

# Strengthening Tenant Protections in Redevelopment

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# Executive Summary

**This report provides a framework to facilitate the development of more robust tenant relocation protection policies that minimize neighbourhood displacement and ensure tenant wellbeing.**

Metro Vancouver’s chronic housing crisis has increased vulnerability for thousands of residents. Renters, who make up over a third of the regional population, are facing outsized impacts. Housing unaffordability has amplified the financial strain on renting families, as incomes have lagged behind rising rents over the past decade, while dramatically low vacancy rates across the region have made it more challenging for individuals and families to find a new place to live. Currently, most efforts to increase housing supply to alleviate the crisis rely on redeveloping existing buildings, often rental stock. The rise of rental redevelopment further strains tenants, as many wonder if their building is next and if they will be forced to find a new home.

In response to the threat of redevelopment, municipalities began to enact policies aimed at protecting and relocating tenants in buildings undergoing redevelopment, starting with Vancouver in 2015. At their core, Tenant Relocation Policies (TRPs) are designed to protect communities from a real estate market driven by growth. They

function to ensure that the well-being of displaced tenants remains intact and that they are appropriately compensated for being displaced from their home. However, nearly eight years after the creation of the first TRP, there is little to no public information about how these policies have affected tenant wellbeing. Furthermore, questions remain about the ability of TRPs to prevent neighbourhood displacement.

This report consists of three parts: a comparative study of all known TRPs within British Columbia, a TRP evaluation framework for advocates and municipalities, and a proposal to develop infrastructure for tracking tenant relocation outcomes. These components were developed through extensive stakeholder engagement, including a survey of tenants affected by relocation and 28 semi-structured interviews with tenants, tenant advocates, relocation specialists, municipal planners, policy writers, and developers.

The research from this project produced compelling findings which contributes to the state of knowledge surrounding TRPs. Through a review of the TRP landscape, it was observed that a range of protections exist across Metro Vancouver, with the Burnaby and Vancouver Broadway Plan TRPs setting the regional standard. At a high level, the Project Team was able to identify four key elements that TRPs

can embody to produce better tenant outcomes: affordability, equitability, awareness, and self-determination.

In terms of which provisions are most important to tenants, engagement pointed to some key policies, such as:

- Meaningful support in the housing search;
- the choice between top-ups and lump sum compensation;
- the right of first-refusal to return to a similar unit in their redeveloped building at their existing rent; and
- clear and frequent tenant-applicant communications.

This report is a starting point for advocates and planners to begin proactively thinking about tenant rights and relocation ahead of future developments in the region. It is to act as a catalyst – meant to inspire future action and facilitate meaningful change to help ensure that renters are able to live their lives to the fullest in communities and neighbourhoods across Metro Vancouver.

## Acknowledgements

We respectfully acknowledge that the work in this project was done on the unceded, traditional, and ancestral territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətaʔ (Tsleil-Waututh) Nations. As we work to address housing challenges on this land, it is important to recognize the harm that colonial land ownership practices have had, and continue to have, on Indigenous communities. Any solution to current housing challenges needs to center reconciliation.

This project is part of the requirements for the Masters of Community and Regional Planning degree at the University of British Columbia’s School of Community and Regional Planning (SCARP). We would like to thank our project partners at the Tenant Resource and Advisory Centre (TRAC), whose tireless commitment to advocating for the rights of renters and fighting for housing as a human right inspires us everyday. We would also like to thank all of the people who volunteered their time for interviews and insights throughout the project.

This project is dedicated to the tenants of Metro Vancouver, whose struggles are too often overlooked and neglected.

# Definitions

The following definitions are specific to the context of this report:

**Applicant:** organization, company, or developer undertaking the redevelopment project.

**Displacement:** in the context of this report, displacement refers to the unwilling relocation from one's original home and neighbourhood to another home and/or neighbourhood that affects the daily life of the tenant.

**Demoviction:** when a tenant is displaced as a result of their home being demolished.

**Interim unit/building:** refers to the unit or building a tenant is relocated to until they can exercise their right of first refusal.

**New unit/building:** refers to the new unit or building a relocated tenant will reside in upon completion of the redevelopment.

**Previous unit/building:** the original unit or building the relocated tenant resided in prior to redevelopment.

**Tenant Relocation Policy (TRP):** a municipal government policy that

encodes rights of tenants residing in rental buildings that are demolished and/or vacated for redevelopment. The exact names of Tenant Relocation Policies vary across jurisdictions, and the selected language often reflects the goals and intentions of municipal councils. In British Columbia, names for policies of this type include: “Tenant Assistance Policy”, “Residential Tenant Displacement Policy”, and “Tenant Relocation and Protection Policy”. For the purpose of this report, all policies that cover tenant relocation are referred to as Tenant Relocation Policies (TRPs).

**Rent top-ups:** a form of compensation that requires applicants to pay the difference between tenants’ new rent and original rent (“top-up” their rents) for the duration of redevelopment in monthly installments.

**Right of First Refusal (RFR):** the tenants right to enter into a new tenancy agreement at their newly redeveloped building. All municipalities offer this right as per the Residential Tenancy Act (RTA), therefore, the case studies here simply outline policy variations related to it.





# 1

# Introduction & Background

## Introduction

**Tenant relocation policies (TRPs) are local government policies that provide enhanced protections to tenants who are displaced from rental buildings due to redevelopment.**

The first local policy was enacted in Vancouver in 2015, serving as a starting point from which other cities followed suit. However, due to their novelty, little is known about the effectiveness of these policies, particularly in terms of tenant outcomes. The purpose of this study is to fill this gap.

### Research Questions

- How do existing tenant relocation policies (TRPs) within BC compare and contrast?
- What aspects of TRPs are most effective at preventing displacement and other tenant hardships?

### Outputs

1. A **Comparative Study** of all known TRPs within British Columbia.
2. An **Evaluation Framework** used to assess the effectiveness of TRPs in preventing tenant displacement and other hardships.
3. A **Proposal for Tenant Tracking Infrastructure** that recommends potential methods for tracking tenant outcomes during and after redevelopment.

### Methods

- An **online survey** distributed across Metro Vancouver targeting relocated tenants.
- 28 **interviews** conducted with stakeholders accross the relocation spectrum.

### Key Findings

- The Burnaby and Vancouver Broadway Plan TRPs set the regional standard with the most robust protections for tenants, while some municipalities come up short.
- TRPs can embody four key elements to produce better tenant outcomes: affordability, equitability, awareness, and self-determination.
- Several TRP provisions emerged as being most protective for tenants, including:
  - meaningful support in the housing search;
  - the choice between top-ups and lump sum compensation;
  - the right-of-first-refusal to return to one's building at their original rent; and
  - clear and frequent tenant-applicant communications.



# Background

## History & Context

As of 2021, 38% of Metro Vancouver’s population resides in rental housing. Despite this large proportion, which includes many of the region’s low-income and vulnerable residents, rental housing in British Columbia has long been treated as secondary to home ownership. In the 1970s, tax reforms removed benefits that incentivized rental development to favour home ownership - resulting in a gradual decline of rental housing stock. Housing stock continued to decline with the creation of the Strata Titles Acts of 1966 and 1974 as they introduced the ability for condominium units to be purchased. Coinciding with this, the 1970s saw an increase in tenant rights activism, a movement which achieved significant victories between 1968 -1978, such as rent control policies.

While a bias favouring homeownership continues to perforate Canadian housing policy, the victories of tenant rights activists in the 1970s were not accomplished in vain. In BC, several policies that benefit renters have been created, most notably the BC Residential Tenancy Act (RTA) and Tenant Relocation Policies (TRPs). The BC RTA governs all residential tenancies in the province, dictating the rights and responsibilities

of both landlords and tenants from the beginning to the end of a tenancy. The RTA is the primary law in BC that protects tenants. It applies to nearly all types of rental housing, including co-ops, secondary suites, and rented strata units.

The RTA creates baseline protections for tenants in BC, while TRPs function as accessory documents - offering additional protections for tenants in their respective municipalities. Most notably, TRPs protect tenants from the threat of displacement due to redevelopment. As stated above, rental markets across Canada have seen major changes in the last few decades. Austerity in the 1980s and 1990s slashed funding for social housing which opened the door for financialization in the multi-family rental housing sector. Real Estate Investment Trusts (REITs) emerged as dominant players, focused on squeezing profits out of tenants, or gentrifying-by-upgrading to remarket buildings for affluent newcomers, displacing poorer residents in the process (August, 2018). This movement continues today, and can be seen as an evolution of the “urban renewal” schemes of the 1950s through to the 1970s as developers and cities attempt to ‘renew’ devalued property for new investment (Weber, 2002). These extractive processes highlight the need for effective policies to protect tenants from displacement amidst an eternal cycle of redevelopment.

Metro Vancouver’s Regional Affordable Housing Strategy (RAHS), initially developed in 2007 then re-released in 2016, highlights protections for tenants amidst the redevelopment that is necessary to increase housing stock. Additionally, the largest municipalities in the region have all either enacted or amended TRPs in the last five years. However – the question of whether or not these policies will be effective in ensuring robust protections for tenants remains unanswered.

Multiple stakeholders are involved in TRPs, from the municipal staff who develop them, to the developers who are charged with implementing them, to the tenants who face involuntary relocation from their homes. Within this web, it is important to acknowledge that redevelopment is a necessary urban process, especially to replace ageing and obsolete buildings.

*It is more imperative than ever that municipalities provide and enforce robust tenant protection policies, as the need for redevelopment and existing tenant vulnerability intersect in the current economic climate.*

Municipalities across the region are enacting new Official Community Plans and Corridor Plans that call for density and redevelopment to support population growth. It is more imperative than ever that municipalities provide and enforce robust tenant protection policies, as the need for redevelopment and existing tenant vulnerability intersect in the current economic climate. Concurrently, Metro Vancouver is in the midst of a housing affordability crisis, driven in part by limited supply and financialization. This crisis has exacerbated vulnerability for thousands of renters. Chronically low vacancy rates heighten tenant fears of eviction due to the inability to find – let alone afford – a new home. ●





# Displacement Theory

While tenants can be found in nearly every demographic, displacement does not affect every tenant in the same way. Although not all tenants are financially or socially vulnerable, the fact remains that tenants have been historically marginalized in North America where home ownership is favoured through tax-breaks and owner-only strata corporations (Rolnik, 2013). While tenant marginalisation dates back to the pre-industrial era, this overview focuses on the theories of tenant marginalisation and displacement in North America over the last 50 years.

