



TENANT ASSISTANCE POLICY (TAP) REGIONAL COLLABORATION STUDY

PROJECT REPORT



COMMUNITY SOCIAL PLANNING COUNCIL
Insights • Dialogue • Solutions

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INTRODUCTION

The initiation of the Tenant Assistance Policy (TAP) Regional Collaboration Study stemmed from a desire for a more streamlined and enhanced TAP, alongside the recognition of existing gaps in support services for tenants facing displacement due to redevelopment. This project was driven by the needs and priorities identified by members of the community of practice from six municipalities—Victoria, Saanich, Colwood, Langford, Esquimalt, and Oak Bay—that constitute the Regional Household Affordability and Prosperity Project (RHAP).

Collaborating closely with the Community Social Planning Council (CSPC), the RHAP group works to foster cooperation among local municipalities, facilitating the exchange and cultivation of best practices in housing affordability. Moreover, it consistently conducts research on housing and homelessness, aiming to elevate awareness about social issues affecting local communities.

PROJECT GOALS

The aim of the TAP Regional Collaboration Study was to explore potential benefits and opportunities arising from regional collaboration. This project closely engaged with the six municipalities under RHAP, aiming to facilitate discussions on TAPs within the region, highlighting existing policy issues and desired enhancements to its functionality, with the overarching goal of enhancing tenant supports through TAPs while catering to the unique needs of each municipality.

By conducting thorough background research and facilitating discussions during the TAP Roundtable Event, the objective is to foster a deeper understanding and consensus on the most effective approach to collaboration and identify actionable steps to realize this objective in a feasible manner, thereby translating ideas into tangible outcomes. The insights and suggestions gathered will inform a plan to address current policy limitations and challenges, while devising strategies to strengthen tenant support.

PROCESS/BACKGROUND

To achieve a comprehensive understanding of the current functioning of TAPs within the CRD and to foster meaningful discussions on TAPs, background research was conducted using various methods. These included a policy scan of different municipal TAPs, individual meetings with planners actively involved in municipal TAP work, and a roundtable discussion gathering individuals engaged in this work to facilitate collaboration and provide feedback on potential adjustments and enhancements to existing policy frameworks.

3.1 Policy Scan

To assess the current policies, a comprehensive policy scan was conducted across the six municipalities under RHAP to determine the presence of a TAP and compare their respective policies. Additionally, TAPs from other municipalities within the CRD were examined, along with select examples from the Metro Vancouver area (Burnaby, Vancouver, Coquitlam, and Maple Ridge). Each TAP's components, including rent compensation, moving compensation, relocation assistance, and first right of refusal, were examined to identify inconsistencies and service gaps. Moreover, municipal TAPs were juxtaposed with provisions outlined in the Residential Tenancy Act to illustrate the limited support available to tenants ineligible for compensation under a TAP. This research culminated in the development of a TAP comparison table, consolidating gathered information and presenting it in a concise and accessible format (refer to Appendix A).

3.2 Meeting and Interviews

Upon reviewing policies, meetings were arranged with planners to delve into their TAPs, addressing queries, and exchanging views and priorities on collaborative approaches to regional policy. In addition to planners, engagements were initiated with Together Against Poverty, Aryze Developments, and a Tenant Relocation Coordinator based in Vancouver, to garner a diverse range of perspectives on TAP-related issues and broader tenant support concerns.

Meetings with planners entailed semi-structured interviews, weighing into the formulation and efficacy of their municipality's TAPs, while also seeking opinions on potential policy revisions and the advantages and hurdles foreseen with collaborative efforts to establish a consistent regional policy. Conversations with both Together Against Poverty Society and the third-party Tenant Relocation Coordinator predominantly revolved around tenants' needs and experiences.

Given their direct involvement with tenants grappling with challenges stemming from redevelopment-induced displacement, particularly the tenant relocation coordinator, their insights were highly informative, offering valuable perspectives on how TAPs can better cater to tenant needs and enhance support. Engaging with the local developer ARYZE Developments provided insights into the current role of developers in assisting tenants through TAP guidelines and their stance on policy adjustments.

3.3 TAP Roundtable Discussion/Event

On April 17th, 2024, a TAP Roundtable Event was convened to unite all stakeholders involved in this endeavor, providing a platform for substantive discussions and networking opportunities.

