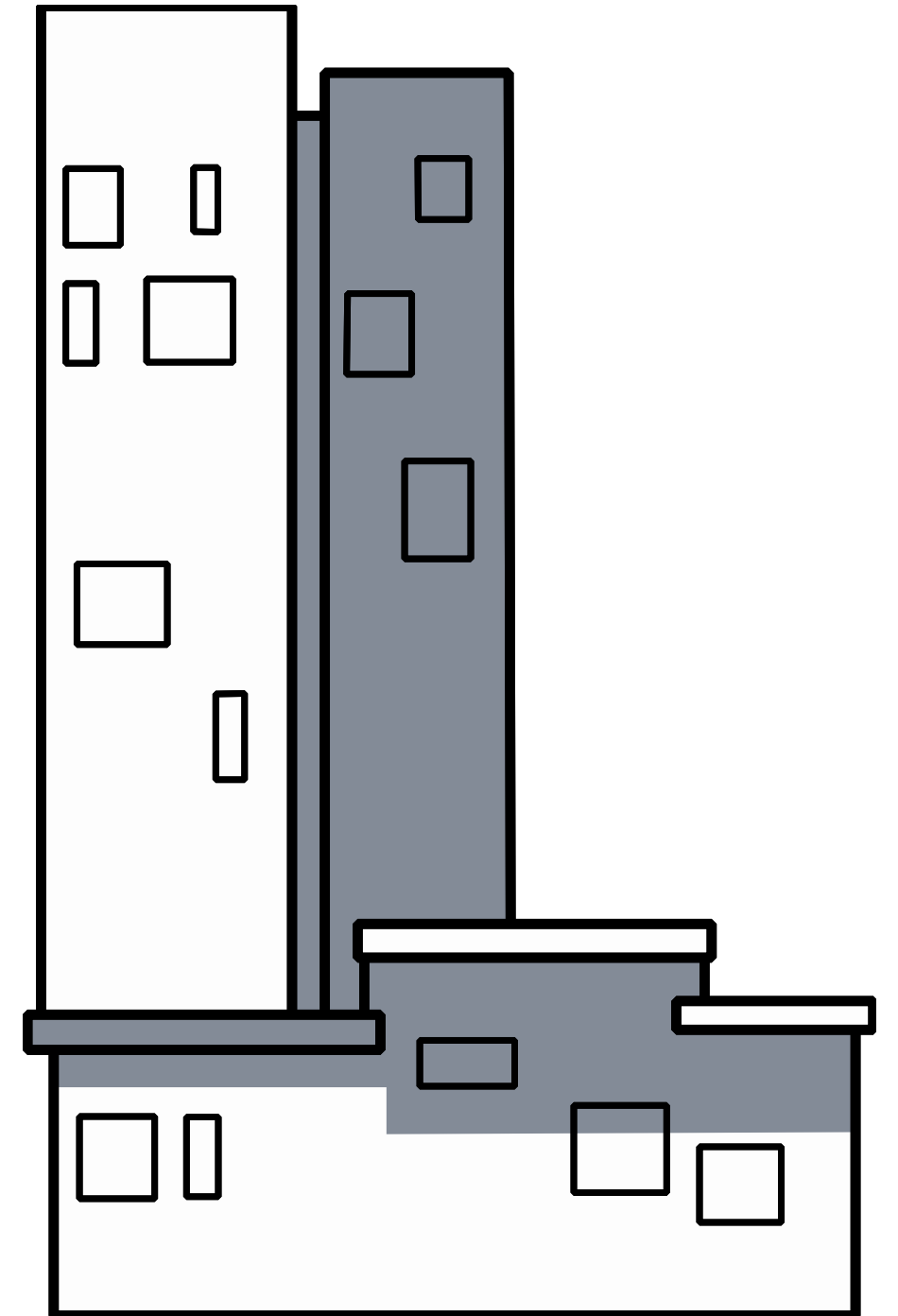
- Map TCHC's areas of opportunity for leadership and re-establish our presence through housing sector engagement with an aim to affect policy changes for improved service to our communities.

Explore Digital Service Opportunities

- Exploring digital service opportunities further to feedback received during the Tenant Service Hub review process and via the 2023 Tenant Survey.

Leadership Exchange Employee Events

- A forum for people leaders to gather, learn and exchange ideas, thoughts and opportunities with one another.





Thank you!

Ada Wong

Acting Vice President, Strategic Planning & Communications