Discussions on urban tenant displacement cannot be separated from understanding the financialized economy –the origins of which can be linked to government withdrawal from civic services in the 1980s. Financialization of the economy can be defined as the transition from an economy based on industry and institutions to an economy based on financial markets (Davis & Kim, 2015). This transition saw the economy become dominated by FIRE industries – finance, insurance, and real estate. With real estate brokers and developers suddenly making astonishingly large sums of money by buying and selling

homes, housing became seen as a commodity rather than a human right (Rolnik, 2013). With money to be made, the gentrification of low-income communities ensued post-1980 (August & Walks, 2018; Housing Matters, 2017). This gentrification saw affordable multi-unit buildings transformed into luxury condominiums, thus displacing existing tenants. With housing viewed as a profit incentive, little concern has been given to creating protections for such tenants (Kern, 2022; Housing Matters, 2017).

At their core, TRPs are designed to protect communities from the private real estate market. They function to ensure that the well-being of displaced tenants remains intact and that they are appropriately compensated for being displaced from their home. With this said, TRPs are merely a band-aid solution to the larger issue of the persistent capital growth of a financialized economy. Furthermore, histories of tenant discrimination have created a distrust of developers, and displacement exacerbates this distrust (Housing Matters, 2017).

Problems with gentrification are pervasive, well-researched, and frequently discussed, and unfortunately the harm done to gentrified communities is not easily revoked nor mitigated (Kern, 2022; Housing Matters, 2017; August &

Walks, 2018). Right of First Refusal (RFR) policies offer tenants first consideration for the newly developed units that replace their former home. RFRs are intended to protect tenants from gentrification, but they do not address how gentrification increases the cost of living within the community as a whole. Furthermore, low-income residents who exercise RFR aren’t always benefited by the new changes to their community. The ‘improved amenities’ promised by developers are not always accessible and inclusive to low-income and vulnerable residents - a high-end coffee shop, cocktail bar, or boutique grocery store may be out of many residents’ budgets (Housing Matters, 2017).

*At their core, TRPs are designed to protect communities from the private real estate market. They function to ensure that the well-being of displaced tenants remains intact and that they are appropriately compensated for being displaced from their home.*

So, what can be done? Policy and housing experts agree that solutions to the displacement of vulnerable tenants lie in creating equitable community-based changes (Housing Matters,

2017). This could include creating more opportunities for political power by ensuring that local governments are structured to involve community participation, and to make participation easily accessible to tenants (Housing Matters, 2017). Tenants can also be empowered through tenant organising - which dates back to the 1970s - using their voice and power to impact their community and protect their rights (Housing Matters, 2017). ●

*Neighbourhoods across Metro Vancouver have experienced increasing average rents alongside decreasing rental supply over the past decade. Figures 1 and 2 demonstrate these changes in Metrotown, Burnaby and Burquitlam, Coquitlam, respectively (CMHC Rental Market Survey, 2022).*

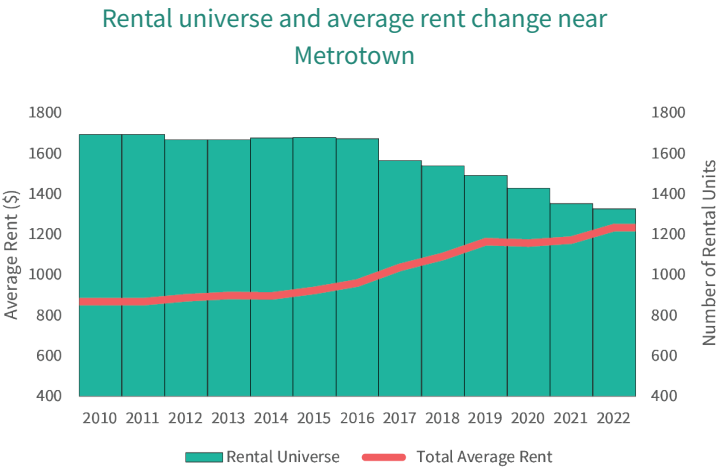


Figure 1: Changes in rental universe and average rent of all rental units from 2010 to 2022 in Census Tract 0227.01, Metrotown, Burnaby

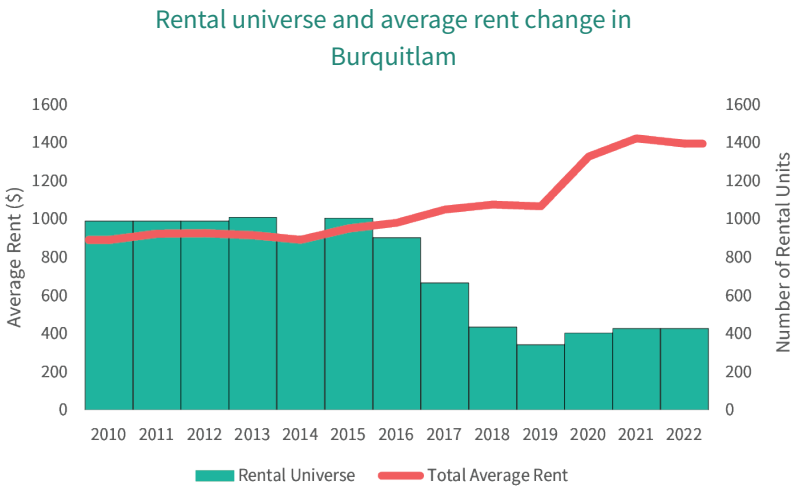


Figure 2: Changes in rental universe and average rent of all rental units from 2010 to 2022 in Census Tract 0284.01, Burquitlam, Coquitlam

# Equity Approach

## Purpose

This equity framework presents a grounded and unified vision which has guided the scope of our project and the team decision-making process.

Equity refers to the needs-based support offered to vulnerable individuals with the goal of promoting equal opportunity. In this project, equity is relevant in how it refers to vulnerable tenants who receive increased support related to their relocation, whether it's in the form of financial compensation, moving assistance, or other support. Equity acknowledges that hierarchies of power may obstruct the decision-making ability of displaced tenants, necessitating the need to explore novel forms of tenant protection and empowerment.

## Who we are

As able-bodied, university-educated, non-POC individuals with no lived experience of eviction or tenant relocation, our team recognizes that we bring inherent biases into this work, particularly when it intersects with the experiences of less privileged groups. We may also be limited in our ability to fully understand and empathize with the experiences and feelings of stakeholders.

We have made a commitment to carry out this work with respect, humility, and an open mind - engaging in reflexive practice that requires us to be mindful of how our positionalities impact our activities. Furthermore, we will ensure that our project outcomes do not reflect our opinions, but, rather, are based on rigorously gathered and interpreted data.

## Our principles and values

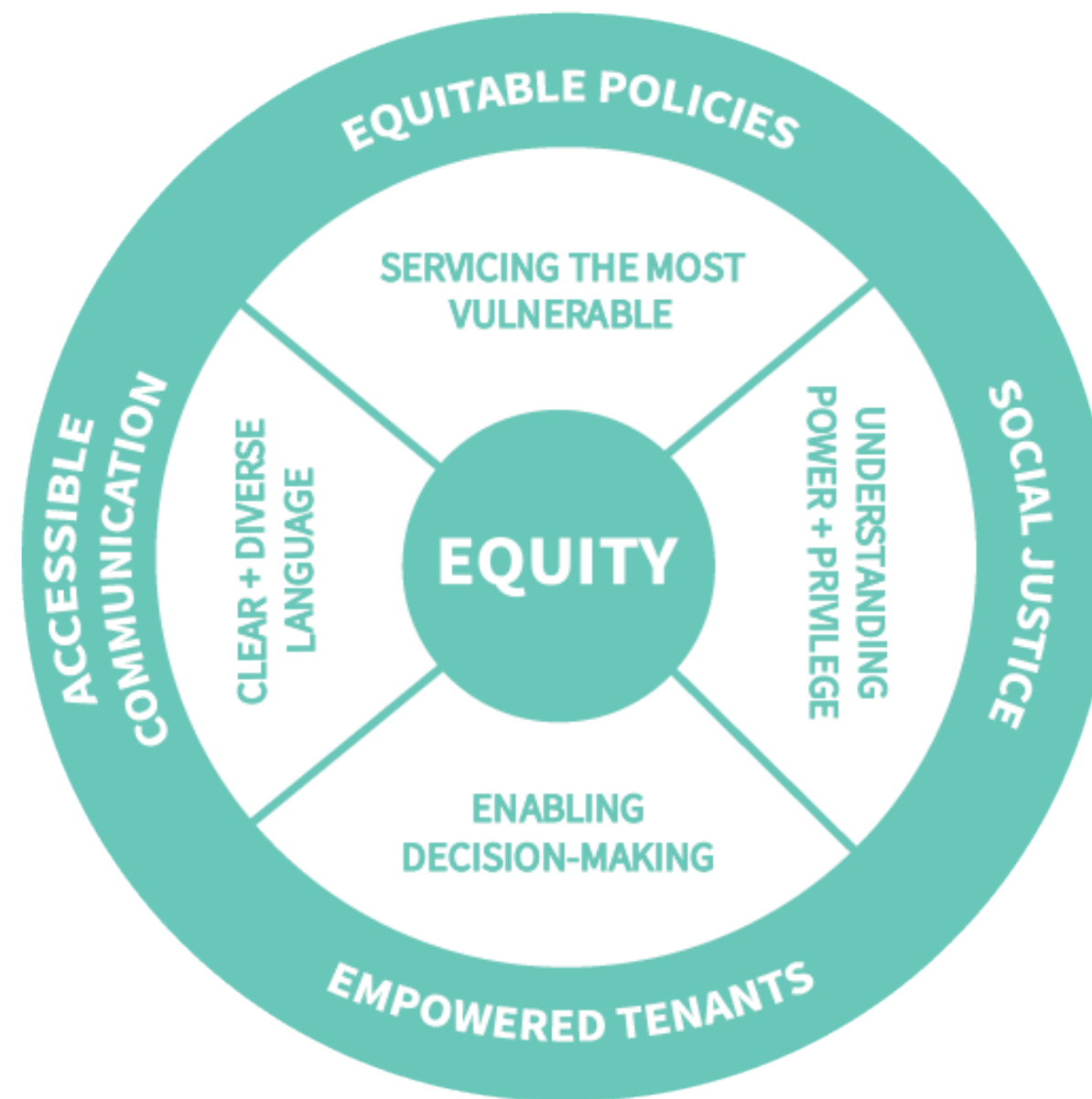
The principles and values that we've held from the outset of this project are:

**Equitable:** developing a framework that is fair and conscious of social imbalances

**Socially Just:** ensuring that equity, access, and participation are centred throughout each phase of our project

**Effective:** identifying aspects of TRPs that create robust and enduring protections for tenants

**Practical:** ensuring that TRPs are feasible and able to be effectively implemented across many contexts ●



*Our equity approach*



# 2

## Engagement

### Introduction

Engagement with stakeholders was a central component of the Project Team's data gathering process. The engagement process involved an online survey of over 100 tenants affected by redevelopment and 28 semi-structured interviews with key stakeholders including tenants, planners, and relocation coordinators.