Attendees of the event included CSPC staff, RHAP CoP members, municipalities' Tenant Assistance Planners, a representative from Together Against Poverty, and representatives from Aryze developments. The event was structured into three distinct sections: the framework of a TAP, its operational mechanisms, and support services along with opportunities for pilot programs aimed at administering tenant supports through a TAP. Each segment included a succinct summary and presentation of findings derived from background research conducted through policy scans and meetings, followed by questions to stimulate discussion (refer to Appendix B for the roundtable agenda). The format of the event was intentionally flexible, allowing substantial room for questions and comments from attendees. The overarching objective of the discourse was to serve as a catalyst for generating ideas and exchanging perspectives on policy enhancements, while also providing the CSPC with valuable feedback to inform future steps based on discussions and research findings.

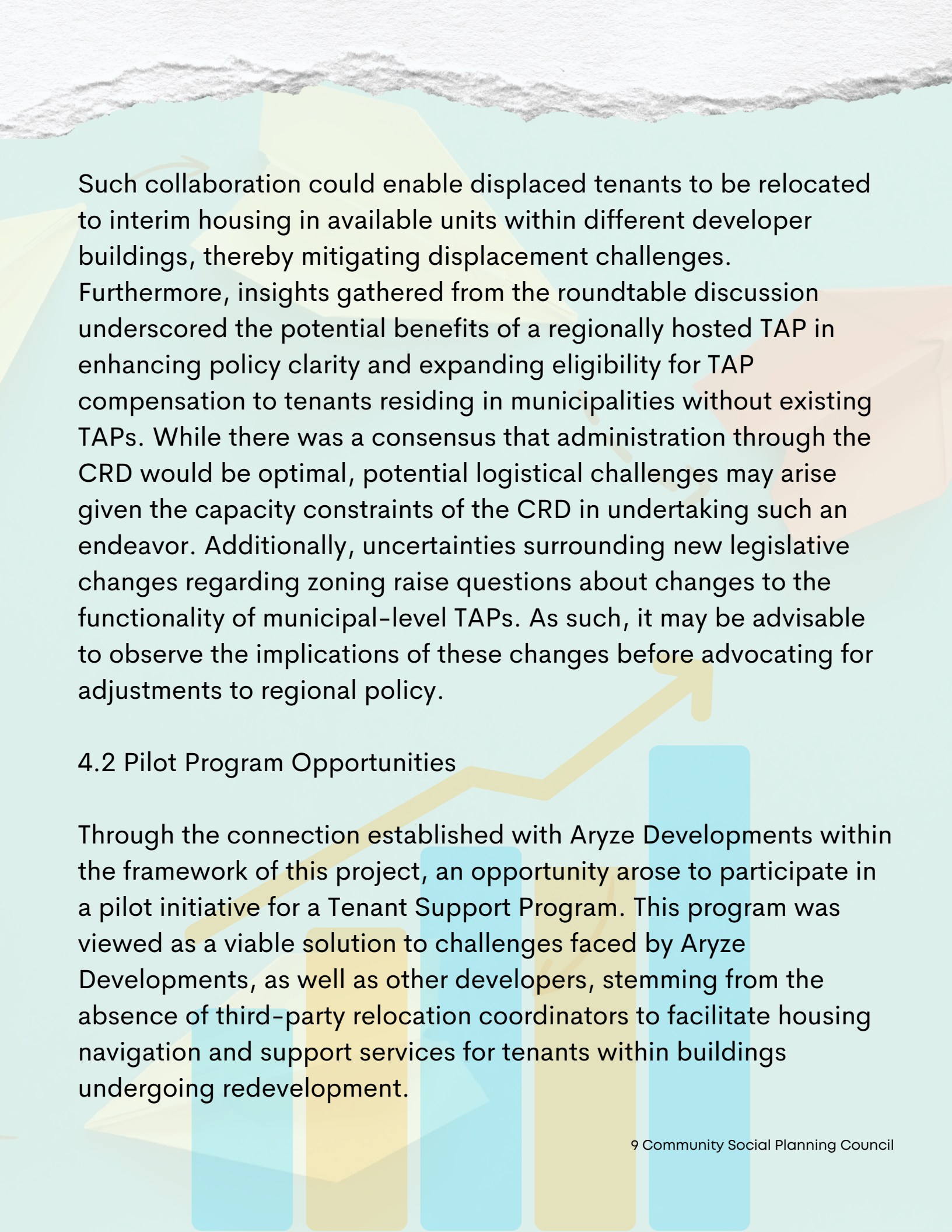


OUTCOME

The efforts undertaken in the TAP Regional Collaboration Study yielded many insights and suggestions that ignited innovative ideas for effective collaboration strategies. The TAP Roundtable Event proved instrumental in extracting valuable feedback regarding the feasibility of collaboration and identifying prevailing policy issues in need of attention. Furthermore, this project facilitated collaborative efforts among stakeholders, paving the way for the inception and preliminary phases of a Greater Victoria Tenant Support Pilot Program.

4.1 Takeaways from TAP Roundtable Event

The TAP Roundtable Event was an essential platform for stakeholders involved in TAPs to converge, facilitating a dynamic exchange of knowledge and perspectives on TAP-related work. Through this event, a consensus emerged that addressing the availability of third-party tenant relocation coordination within the Greater Victoria area is imperative for the effective implementation of policy and ensuring tenants receive the necessary support. Participants unanimously acknowledged that the absence of such third-party support undermines the comprehensiveness of support services and diminishes accountability. Another key takeaway from the discussion was the importance of enhanced communication and collaboration among all stakeholders involved in redevelopment processes. This includes collaboration among developers and municipalities to establish broader networks of support.