Through these methods, the Project Team gathered valuable qualitative and quantitative data that helped shape the evaluation tool and proposed tracking methodology. Further explanation of the Project Team's engagement methods can be found in Appendix A.



#### Objectives:

- 1 To gain context surrounding the intersections of TRPs with various stakeholder groups
- 2 To learn where TRPs are effective, where they are not, and how they can be improved, particularly related to tenant displacement and other tenant outcomes
- 3 To gather quantitative data surrounding tenant perspectives and outcomes after relocation

# Survey Findings

The online survey gathered valuable insights on tenant perceptions of the rental redevelopment process and feedback on the implementation of TRPs by applicants.

Despite its limited sample size (of the 144 interactions, only 55 respondents passed the screening questions and were eligible to continue the survey), this survey is the first known independent survey of tenants who have been relocated from their homes under TRPs in Metro Vancouver.

Key findings from the survey are shown at right, while detailed survey results can be found in Appendix B.

**50%** of respondents strongly disagreed that the financial **compensation** they received for relocating was fair.

**74%** of respondents strongly disagreed that the steps the applicant took to help them **find a new unit** were sufficient.

**88%** of respondents stated that their relocated unit is/was **unaffordable** to them based on the CMHC definition of housing affordability.

**Zero** of the nineteen respondents whose building redevelopment is complete **exercised right of first refusal**. Unaffordability was the most common reason for not returning.

**32%** of respondents had to **leave their city**, and of the respondents who stayed in their city, only **17%** of them stayed in the same neighbourhood.

**58%** of respondents either somewhat disagreed or strongly disagreed that the **communication** they were provided about the redevelopment process was clear.





# Interview Findings

## Main Themes and Priorities

The following is a brief summary of what was heard during interviews with tenants, tenant relocation specialists, developers and housing providers, municipal planners and policy writers, and developers. These are the tenant relocation priorities and main themes shared between and within multiple stakeholder groups.



### All Stakeholder Groups

#### TRP Flexibility

TRP flexibility, specifically flexibility with the form of compensation offered, is a key factor in improving tenant agency and overall wellbeing throughout the relocation process.

#### TRP Clarity

TRP Clarity is an essential – yet often lacking – aspect that ensures appropriate care for tenants, improves tenant education, and aids communication between applicants and residents.

#### Networks of Care

Having a network of non-profit organizations and regional healthcare providers consisting of mental health professionals, social workers and related care providers is necessary to appropriately care for the diverse and complex needs of vulnerable tenants.

#### Place-Based Solutions

Place-based solutions that suit the needs, opportunities, and limitations of each municipality. This was heard on the project scale as well – interviewees stated how tenant relocation must use an individualized approach that focuses on the needs of each tenant.

#### Equity Throughout Relocation

Having increased support available for vulnerable tenants, and ensuring that better relocation benefits (such as additional compensation) cannot be negotiated by certain tenants who may be more informed of the relevant policies.



### Tenants

#### Clarity & Simplicity

Tenants who were interviewed noted that their relocation experience could have been improved by greater clarity on relocation and development timelines, and the compensation and assistance they were eligible to receive. Communication for tenants should be simple and clear – clearly stating their rights, the development process, and what supports are available to them.

#### Accessible Information

Tenants interviewed found that getting more information on development timelines, community resources, their municipal TRP, and eligibility requirements for greater relocation assistance were challenging to find. This reduced the ability for self-advocacy, and added unnecessary additional stress.

#### Need for More Moving Assistance

More moving assistance in the form of moving compensation, assistance finding relocation units, and packing help was desired by all tenants interviewed.

*“They had said they would keep us at the rent we were paying, but all of a sudden when it came to relocating they said it would be 30% of our income.” - Tenant, Vancouver*

*“In cases where I stand my ground and tell [landlords] what they’re doing is illegal, it doesn’t matter that I’m a third party... Sometimes all it takes is someone to stand their ground!” - Tenant, Vancouver*

*“The process of finding new housing is stressful for anyone, and the process of moving. Having clinical depression on top of that makes it all the more difficult. It’s like a marathon. You’re just trying for weeks and weeks, and looking at new units everyday.” - Tenant, Vancouver*



## Tenant Relocation Specialists

### Compensation Flexibility

Tenant relocation specialists emphasized the importance of tenants being offered the agency and flexibility to choose their preferred form of compensation, whether it be top-up, lump sum or other. More equitable compensation to ensure that tenants moving into non-market alternative housing receive at least as much as market tenants was also mentioned. It was additionally noted that it's helpful to offer compensation as tenants move out, prior to project approval, as this prevents a wave of tenant relocation at the issuance of four-months notice.

### Greater Assistance and Capacity from the City

Like tenant advocates, tenant relocation specialists noted how much assistance from the city is appreciated, but also noted how this can be challenging due to a lack of capacity from planning staff to direct their attention to tenant-related concerns. They stated that more care and attention from the city is needed to assist hard-to-house tenants who may be struggling with a range of vulnerabilities.

*"There's an implicit assumption that all tenants are equal, which we all know – they are not ... as far as the policies are concerned, the policies aren't sophisticated enough to be able to delineate those differences." - Vancouver Tenant Relocation Specialist*

*"We call city staff and say, 'we don't know what to do. Help us.' the planning staff are like, 'I have 54 projects, I can't help you. Talk to somebody in the renters office.' ... The renter's office should be reconfigured to support the housing planners who have to deal with the Tenant Relocation Plan". - Vancouver Tenant Relocation Specialist*



## Developers & Housing Providers

### Financial Feasibility

The largest issue affecting financial feasibility and project timelines was stated to be how clear the policy is, as unpredictable or changing requirements and expectations regarding tenant relocation affect the ability to secure financing as well as overall development cost.

### Inevitability of Redevelopment

Most of the developers and housing providers we spoke with mentioned how needing to relocate tenants to upgrade current housing stock is inevitable in a growing city. However, the challenge of a lack of affordable housing stock to relocate tenants to was also emphasized repeatedly.

*"During the feasibility process it is important to understand the policy so you can quantify the amount of compensation needed" - Market Housing Developer*

*"In the end, there isn't much we can do without a higher market intervention because there isn't anywhere to put people" - Non-profit Housing Developer*



## Municipal Planners & Policy Writers

### Implementation Challenges

Several municipal planners noted challenges with implementing their respective TRPs, acknowledging that their TRPs are often reactive rather than proactive. To solve this, it was suggested that the least favourable outcome of the policy should be identified and mitigated when amending policies.

### Additional Housing Forms

The need for additional housing - including swing-housing and more affordable non-market rental units in general - was noted by many municipal planners. The need for developers to include one-to-one below market replacement rental units was also mentioned as a way to prevent tenant displacement.

*"The policy is working, but there are just so many new scenarios that come up every day and it's always surprising." - Municipal Planner*

*"It's just becoming impossible, you can't find 'three comparable offers' because it just no longer exists ... Interim housing is one thing, but to have at least the right to return to the new unit at a price point that is affordable to you at least ensures that when the new unit is ready you will be able to stay in the same neighborhood at the same affordability." - Regional Planner*



## Tenant Advocates

### Support from City

The advocates that we spoke with noted that more support is needed from the city to provide more education to tenants on their rights in order to raise awareness and enable self-advocacy. Advocates additionally noted that the city ought to take more initiative to work directly with developers and enforce more favourable rents for relocated tenants.

*"The city could do more to insist that the developer allow people to move back in at a more favourable rate for the tenant, based on the tenants income at the time rather than 20% of market – like that's unreal. For all intents and purposes, most of our clients can't make use of that. It doesn't offer any protection." Tenant Legal Advocate*



# Four Keys to a Protective TRP

Amongst all the lessons learned from tenant engagement, the central question of this project still remains: how can TRPs produce the best outcomes for tenants? With this question in mind, the data was analyzed and central themes emerged, allowing the Project Team to identify the following four principles that TRPs can embody to prevent tenant hardships and displacement: affordability, equity, awareness, and self-determination.



## Affordability

- No financial hardship: tenants should not experience financial strain as a result of the relocation process. They should be able to easily afford their move, their interim or alternative housing, and a unit in the newly redeveloped building.



## Equity

- Equitable support: tenants who face barriers should be entitled to additional support and compensation.
- Equal choices: options between different types of support and compensation should be equally compelling. One choice should not yield more tenant benefits than another.
- Limited negotiations: policies should be flexible but not allow for negotiations. Tenants who are more knowledgeable should not have opportunities to secure more benefits than others.
- Skilled TRCs: tenant relocation coordinators should be trauma-informed, knowledgeable in equity-based practice and experienced in working with diverse tenants.



## Awareness

- Knowledge of rights: policies should promote tenants' understanding of their rights under provincial and municipal policies.
- Knowledge of the process: policies should promote tenants' understanding of the relocation support and compensation available to them, as well as the relocation and redevelopment processes.
- Ability to communicate: policies should ensure early, regular, consistent and accessible communications between applicants and tenants.



## Self-determination

- Agency: tenants should be given the ability to choose what's best for them during the relocation process and as a result of it.
- Self-advocacy: tenants should be given opportunities to voice their opinions and concerns to applicants, City Staff and advocates.
- Flexibility: policies should ensure that unique tenant needs and situations can be accommodated in the relocation process.



# 3

## Comparative Study

### Introduction

This study takes an in-depth look at the tenant relocation policies (TRPs) of 13 different municipalities within Metro Vancouver, as well as one from Victoria, included for its unique approach. It also features the TRP specific to Vancouver's Broadway Plan. Together, these account for all the known TRPs within British Columbia.



The objectives of this study are to

- provide an overview of the tenant protections provided within each TRP, particularly the key aspects aiming to prevent displacement; and
- compare and contrast these aspects, highlighting commonalities as well as outlier policies.

Through careful analysis of each TRPP, the Project Team has produced three products:

1. **Policy Summary Table:** a succinct one-page overview of select key aspects of the TRPs.
2. **Case Studies** (Appendix C): a 1-2 page summary of each of the 13 TRPs studied. Each case study includes a short description of the municipal context and notable aspects of its TRP, as well as relevant statistics. This is followed by a summary of key TRP elements.
3. **Detailed Comparison Table** (Appendix D): a table displaying key elements of each TRP in the highest detail.

The study concludes with a discussion of the commonalities and rarities observed within the policies, which may lead to future questions and areas of analysis or advocacy.



# Components of a TRP

What is the typical structure of a TRPP? This introduction provides an overview of what's often found in these policies.

- British Columbia’s TRPs range in length from 2-27 pages, depending on their level of clarity and detail.
- TRP components in BC tend to be structured in a similar way. The following headers are common:
  - Applicability:** what types of redevelopment applications is the policy applicable to?
  - Eligibility:** who is eligible for assistance under this policy?
  - Tenant Assistance:** who is tasked with supporting tenants?
  - Relocation Requirements:** what types of alternative housing must be offered to tenants?
  - Compensation:** what type of financial compensation will tenants be offered?
  - Moving Assistance:** what type of moving support will tenants be offered?
  - Right of First Refusal:** does the policy offer a discounted RFR?
  - Vulnerable Tenants:** what additional supports are barrier-facing tenants eligible for?
  - Communication:** how will robust communications between tenants and applicants be ensured?
  - Implementation:** how will

- the municipality ensure that applicants adhere to the policy?
- Some municipalities devote an additional section of the TRP to **non-market housing**. This may contain many of the above policy components,

but with a specific focus on non-market housing and tenants. With this said, many non-market housing considerations are outside the scope of this report.

## COUNCIL POLICY

### 10 Planning and Development

The logo for the City of North Vancouver, featuring the word "city" in a large, blue, lowercase sans-serif font, with "of north" in a smaller, blue, lowercase sans-serif font below it, and "vancouver" in a bold, blue, lowercase sans-serif font at the bottom.

Policy Name	Residential Tenant Displacement Policy	
Policy Number	H18	
Effective Date	November 16, 2015	Amended July 12, 2021
Approved By	Council	

#### PURPOSE

The purpose of this policy is to provide tenants who are displaced as a result of the redevelopment of rental accommodation with enhanced notice and assistance beyond that required under the Residential Tenancy Act (RTA). This policy does not replace or affect the requirements in the RTA.

#### Applicability

The policy applies to all rezoning applications that would result in the demolition of any building or combination of buildings containing five or more dwelling units occupied by tenants as their primary place of residence at the time of submission of the application. This includes rental units in single family homes, duplexes and coach houses, strata units operating as rental units, and purpose-built rental units.

#### Eligible Tenants

Tenancies active when the Development Application is submitted to the City are eligible for support under this policy. Support will be provided on a dwelling unit basis and be distributed to those named on the written tenancy agreement. Where there is more than one eligible tenant that resides in the dwelling units, tenants should determine among themselves who will be the designated tenant to act as the main point of contact, and communicate this decision to the Tenant Relocation Coordinator.

Tenants who move into an existing vacant rental unit after submission of the Development Application are not expected to receive the supports offered to pre-existing tenants. The developer is expected to notify prospective tenants who wish to move into the building after the Development Application is submitted that they will not receive the supports offered to pre-existing tenants.

#### Exemptions

The policy does not apply to redevelopment that is permitted outright under existing zoning. Tenants who move into an existing rental dwelling unit after submission of a rezoning application are not expected to receive the same support as pre-existing tenants, and should be notified as such in writing prior to signing a rental agreement.

Rezoning applications submitted prior to the adoption date of this updated policy are subject to the provisions of the previous 2015 Residential Tenant Displacement Policy.

#### POLICY

The following elements are requested by the development applicant as a voluntary commitment. Adherence to this policy does not guarantee development approval from Council.

Document Number: 1322978 V2

## The British Columbia Residential Tenancy Act

The Residential Tenancy Act (RTA) is a provincial document that regulates all tenancy agreements for residential rental units across the province. TRPs build upon the RTA, providing supplemental protections for displaced tenants and addressing unique municipal contexts.

Some baseline protections provided by the RTA that are particularly relevant to tenant relocation for redevelopment are summarized as follows:

- Ending a tenancy for demolition or renovation:** As of May 2018, when a landlord plans to do major construction that requires a unit to be empty, they must provide the tenant with a 4-month notice to end tenancy.
- Compensation:** If a tenant receives a notice for demolition or renovation they are also entitled to receive one month’s rent compensation.
- Right of first refusal:** A right of first refusal is given to a tenant when a landlord ends a tenancy for renovations or repairs in a rental building with 5 or more rental units.



# Analysis

## Case Studies

The case studies provide a one page summary of the thirteen TRPs reviewed for the comparative study. They include a summary of the policy, context for the municipality, and discussion about three key policy components: Considerations for Vulnerable Residents, Relocation Assistance, and the Final Tenant Assistance Report. The full case studies are located in Appendix C.

### Burnaby

#### Summary & Context

*Unceded territory of the hañqaminah and Skwxwú7mesh speaking peoples.*

Burnaby has a detailed and unique TRP for market-rental housing. It is the only TRP out of those examined that offers rent top-ups as the form of compensation, requiring developers to pay the difference between the tenant's interim rent and their previous rent for the duration of the redevelopment process. With this model, the total compensation guaranteed by Burnaby is one of the highest in the region.

Population:	249,125
Population Density:	2,750/km <sup>2</sup>
Median Total Household Income:	\$83,000
Renter households:	39%
Median Monthly Shelter Cost for rented dwellings:	\$1,490
Tenant Households in Core Housing Need:	28%
Occupied Dwellings that are Apartments:	53%

#### Policy Contents

Element	Component	Mandatory?
Eligibility:	Resident at time of development application	Yes
Compensation:	Rent top-up for duration of redevelopment	Yes
Moving Cost Assistance:	\$900 - \$1400	Yes
Vulnerable Residents:	Yes	Yes
Non-Market Housing:	Yes	No
Right of First Refusal:	Yes, at Original Rent	Yes

**Considerations for Vulnerable Residents:**  
Applicants are required to provide additional support to "individuals who request it via the Household Needs Assessment Form. Supports include:  
Communication:  

- Early communication and notification regarding redevelopment

Relocation Assistance:  

- Provision of transportation to view interim housing units for vulnerable tenants packing assistance for those with mobility impairments.

**Relocation Assistance:**  
For Tenants who want assistance, the TRC is responsible for finding three interim housing options. Housing options are to be located in Burnaby, with priority for the same area as the residence of the tenant, unless otherwise agreed to by the tenant.

**Final Tenant Assistance Report:**  

- Tenant tracking: Tenant Assistance Form asks tenant to share their interim address if requesting rent top-up
- Deadline: Within one month of the building application site being vacant or prior to the Final Adoption of the Rezoning Bylaw

**Other notes:**  
The plan requires bonding from the applicant to ensure compensation obligations are fulfilled. This is released when Final Tenant Assistance Report is approved. The applicant must provide a cost estimate of all outstanding tenant assistance benefits to the City and requires bonding in the determined amount to be submitted to the City.

### Three TRP Typologies

TRPs vary widely in the extensiveness of their protections and in the way these protections are delivered. Many policies fall into one of three general typologies identified by the Project Team:



#### Extensive Protections

*Top-ups and affordable RFR*

Case Studies: Burnaby, Vancouver Broadway Plan

The most extensive policies aim to prevent displacement by requiring that applicants give tenants the choice between lump sums or top-ups to cover their interim rents. They also cover moving costs. Burnaby stands out for offering the right of first refusal at tenants' original rents, while both include ample considerations for vulnerable tenants.



#### Moderate Protections

*A range of supports*

Case Studies: Langley, Port Moody, Coquitlam, City of North Vancouver, District of North Vancouver, White Rock, Victoria

Moderately protective policies are the most common in British Columbia. While less protective than TRPs mandating rental top-ups, these TRPs still require applicants to both cover moving costs and provide a range of financial compensation for the loss of one's housing. Most Right of First Refusal discounts are at 10%-30% below CMHC market rates, and most include considerations for vulnerable tenants.



#### Minimal Protections

*Little offered to tenants*

Case Studies: Maple Ridge, New Westminster, Richmond, Surrey

TRPs offering the fewest protections require no coverage of moving costs and provide only 3-months financial compensation (as per the RTA). Right of First Refusal is discounted 10% or not at all, and there are no considerations for vulnerable tenants.