Such collaboration could enable displaced tenants to be relocated to interim housing in available units within different developer buildings, thereby mitigating displacement challenges. Furthermore, insights gathered from the roundtable discussion underscored the potential benefits of a regionally hosted TAP in enhancing policy clarity and expanding eligibility for TAP compensation to tenants residing in municipalities without existing TAPs. While there was a consensus that administration through the CRD would be optimal, potential logistical challenges may arise given the capacity constraints of the CRD in undertaking such an endeavor. Additionally, uncertainties surrounding new legislative changes regarding zoning raise questions about changes to the functionality of municipal-level TAPs. As such, it may be advisable to observe the implications of these changes before advocating for adjustments to regional policy.

4.2 Pilot Program Opportunities

Through the connection established with Aryze Developments within the framework of this project, an opportunity arose to participate in a pilot initiative for a Tenant Support Program. This program was viewed as a viable solution to challenges faced by Aryze Developments, as well as other developers, stemming from the absence of third-party relocation coordinators to facilitate housing navigation and support services for tenants within buildings undergoing redevelopment.

The concept for this program was introduced at the TAP Roundtable Event and received positive reception for its potential to address some of the current challenges associated with developer-led tenant relocation efforts.

By presenting the potential for a Tenant Support Pilot Program at the roundtable, with Aryze in attendance, ideas were exchanged regarding its structure and considerations were made regarding the ethical implications of income testing for tenants to receive additional compensation. Furthermore, broader discussions ensued on how tenant compensation could be enhanced. Soliciting feedback from various perspectives in the room allowed for early identification of priorities and concerns related to such a program, paving the way for a more informed approach to program development and a deeper understanding of its potential limitations and strengths.