# Policy Summary Table

Municipalities	Minimum Required Compensation (Months of Rent)	Maximum Required Compensation (Months of Rent)	Mandatory Compensation for Moving Costs	Mandatory Considerations for Vulnerable Residents	Right of First Refusal Discounts
Burnaby	Top - Up	Top - Up	Yes	Yes	Original Rent
Coquitlam	3	10	Yes	No	Based on Income Eligibility
Langley (City)	2	6	Yes	Yes	10% Below Market
Maple Ridge	3	3	No	No	10% Below Market
New Westminster	3	3	No	No	None
North Vancouver (City)	4	4^	Yes	Yes	Based on Income Eligibility
North Vancouver (District)	4	4*	Yes	No	Based on Income Eligibility
Port Moody	2	6	Yes	No	20% Below Market
Richmond	3	3	No	No	10% Below Market
Surrey	3	3	No	No	10% Below Market
Vancouver	4	24	Yes	Yes	20% Below Market
Vancouver (Broadway Plan)	Top-Up	Top-Up	Yes	Yes	20% Below Market
Victoria	3	6	Yes	Yes	20% Below Market
White Rock	4	44	Yes	Yes	Minimum of 20% Below Market

This table provides a succinct, visual one-page overview of key aspects of the TRPs looked at by the Project Team. See Appendix D for a detailed comparison table of TRPs.

## Legend

- Less extensive
- Mid-range
- More extensive
- Most extensive

**^City of North Vancouver** provides an additional \$25 per month of tenancy over 5 years

**\*District of North Vancouver** provides an additional \$35 per month of tenancy

# Discussion

## Compensation

All cities provide financial compensation that covers a predetermined number of months' rent. This compensation can come in the form of free rent, lump sum payments, a combination of the two, or rental top-ups. Out of the surveyed policies, six municipalities provide compensation based on duration of tenancy, with tenants who have longer residencies receiving greater compensation. Two municipalities, City of North Vancouver and District of North Vancouver, provide a flat rate of four months' rent as compensation with an additional \$25 and \$35 bonus for each month that a tenant has resided in the building. Four municipalities provide the same amount of compensation to all tenants regardless of length of tenure.

Vancouver and White Rock are outliers for the extensive financial compensation they provide for long-term tenants. While many policies provide this, only Vancouver and White Rock provide compensation that exceeds the equivalent of 10 months of rent. Vancouver provides up to 24 months rent for tenants who have resided in the building for 40 years. White Rock goes a step further and provides 44 months rent for tenants who have resided in the building for over 30 years.

### Alternate Forms of Compensation

Burnaby and the Vancouver Broadway Plan are the only policies of those surveyed that depart from compensating tenants with a set number of monthly rent payments. Instead, they use a rent top-up system to compensate tenants based on their rent gap for the duration of redevelopment. There are additional clauses in place for situations when tenants find their own housing without the assistance of a TRC, when tenants purchase a home, or when tenants leave the area.

### Assistance with Moving Costs

If financial moving assistance is mandated in TRPs, it is either a flat-rate payout, or an arrangement with an insured moving company paid for by the applicant. The range of moving assistance is at a minimum of \$750 (Coquitlam and Vancouver), up to a maximum of \$1500 (District of North Vancouver and City of North Vancouver). It is uncommon for municipalities to mandate both move out and move in assistance - Vancouver and Victoria are the only municipalities that require this.

### Right of First Refusal

While the RTA ensures right of first refusal for tenants evicted due to redevelopment, the majority of

municipalities mandate additional discounts for displaced residents who wish to move back into their new unit. The most common discount is 10% below current market rates set by the CMHC, while a 20% discount is offered by Vancouver, Port Moody, and Victoria. Burnaby stands out amongst the policies for requiring that tenants return at the same rents they paid in their initial unit.

Another commonality amongst the policies is that eligible tenants, regardless of their previous unit type, must be offered RFR for replacement social housing units (Victoria, Coquitlam, Port Moody, District of NV, City of NV, White Rock).

### Vulnerable Tenant Considerations

All but four TRPs (Richmond, Maple Ridge, New Westminster and Coquitlam) include considerations specific to vulnerable tenants. Of these, all either encourage or require applicants to offer additional relocation assistance to those who need it, typically in the form of in-kind supports. Most policies offer a list of example supports that could be provided, such as packing assistance or connections to health providers, but leave this to be determined on a tenant-by-tenant basis.

In order to determine which individuals require the above assistance, most municipalities administer an occupancy

report/needs assessment early in the relocation process, in which tenants are given the chance to self-identify as barriers-facing and indicate what additional supports they require. Typically, individuals are not required to provide any evidence of such barriers, with the exception of income status. Langley is an outlier, however, as the only municipality to include an objective list of those who qualify for vulnerable renter protections.

Accessibility of communication is another TRP consideration which impacts vulnerable tenants. Eight TRPs had at least one encouragement of this nature, for example, the suggestion that applicants post printed communications materials on-site in a highly visible location. The only TRPs that required the provision of materials in languages preferred by tenants were Vancouver and District of North Vancouver.

### Communication

All cities include some considerations for communication in their TRPs, with the exception of New Westminster and Port Moody. Of the former, nearly all call for the appointment of a tenant relocation coordinator (TRC) who can be reached by tenants at regular and convenient posted hours. Most policies call for tenants to be provided with ongoing communications as the application and relocation process progresses, but rarely mandate a communications schedule. The majority

of cities also require that a package of informational materials be provided to tenants early in the relocation process, typically including the TRP and RTA, tenant resources, and tenant relocation plan details. The City of Langley stands out by requiring the developer to create and maintain a website that contains important materials for tenants.

In terms of providing notice to end tenancy, municipalities must call for four-months notice, as is required by the RTA. The District of North Vancouver goes above this requirement, however, calling for six-months notice.

### Non-Market Considerations

The majority of policies exclusively apply to market housing, but Vancouver and Victoria include specific sections detailing Tenant Assistance Plans for non-market housing. These plans include the same facets as the regular plans, but often include special accommodations and flexibilities to account for potential unique situations. For example, the Victoria policy notes that in the case where compensation in the form of a lump sum payment may affect the tenants' eligibility for housing, then compensation in the form of free rent is preferred. The Vancouver policy emphasises making every effort to secure a permanent replacement option that meets affordability requirements to limit disruption to residents.

### Bonding

The Burnaby TRP is the only policy surveyed that requires bonding from the applicant to ensure that all compensation obligations are fulfilled. Prior to the Final Adoption of the Rezoning Amendment bylaw, the applicant must provide a cost estimate of all outstanding compensation for tenants which allows the City to require bonding for a determined amount to be submitted by the applicant to the Planning Department. The bonding is released when the Final Tenant Assistance Report has been reviewed and approved by the Planning and Building Department. This is a novel method of ensuring obligations and could prove to be an important tool for other municipalities to examine. ●



# 4

## Evaluation Framework

### Introduction

This Evaluation Framework is designed to help advocates and municipalities work together to create robust tenant relocation protection policies with the goal of minimizing tenant hardship and preventing displacement.



The Evaluation Framework consists of three pieces:

- 1 Evaluation Tool:**  
A checklist that provides space for users to evaluate existing policies by comparing them to recommended policies using a scoring system.
- 2 Evaluation Pilot:**  
Applies the Evaluation Tool to Vancouver's TRP to demonstrate its use.
- 3 Explanatory Discussion:**  
Longform explanations detailing the evidence and reasoning behind the chosen policy recommendations and how they compare to the existing policy landscape.

# Evaluation Tool

The Evaluation Tool is intended to serve as a useful guide to assist advocates and municipalities in evaluating TRPs, component-by-component.

This tool focuses on the most impactful TRP components for preventing tenant displacement and hardship. All items in the Evaluation Tool were developed by the Project Team after conducting a thorough comparison study of all existing TRPs within British Columbia, and after 28 interviews with key stakeholders who develop TRPs, use TRPs, or are affected by TRPs. Information gleaned from this process was then analyzed for recurring themes, and checklist items for the Evaluation Tool were then developed by the Project Team through multiple rounds of careful deliberation.

However, it should be acknowledged that redevelopment is a place-based activity, and thus, the recommendations below are not meant to be treated as a rigid set of requirements. Decisions surrounding the development of TRPs should be made with consideration of each municipality's unique political and land-use context. A printable version of this Evaluation Tool can be found in Appendix E.

Policy Component	Checklist Item	Score
Eligibility	1. All tenants who reside in the building are eligible	/3
	2. The policy requires the applicant to notify residents who begin residency after the submission of a development application of the application prior to signing any lease	/1
	ELIGIBILITY TOTAL =	/4
Applicability	3. Primary rental housing is applicable	/1
	4. Secondary rental housing is applicable	/2
	5. There is no required minimum number of rental units in the subject building to be applicable for this policy	/1
	6. There is no required minimum number of rental units in the proposed building for the policy to be applicable	/1
	APPLICABILITY TOTAL =	/5
Tenant Assistance	7. The City provides support in selecting a qualified TRC by providing a roster of qualified TRCs	/1
	8. A TRC must be hired by the applicant from City roster	/2
	9. The policy requires certain qualifications for the TRC, including tenant relocation experience and being trauma-informed, culturally-informed and equity-informed	/2
	TENANT ASSISTANCE TOTAL =	/5

Relocation Requirements	10. Applicant is to find a minimum of 3 alternative units that suit tenant needs, ideally within the same neighbourhood, unless otherwise preferred by tenant	/1
	11. If vacant units become available, applicant must offer alternative units (item 10) from their own portfolio	/2
	12. Applicant must work to contact housing providers, arrange visits, and secure replacement housing	/2
RELOCATION REQUIREMENTS TOTAL =		/5
Compensation	13. The policy offers tenants the choice between lump sum or rent top-up payments which are comparable in total value; at a minimum, this compensation is expected to cover the rent gap between the relocated unit and the existing unit	/4
	14. The policy states that ALL tenants are eligible to receive either monthly rental top-ups OR a lump sum payment	/2
	15. The policy states that utilities must be included in rental top-up amount if included in original unit rent but not in interim unit rent	1
COMPENSATION TOTAL =		/7
Moving Compensation	16. Tenant offered choice between fully paid applicant-secured moving service or fixed compensation	/1
	17. Fixed compensation: over or equal to \$800 for studio/1bed; \$1000 for 2 beds; \$1200 for 3 beds	/1
	18. Moving services covered by applicant or via fixed compensation for both move out and in	/2
	19. Moving payout fee reviewed and adjusted annually by City Staff to account for inflation	/1
MOVING COMPENSATION TOTAL =		/5
Right of First Refusal	20. The Tenant will have right of first refusal to move back into a unit in the redeveloped building with the same number of bedrooms at the same rent that were paying at time of demolition	/6
RIGHT OF FIRST REFUSAL TOTAL =		/6
Vulnerable Resident Consideration	21. The policy states that the applicant must administer a needs assessment form in which tenants can indicate the additional relocation supports they require	/1
	22. The policy requires the applicant to provide additional supports to tenants who indicate the need for them	/2
	23. The policy states that the city must support TRCs with connections to health organizations and other non-profit services	/1
VULNERABLE RESIDENT CONSIDERATION TOTAL =		/4



Communication Requirements (Applicant to Tenants)	24. Prior to official application submission, the applicant must give tenants notification of intention to redevelop, a copy of the municipal TRPP, and directions on how to access tenant resources	/0.5
	25. Applicants must communicate frequently and regularly with tenants to exchange updates regarding the relocation and redevelopment process. Records of this communication are to be provided by applicants to the City, upon request	/0.5
	26. Shortly following submission of the development application, a tenant communications package must be provided to all tenants	/0.5
	27. The communications package must include an overview of the proposed redevelopment, including details of the relocation plan and provisions	/0.5
	28. The communications package must include contact information and hours of availability for the TRC	/0.5
	29. The communications package must include contacts and resources that tenants can use to learn about and advocate for their rights, including relevant policies and non-profit groups such as TRAC	/0.5
	30. Tenant communications package is offered to tenants in both printed and digital formats	/0.5
	31. All applicant to tenant communication is required to be offered in tenants preferred language	/0.5
COMMUNICATION REQUIREMENTS TOTAL =		/4
Progress Reporting	32. Applicant is to provide a mandatory tenant assistance plan	/1
	33. Applicant is to provide monthly updates on the relocation process to the City	/1
	34. An Interim Tenant Relocation Report must be submitted which includes information on tenants who've moved and the status of those remaining	/1
	35. A Final Tenant Relocation Report showing proof (ie. new addresses) that all tenants have been rehoused and offered RFR is to be submitted prior to service cut-off and demolition of existing building	/1
	36. Applicant is to show who has accepted the RFR prior to occupancy	/1
PROGRESS REPORTING TOTAL =		/5

TOTAL = /50



# Evaluation Pilot

The Evaluation Tool was used to assess Vancouver's existing TRP to demonstrate its use.

The Broadway Plan policies were intentionally excluded from this exercise to highlight the disparity in protections offered to those who are demovicted from within the Broadway Plan area versus those who live outside of it.

## Pilot Exercise

X = Not included in TRP    ✓ = Included in TRP

Policy Component	Checklist Item	Score	Comments
Eligibility	1. All tenants who reside in the building are eligible	1/3	The policy states that all residents are eligible, however they must have resided in the building for one year or more at the time of the rezoning or development permit application.
	2. The policy requires the applicant to notify residents who begin residency after the submission of a development application of the application prior to signing any lease	0/1	X
ELIGIBILITY TOTAL =		1/4	
Applicability	3. Primary rental housing is applicable	1/1	✓
	4. Secondary rental housing is applicable	2/2	✓
	5. There is no required minimum number of rental units in the subject building to be applicable for this policy	1/1	✓
	6. There is no required minimum number of rental units in the proposed building for the policy to be applicable	0/1	The minimum number of units in the proposed development must be five or more.
APPLICABILITY TOTAL =		4/5	
Tenant Assistance	7. The City provides support in selecting a qualified TRC by providing a roster of qualified TRCs	0/1	X The policy makes no mention of hiring a TRC.
	8. A TRC must be hired by the applicant from City roster	0/2	X

	9. The policy requires certain qualifications for the TRC, including tenant relocation experience and being trauma-informed, culturally-informed and equity-informed	0/2	X
TENANT ASSISTANCE TOTAL =		0/5	
Relocation Requirements	10. Applicant is to find a minimum of 3 alternative units that suit tenant needs, ideally within the same neighbourhood, unless otherwise preferred by tenant	1/1	✓
	11. If vacant units become available, applicant must offer alternative units (item 10) from their own portfolio	0.5/2	For low-income tenants or tenants with other barriers to housing, the applicant must assist in securing an affordable option SUCH AS a unit in their own portfolio. This is not required for other tenants.
	12. Applicant must work to contact housing providers, arrange visits, and secure replacement housing	1/2	While the policy states that assistance from the applicant in these forms MAY occur, the policy does not explicitly state that the applicant MUST do these things
RELOCATION REQUIREMENTS TOTAL =		2.5/5	
Compensation	13. The policy offers tenants the choice between lump sum or rent top-up payments which are comparable in total value; at a minimum, this compensation is expected to cover the rent gap between the relocated unit and the existing unit	1/4	The policy does not offer rent top-ups. It earns one point because although its base lump-sum compensation includes compensation of up to 2 years of free rent, this is only available for tenants of 40+ years, and new tenants only recieve 4 months of rent.
	14. The policy states that ALL tenants are eligible to receive either monthly rental top-ups OR a lump sum payment	0/2	X
	15. The policy states that utilities must be included in rental top-up amount if included in original unit rent but not in interim unit rent	1/1	One time payment of \$1500 in utilites. This payment structure should be adjusted when rent top-ups are used.
	COMPENSATION TOTAL =		2/7
Moving Compensation	16. Tenant offered choice between fully paid applicant-secured moving service or fixed compensation	1/1	✓



	17. Fixed compensation: over or equal to \$800 for studio/1bed; \$1000 for 2 beds; \$1200 for 3 beds	0/1	X One-bedroom compensation of \$750, 2+ Bedroom compensation of \$1000.
	18. Moving services covered by applicant or via fixed compensation for both move out and in	0/2	X
	19. Moving payout fee reviewed and adjusted annually by City Staff to account for inflation	0/1	X
MOVING COMPENSATION TOTAL =		1/5	
Right of First Refusal	20. The Tenant will have right of first refusal to move back into a unit in the redeveloped building with the same number of bedrooms at the same rent that were paying at time of demolition	0/6	X Does not provide RFR at original rent (this compenant is scored on an all-or-nothing basis).
RIGHT OF FIRST REFUSAL TOTAL =		0/6	
Vulnerable Resident Consideration	21. The policy states that the applicant must administer a needs assessment form in which tenants can indicate the additional relocation supports they require	0.5/1	Mixed language is used, making it unclear whether the needs assessment is required or optional.
	22. The policy requires the applicant to provide additional supports to tenants who indicate the need for them	2/2	✓
	23. The policy states that the city must support TRCs with connections to health organizations and other non-profit services	0/1	X
VULNERABLE RESIDENT CONSIDERATION TOTAL =		2.5/4	
Communication Requirements (Applicant to Tenants)	24. Prior to official application submission, the applicant must give tenants notification of intention to redevelop, a copy of the municipal TRPP, and directions on how to access tenant resources	0.5/0.5	✓
	25. Applicants must communicate frequently and regularly with tenants to exchange updates regarding the relocation and redevelopment process. Records of this communication are to be provided by applicants to the City, upon request	0.5/0.5	✓
	26. Shortly following submission of the development application, a tenant communications package must be provided to all tenants	0.5/0.5	✓
	27. The communications package must include an overview of the proposed redevelopment, including details of the relocation plan and provisions	0.5/0.5	✓
	28. The communications package must include contact information and hours of availability for the TRC	0/0.5	X No mention of TRC in TRP.

	29. The communications package must include contacts and resources that tenants can use to learn about and advocate for their rights, including relevant policies and non-profit groups such as TRAC	0.5/0.5	✓
	30. Tenant communications package is offered to tenants in both printed and digital formats	0/0.5	X Communication in multiple formats is not specified.
	31. All applicant to tenant communication is required to be offered in tenants preferred language	0/0.5	X Communication in preferred languages is not specified.
COMMUNICATION REQUIREMENTS TOTAL =		2.5/4	
Progress Reporting	32. Applicant is to provide a mandatory tenant assistance plan	1/1	✓
	33. Applicant is to provide monthly updates on the relocation process to the City	0/1	X
	34. An Interim Tenant Relocation Report must be submitted which includes information on tenants who've moved and the status of those remaining	1/1	✓ Must be submitted prior to issuance of demolition permit.
	35. A Final Tenant Relocation Report showing proof (ie. new addresses) that all tenants have been rehoused and offered RFR is to be submitted prior to service cut-off and demolition of existing building	0/1	X There is no process check to show rehousing of all tenants prior to service cut-off and demolition.
	36. Applicant is to show who has accepted the RFR prior to occupancy	1/1	✓
PROGRESS REPORTING TOTAL =		3/5	

TOTAL = 18.5 / 50

## Pilot Results

The evaluation of the Vancouver TRP yielded a score of 18.5 out of 50 possible points, demonstrating the need for improvements to make this policy optimally protective for tenants.

The area where the policy performed best was in *Applicability*, due to its inclusion of both primary and secondary rental housing. However, the policy requires

that redevelopments include five or more rental units, thus excluding tenants in smaller buildings. This resulted in the loss of one point.

The policy performed moderately well in *Relocation Requirements*, *Vulnerable Tenant Considerations*, *Communication Requirements* and *Progress Reporting*, and performed poorly in *Eligibility*, *Tenant Assistance*, *Compensation*, *Moving Compensation*, and *RFR*. Key shortcomings of the policy are its failure to require a TRC and failure to offer RFR

at tenants' original rents. The evaluation tool is designed to be rigorous and critical to help stakeholders identify existing gaps in policies that need to be filled. Despite Vancouver's low score, many of the needed changes to create a more protective policy are straightforward and based on existing precedent. ●



# Evaluation Tool

## Explanations and Discussion

This section details the reasoning behind each chosen component of the evaluation checklist while also providing some additional policy directions for consideration. It draws upon knowledge gained from both stakeholder engagement and the existing landscape of Tenant Relocation Policies (TRPs).