Appendix A: TAP Comparison Table

	Have a TAP/Conditions of it?	Is the First Right of Refusal Provided?	What Relocation Assistance is Offered?	What Coverage for Moving Costs are Provided?	What Rental Compensation is Provided?
RHAP Municipalities					
Victoria	Yes- It is triggered at rezoning and applies at development for any type of rental, and at any size. has outlined considerations to follow for non-market and social housing, as well as an additional TAP specifically for missing middle housing which has separate requirements.	Yes- At 20% below market value on new rentals, or at current rent when returning.	At least 3 appropriate housing options offered from a tenant relocation coordinator, the developer must appoint a third-party representative to act as the tenant relocation coordinator, who will address any additional assistances required by tenants during their relocation.	Either an insured moving company is hired by the rezoning applicant, with costs covered within Greater Victoria, or flat rate compensation based on unit size.	Free rent, lump sum payment, or a combination of both. Compensation is based on CMHC rental average or tenants current rent for length of tenancy. Missing middle housing's compensation is incentivized, applicants receive \$5000 back when a minimum compensation of \$4000 is given to affected tenants.
Saanich	Yes- It is triggered at rezoning and applies at development with 5 units, or more being affected (also applies to lot consolidation to include more units) for any type of building, excluding non- profit housing.	Yes- At 20% below market value on new rentals, or at current rent when returning.	Tenant relocation coordinator appointed by the developer to help tenants secure housing suited to their needs and provide additional assistance case-by-case.	Either an insured moving company is hired by the rezoning applicant, with costs covered within Greater Victoria, or flat rate compensation equal to one month's rent.	Compensation in the form of a lump sum payment, free rent, or a combination of both. Payment is based on rent level, unit size, and length of tenancy, either based on the CMHC average or tenant's current rent, depending on which one is higher.
Esquimalt	Yes- It is triggered at rezoning and applies at development for purpose-built rentals, can be any number of units affected.	Yes- At 20% below market value on new rentals, or at current rent when returning.	At least 3 appropriate housing options offered when available to do so from a tenant relocation coordinator, who is hired or appointed by the rezoning applicant. Additional assistance is identified and given on a case-by-case basis to tenants.	Either an insured moving company is hired by the rezoning applicant, with costs covered within Greater Victoria, or flat rate compensation equal to one month's rent.	Free rent, lump sum payment, or a combination of both. Compensation is based on CMHC rental average for unit size, at the length of tenancy.

Colwood	No- Currently does not have one, financial compensation could be provided from what is listed under the RTA, or at the Developer's discretion.	NA	NA	NA	NA
Oak Bay	No- Currently does not have one, financial compensation could be provided from what is listed under the RTA, or at the Developer's discretion.	NA	NA	NA	NA
Langford	No- Currently does not have one, financial compensation could be provided from what is listed under the RTA, or at the Developer's discretion.	NA	NA	NA	NA
Other Municipalities with a TAP					
Burnaby	Yes- It is triggered at rezoning and applies to purpose-built rentals with 5 or more units being affected, or secondary market rentals with less than 5 units.	Yes- Offered at a rate the same as what they paid previously before moving out, and the unit offered should have the same number of bedrooms as their previous rental. Units that tenants do not return to when redevelopment is completed will be reserved for non-market rentals.	The zoning applicant should hire or appoint a Tenant Relocation Coordinator to assist tenants in securing housing. Neither the zoning applicant, caretaker, property manager, superintendent, or building manager should be appointed as the Tenant Relocation Coordinator.	Tenants can choose from two different options: 1) Moving arranged by rezoning applicant; or 2) Flat rate compensation based on unit size.	Either: 1) Rent top-up in rezoning applicant-secured interim housing; 2) Rent top-up in tenant- secured interim housing; or 3) Lump sum payment. The city requires bonding as a security measure to ensure rent top-ups are paid until tenant returns to building, once redevelopment is completed.

Maple Ridge	Yes- Applies to rezoning, heritage revitalization agreement, or strata conversion of a previously occupied building that would redevelop properties with 5 or more units.	Yes- At 20% below market value on new rentals or at current rent when returning.	The Tenant Relocation Coordinator should be a third-party resource with input from the city to ensure the policy is implemented properly. Helps find tenants housing and provides additional assistance on a case-by-case basis.	Tenants can choose from two different options: 1) Moving arranged by rezoning applicant; or 2) Flat rate compensation based on unit size.	Financial compensation based on length of tenancy, provided as either lump sum payment, free rent, or combination of both.
Vancouver	Yes- Applies to development, and rezoning permits affecting 5 or more units.	Yes- At 20% below market value on new rentals or at current rent when returning.	At least 3 appropriate housing options are offered when available from a Tenant Relocation Coordinator hired or appointed by the rezoning applicant. Additional assistance is identified and given on a case-by-case basis to tenants.	Tenants can choose from two different options: 1) Moving arranged by rezoning applicant; or 2) Flat rate compensation based on unit size.	Financial compensation based on length of tenancy, provided as either lump sum payment, free rent, or combination of both. The applicant may also be required to provide a stipend to offset relocation difficulties of up to \$2,500.
Coquitlam	Yes- Applies to rezoning applications affecting 5 or more units.	Yes- Is not offered at a reduced rate but secures a rental for tenants that wish to return.	Applicant should identify 1 person to be the Tenant Relocation Coordinator. They should provide 3 appropriate housing options for each tenant.	Flat rate payout for moving based on unit size, applicants can hire insured movers for tenants with more complex needs.	Financial compensation based on length of tenancy and tenant's current rent.
View Royal	Yes- It is triggered at rezoning and applies to developments affecting 3 or more units.	Yes- At 25% below market value on new rentals.	A Tenant Relocation Coordinator should be appointed by the applicant before submitting the rezoning application and should help tenant secure rental housing.	An insured moving company is hired by the applicant, with costs covered within Greater Victoria, or flat rate compensation for 1 month's rent based on View Royal rental average and number of bedrooms of the unit.	Financial compensation in the form of a lump sum payment, free rent, or a combination of both. Compensation based on tenant's rent and tenancy length.