### Eligibility

It is important that all residents of buildings slated for redevelopment receive the benefits of a TRP. Currently, it's common for TRPs to state that all tenants residing in the subject building at the time of development application submission are eligible for municipal tenant protections - however, some municipalities, including Vancouver, require tenants to have lived in the building for one year prior

to the submission of the development application to receive benefits. In item one, the Project Team recommends that tenants residing in the original building up to the time of the development application submission are eligible to receive benefits under the TRP.

It is also recommended that incoming tenants who begin tenancy after the submission of the development application are not eligible to receive support under the TRP so long as they are explicitly notified of the intent to redevelop prior to beginning tenancy (item two). As long as incoming tenants are aware of the intent to redevelop, and are provided with a prospective timeline, they may reside at the site without receiving support under the TRP.

Throughout the engagement process, the Project Team also learned of cases in which landlords, property managers, or tenants themselves spread fear among residents of impending redevelopments, causing tenants to relocate prior to the

activation of tenant protections. Some of these cases occurred in good faith, while others were orchestrated by applicants acting in bad faith attempting to quickly remove tenants from the building to streamline the redevelopment process. To account for these cases, Burnaby's TRP includes a clause stating that tenants who move out prior to the eligibility date may be eligible for benefits under the policy "if the City determines that the unit was vacated due to reasons inconsistent with the policy intent and overall goals of tenant protection". It is recommended that similar clauses be considered by other municipalities.

### Applicability

The key aspect of this checklist component is that it includes no minimum rental unit requirement for the building being redeveloped nor for the replacement building to be applicable for protections under the TRP

(items three through six). Throughout the Project Team's engagement with renters, via both interview and survey, the Team heard from many renters who were demovicted from their homes and received no protections because they either lived in small rental buildings with less than five units or lived in secondary rental suites. These residents warrant the same protections as residents of larger rental buildings.

### Tenant Assistance

The role of tenant relocation coordinators (TRCs) is essential to the proper implementation of tenant protections at a redevelopment site. Currently, nine of the policies assessed require a TRC to be hired by the applicant, however, most do not specify the level of expertise this individual should possess nor where experienced individuals can be found.

A major issue facing redevelopments is that there is a shortage of experienced TRCs, but a rise in redevelopment projects. One tenant, relocated in 2022, told the Project Team of a case in which a second TRC needed to be hired by the applicant after the first did not identify suitable replacement units and was insensitive to the needs of residents. It

is important for TRCs to not only have experience in the rental housing market, but to also be able to draw on a web of housing-provider connections to house displaced tenants. Additionally, effective TRCs should approach projects with a trauma-informed, culturally-informed, and equity-informed lens.

With this in mind, the municipality should assist the applicant by providing recommendations for a TRC. Currently, the City of Victoria keeps a roster of TRCs on their website that applicants can contact. Emulating this practice, the Project Team's recommendation is for all municipalities to maintain a roster of qualified TRCs, and to mandate that applicants and landlords select a TRC from this roster (items seven and eight) . Furthermore, the Project Team sees the creation of a licensing system for TRCs as the ultimate best practice (see *Big Moves*).

### Relocation Requirements

Throughout the Project Team's research, the search for alternative housing repeatedly emerged as one of the greatest challenges facing tenants in the redevelopment process. The chronically low vacancy rates across Metro Vancouver make it incredibly difficult for

renters to find affordable and appropriate homes to move into. Chances of finding an appropriate rental unit within one's existing neighbourhood, or even one's own city, become exceedingly difficult for low-income households, families, people with pets, smokers, and people who rely on public transit.

Many current policies state that three comparable units be presented to the tenant, however, finding a unit that meets the tenant's needs (ie. allows pets, has three bedrooms) and is of similar rent was stated by tenant relocation specialists to be virtually impossible in Metro Vancouver's housing market. It's for this reason that item ten states that alternative units must suit tenant needs, but need not be comparable in rent. Differences in rent are accounted for

***"Finding us a new place would have been ideal; something within our budget. Help moving would have been amazing."***  
***- Tenant, Vancouver***

by the suggested rental top-ups in the Compensation section of the checklist. Due to the aforementioned challenges in finding affordable and comparable replacement units, the Project Team recommends two ways that TRPs can alleviate these difficulties:

**First**, TRPs must ensure that relocation assistance provided to tenants by applicants yields meaningful progress toward securing a replacement unit. This includes the expectation that applicants take further steps than simply identifying housing options for tenants. For example, they can contact housing providers directly and schedule tours and visits (items ten and 12; see also *Vulnerable Resident Considerations* below).

**Second**, when vacant units are available within the applicant’s portfolio, the applicant must offer said units to tenants requiring relocation (item 11).

To support the first item, the Project Team suggests that municipalities, housing providers, and tenant relocation coordinators work together to develop a network of available housing that can be drawn from in the search for alternative units.

Additionally, it’s crucial to acknowledge that these challenges cannot be alleviated by TRPs alone. Municipalities must take steps to increase rental housing supply that are independent of redeveloping existing rental housing. The Project Team acknowledges that this is easier said than done, however, given the current vacancy rates across Metro Vancouver, it is clear that more rental housing is necessary. This concept and other ideas are further explored in the *Bold Moves* section.

## Compensation

Within a TRP, compensation is intended to minimize the financial burden of relocation. Therefore, the goal of compensation should be to cover the rent gap between the tenant’s interim unit and their original unit. To achieve this, in item 13, the Project Team recommends that the tenant should have the choice between either a lump sum payment or rental top-up payments, both of which are of comparable value (ie. lump sum payment must be comparable to the total value of rental top-up payments). This recommendation was created based on equity principles, and has two goals in mind: to offer the tenant agency by allowing them to choose their own compensation preference, and to ensure that tenants who select the rental top-up option are not given greater total compensation than tenants who selected the lump sum option.

While equality must be reflected within the form of compensation chosen by the tenant, it ought to also be reflected in the compensation given to tenants who find their own housing as well as those who have the applicant find them housing (“applicant-found housing”). Burnaby’s current compensation equations offer additional bonuses for applicant-found housing, such as a heat subsidy and a security deposit loan.

**...the goal of compensation should be to cover the rent gap between the tenant’s interim unit and their original unit.**

In cases when a tenants living situation changes (i.e. moves out of region, moves in with family) and a traditional rent top-up is not applicable, standardized equations can be used to calculate the amount of compensation they are entitled to. The City of Burnaby developed two equations to determine compensation in these situations.

Burnaby’s language surrounding the equation is as follows:

“The applicant will pay to the tenant monthly rent top-ups . . . up to a maximum of the greater of either of the following formulas:

*(Most recent CMHC Rental Market Survey (RMS) median rent for applicable survey zone at move-out and bedroom type + 30 percent) - tenant’s monthly rent at rezoning application site*

OR

*Tenant’s monthly rent at rezoning application site x 15 percent ”*

Additionally, the rent top-up amounts should include utilities if they were included in original unit rent but not in the interim unit rent – this is to ensure that the rental top-up is comprehensive

by ensuring the tenant is paying no more than their original unit’s rent.

Compensation for non-market housing is out of the scope of this project, but is an important consideration for TRPs and deserves further study.

## Moving Compensation

In this recommendation, moving compensation is to be given to tenants in addition to baseline compensation, and is for the purposes of covering related moving costs, including a moving truck, movers, and packing supplies. This moving compensation does not include additional moving assistance, such as packing boxes, which is addressed on a case-by-case basis via a Needs Assessment Form. Vulnerable tenants will be provided with additional moving compensation at discretion of the TRC and the City (see *Vulnerable Residents Considerations*).

Item 16 offers tenants the choice between either an applicant-selected and arranged moving service or fixed moving compensation wherein tenants can secure their own moving services. In doing so, this recommendation offers flexibility to the tenant and acknowledges the importance of

agency. The recommended moving compensation amounts (item 17) were determined by the Project Team by assessing current amounts described in existing TRPs, noting that the City of North Vancouver and the District of North Vancouver offer the most moving compensation with an upper limit of \$1500.

## Right of First Refusal

In item 20, the Project Team recommends that TRPs ensure that tenants have the right of first refusal (RFR) to return to the redeveloped building at the original rent they were



paying at time of move out. Current TRPs have a range of RFR considerations, with some municipalities merely ensuring that tenants have the right to move back (which is already guaranteed under the Residential Tenancy Act) and many offering 10% - 20% discounts on CMHC average market rents. As it currently stands, only Burnaby and the Vancouver Broadway Plan offer RFR at tenants’ existing rents. Given the recent dramatic increases in market rental rates across the region, and the rent gap between new and old buildings, even a twenty percent discount on a newly built market rental is unaffordable for many tenants – a fact stressed repeatedly in tenant engagement. Situations like this make it imperative that TRPs ensure that residents are offered the right to return to the redeveloped building at the original rent they were paying at time of demolition.

## Vulnerable Residents Considerations

Vulnerable tenants must be prioritized in TRPs as they are likely to experience disproportionate hardships related to the redevelopment process. A significant challenge, however, is identifying

vulnerable tenants, understanding their unique needs, and determining how to best support them.

A common means of identifying vulnerable tenants is through a needs assessment form, typically administered by the applicant to all tenants early in the relocation process, in which tenants may indicate any additional supports they require to ease the burden of relocation. Item 21 calls for the administration of such a form. It is recommended, however, that tenants facing barriers need only state what additional assistance they require, and need not measurably qualify for additional supports, such as by showing proof of disability. This is based on interviewee assertions that vulnerability is highly subjective and personal, and that vulnerable tenants are often already overburdened by the need to qualify for other assistance they require such as disability aid or housing subsidies.

It must also be said that needs assessment forms are merely supplementary tools to be used in conjunction with meaningful communications and relationship-building between TRCs and tenants (item 25). Engaged TRCs emphasized that trusting communication is the most effective way to both identify vulnerable tenants and determine appropriate supports. A form cannot

act as a replacement for such a practice. Crucially, this practice relies on the selection of a TRC (items 7-9) who has ample experience working with disadvantaged populations. The hiring of an equity-driven TRC additionally removes the need for cities to facilitate the process of determining supports for vulnerable tenants - a protective policy which is currently common. Experienced TRCs are skilled professionals with a unique understanding of tenant cases, making them equipped to support vulnerable tenants in ways that most cities are not.