Sidney	Yes- It is triggered at rezoning and applies to development that affects 3 units or more.	Yes- Tenants should be offered to return to the building once developed at rate within 10% of their current rent.	Applicants should be offered the option to return to the building, information on alternative rental options in Sidney or the CRD, and rental assistance programs.	Two options: 1) An insured moving company hired by the applicant for the tenant; or 2) Flat rate compensation based on unit size.	Financial compensation is based on the tenant's current rent and length of their tenancy.
CRD (Regional Policy)					
CRHC	No- There is no regional TAP policy or procedures to assist tenants having to move for development, policy is for tenants in CRHC housing. CRHC works in cooperation with municipalities that have a TAP.	Yes- Not specified at what rate.	Tenants will be provided 3 offers of housing based on their choices and availability of CRHC housing, housing options should be appropriate to households.	Arrangement of a moving company, or flat rate payout for moving expenses based on number of bedrooms of the unit being vacated.	Additional financial support can be given to tenants experiencing barriers on a case-by-case basis.
Residential Tenancy Branch (Provincial Policy)					
Policy under the Residential Tenancy Act (RTA)	No- There is no provincial policy to directly support tenants being displaced due to redevelopment from rezoning. RTA has a policy for developers to follow to end tenancies for development.	If the tenancy is ended under section 49.2 of the RTA where vacancy is required due to renovations and repairs, and the residential property has 5 or more rental units, the tenant is entitled to First Right of Refusal.	NA	NA	Tenants can receive 1-month free rent under the RTA when they are given 4 months' notice to end tenancy. Tenants may be entitled to 12 month's rent if the unit they vacated was not used for its intended purpose.

Appendix B: TAP Roundtable Event Agenda



TAP Roundtable Event Agenda

Introductions and Land Acknowledgment

1. Structure of a TAP

- What is a TAP/What does it do?
 - TAP definition and purpose
 - Supports offered under the RTA
 - Benefits of adopting a TAP
- Components of Policy
 - Outline of policy requirements
- What is Currently Being Done?
 - Current municipal policies in the CRD
 - Policy examples from Metro Vancouver area
 - Benefits and challenges of separate policies

Questions

- How can the structure of a TAP be improved?
- How can communication and clarity of policy be increased?
- Is there an interest in creating a universal policy to be shared by municipalities in the CRD? / How could this work regionally?

2. How a TAP Functions

- Eligibility Requirements
 - Tenant eligibility under policy
 - When TAPs are triggered
 - Type of housing, and number of units affected
- Process of a TAP
 - Communication and compensation
 - Protections and accountability

- Redevelopment process from start to end
- Redevelopment process with a TAP versus without one.
- How are tenants impacted
 - Tenant relocation challenges
 - Examples and scenarios of tenant experiences interacting with a TAP

Questions

- How should compensation be determined? Should it be income tested?
- How can eligibility requirements be expanded to support affected tenants?
- What are other ways to ensure accountability in fulfilling policy requirements?
- How can tenants be further supported?

3. Support Services of a TAP/ Pilot Opportunities

- Role of a Tenant Relocation Coordinator
 - Responsibilities of a Tenant Relocation Coordinator
 - Third-party tenant relocation versus developer led
 - Availability challenges
- Support Services Through a TAP
 - How support services may differ through a TAP versus when one isn't present
 - Individualized support services for tenants
- Tenant Relocation Pilot Program Opportunities
 - How the pilot program could function
 - Features that could enhance current operations

Questions

- How should the program for third-party tenant relocation be set up?
- How can the program work for municipalities without a TAP?
- How could current Tenant Relocation Coordinator practices be expanded through a pilot program?

4. Final Thoughts/ Next Steps



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