It is also common for TRPs to include a non-exhaustive list of assistance that may be requested by barrier-facing tenants (item 22). This gives the applicant a sense

of the provisions they might be required to provide. The following non-exhaustive list of recommended possible supports was assembled by the Project Team:

- providing additional compensation;
- assisting tenants with packing;
- assisting tenants in applying for units, traveling to viewings, and securing units;
- identifying non-market and subsidized units for qualifying tenants, working with non-profit/non-market housing providers as needed; and/or
- providing assistance in applying to government supports including, but not limited to, rental and income subsidies.

Finally, tenant relocation specialists stressed that the needs of some tenants fall outside their range of expertise. It was stated that these tenant needs should be cared for by relevant professionals, but that it's challenging to know where to find this support. For this reason, Item 23 states that the City must provide applicants with assistance by facilitating connections between TRCs and health/non-profit services in their purview so both tenants and TRCs have somewhere to turn.

## Communication Between Applicant and Residents

The communication policies in the evaluation checklist were developed based on tenant desires for improved quality, clarity, accessibility and frequency of applicant-tenant communications. This begins with the pre-application phase. Tenants often reported being notified of redevelopment intentions too late in the application process to become aware of their rights and to advocate for themselves. With this in mind, item number 26 calls for applicants to notify tenants

of the planned development prior to the submission of the development application, and at this time, to also provide tenants with information about their rights.

Following application submission, most policies require applicants to provide tenants with a package of communications materials. The bulk of these materials are intended to support tenant understanding of the redevelopment process and tenant relocation plan, as well as understanding of their rights and ability to self-advocate. While items 27-29 specify the most essential contents of the communications package, a full list of recommended materials is as follows:

- an overview of the proposed project and timeline of the application and redevelopment process;
- an overview of the relocation assistance and compensation for tenants;
- contact information and hours of availability for the TRC;
- methods for contacting city staff and council;
- a commitment by the Applicant to provide advanced notifications to tenants regarding tenant information meetings and relevant City meetings (eg. the public hearing);
- a copy of the municipal TRP; and

- directions on how to access tenant resources, such as the Residential Tenancy Branch, and BC Housing information on subsidized housing and rental assistance.

Tenants also reported the need for communication with their TRC that is both more frequent and of greater quality. To address this, item 28 requires that TRC contact information, as well as regular and accessible office hours, be included in the communications package. Item 25 requires applicants to communicate frequently and regularly with tenants surrounding the relocation and redevelopment process. To ensure accountability in this respect, this item also calls for applicants to keep thorough communications records, which can be requested by the City.

Items 30 and 31 detail considerations to ensure that communications are easily accessible for tenants who may face a variety of barriers. To accommodate tenants without computer access or literacy, it is recommended (item 30) that the communications package be delivered in both printed and digital formats to each tenant, and that notifications of pertinent meetings be posted in highly visible locations in the subject building. Additionally, all communications materials should be provided in the languages preferred by tenants (item 31).





## Progress Reporting

Progress reporting is critical for municipalities to ensure that applicants are adhering to TRPs and that all affected tenants are receiving the support and assistance they are entitled to. Progress reporting involves three key progress checks from the applicant: the Interim Tenant Report, the Final Tenant Report, and the Pre-Occupancy Report. The Interim Tenant Report should be submitted during the relocation process to provide evidence that the tenant relocation plan is working as intended (item 34). The Final Tenant Report is intended to show proof that all tenants are adequately rehoused. This report needs to be submitted to get final demolition approval of the existing building (item 35). The Pre-Occupancy

***Tenants often reported being notified of redevelopment intentions too late in the application process to become aware of their rights and to advocate for themselves.***

Report is intended to show which tenants are exercising their RFR and needs to be submitted in order for the applicant to receive the occupancy permit for the new

building (item 36).

During engagement, the Project Team learned that many tenants resist moving out of their building before being officially issued a four months notice of eviction. Per the RTA, this notice can be issued following receipt of “all relevant permits.” What constitutes “all relevant permits” is determined at the municipal level, however, interviewees reported that this information can be difficult to obtain. It is recommended that municipalities increase the transparency of their permitting process, particularly what constitutes “all relevant permits” and thus when the four months notice can be issued. The Project Team believes that this will improve clarity for all parties involved and allow for better planning by both tenants and applicants. ●



# 5

## Tenant Tracking Infrastructure Proposal

**This chapter provides possible alternatives for tracking tenant outcomes throughout the redevelopment process to ensure tenant wellbeing and assess the efficacy of tenant relocation policies.**

This report section is intended as a starting point for a future grant application to fund a pilot of this tenant outcome tracking project. Upon the completion of a successful pilot, this work can become part of the ongoing budget of participating agencies.

### Problem Statement

While TRPs have been implemented by BC municipalities for several years now, the outcomes that these TRPs have on displaced tenants is yet to be known. A proposal for tenant tracking infrastructure is a completely novel, yet important, prospect, and has not been taken on by any BC municipalities. Put simply, a number of questions could be answered by tenant relocation tracking infrastructure: When tenants are forced to relocate due to redevelopment, where do they relocate to? Is it within the same neighbourhood? The same city? How does relocation impact other aspects of tenants' lives? Is the tenant paying comparable rent to their original unit? Are they satisfied in their new unit?

Having the ability to track tenant relocation outcomes is a missing, yet vital step in the TRP evaluation process. By tracking tenant relocation outcomes, municipalities would have the necessary information to improve their TRPs to prevent tenant displacement and hardship.

It must be noted that TRPs are relatively new additions to municipal policies, and that the redevelopment process takes approximately 3 years. With this in mind, it is important to start the tenant relocation tracking process now to gather data as the first waves of redevelopment under TRPs happen.

### Objectives

- 1 To understand the extent of neighbourhood displacement caused by rental redevelopment
- 2 To create a transparent database to allow advocates and other stakeholders to gain more understanding of tenant outcomes as a result of redevelopment
- 3 To create a platform to allow for more standardized monitoring and reporting of tenant relocation outcomes by municipalities





# Alternatives

This section details three potential alternatives for a tenant tracking infrastructure, along with the strengths and challenges of each.

## Alternative



1

### *Decentralized tracking infrastructure hosted by each municipality*

This alternative consists of a more formalized version of what is currently the norm at many municipalities. It consists of municipalities developing their own standardized procedure for tracking and monitoring tenant relocation outcomes and recording them using their own tools and databases. The strengths of this alternative are that it requires minimal outside coordination and extra effort and resources by municipalities as they can utilize existing resources for tenant tracking. A challenge with this option is that it does not increase transparency surrounding the rental redevelopment process. By keeping monitoring and tracking internal to municipalities, advocates may lack access to data and municipalities will need to be proactive in sharing regular reports for the public.

## Alternative



2

### *Centralized Tracking Infrastructure with a third-party, non-governmental host*

This alternative consists of a centralized tracking platform in which each municipality submits their tenant relocation information to an independent, non-governmental host organisation. A possible host organisation for this option is the UBC Library, which already hosts a number of databases across a wide variety of subjects. The strengths of this option are that it reduces ongoing effort by municipalities because after the initial creation of a tracking scheme, all ongoing processing and maintenance will be handled by the third party. Additionally, this option places the monitoring of tenant outcomes outside of governmental hands which may be important for many affected tenants and advocates who may have a distrust of municipalities and local politicians. One challenge with this alternative is the sustainability of ongoing funding. The Project Team has identified possible grants to provide initial funding to bring a tracking project online, but continuing funding will be needed to keep any third-party tracking database active in perpetuity. Another major challenge with this option is with privacy concerns relating to the data collected. These concerns are further discussed in Data Sharing and Privacy Concerns.

## Alternative



3

### *Centralized Tracking Infrastructure with a regional or provincial government host*

This alternative consists of a centralized tracking platform managed by either a regional or provincial host, either Metro Vancouver or BC Housing. The implementation of this alternative is similar to the prior option discussed in which municipalities submit their data to this external database for monitoring and evaluation. A major strength of this alternative is that the higher level of government can exercise its influence to ensure that municipalities abide by the decided-upon reporting schedules. Additionally, utilising regional or provincial government resources can be seamless given the work that Metro Vancouver and BC Housing already does with housing planners at municipalities across the region. However, challenges do exist with this option, particularly when it comes to availability of resources at the involved agencies. Staff are likely working at capacity and there is a risk of the monitoring, evaluation, and sharing components of this plan to fall by the wayside in lieu of other work matters.



# Methodology

## How is Data Collected?

All tenants who are relocated under a TRP will be provided a questionnaire within the tenants communication package. The questionnaire will begin with an opt-in/opt-out selection and will provide a brief explanation of the purpose of the tenant tracking project and how the respondent's feedback will be used.

The data collection process will include the initial survey (completed prior to relocation), a second survey to be filled out a month after moving, and three subsequent annual surveys. The first two surveys provide context about the respondent's initial conditions and their immediate conditions upon relocation. The subsequent annual surveys provide valuable information about the medium-term impacts of displacement over the course of a redevelopment project. These subsequent surveys will be distributed via both physical and electronic mail based on contact information provided in the initial survey and selected contact preference.

### Questions

The following are key questions that can be included in a tenant outcome tracking survey. The proposed survey includes two components: objective questions about financial and geographic changes due to relocation and subjective questions about the impacts of relocation.

#### **Geographic Tracking and TRP Questions:**

- What was your rent at time of relocation? What is your new rent?
- What is your new address?
- Has the applicant fulfilled all required obligations under the TRP? (Did you receive financial compensation? Did you receive moving assistance? Did you receive assistance in locating a new home?)

#### **Basic Household Information Questions:**

- Size of Household, Household Income, Number of Dependents

#### **Has your relocation impacted:**

- Your access to family and friends?
- Your access to preferred food and retail shops?
- Your children(s) access to school? (If applicable)
- Your access to work?

# Data Sharing, Privacy Concerns, & Funding

## How can data be shared under the law?

Municipalities currently abide by special data protection procedures given the sensitivity of the information collected during the tenant relocation process.

Data privacy in British Columbia is governed by both the B.C. Freedom of Information and Protection of Privacy Act (FIPPA) and the B.C. Personal Information Protection Act (PIPA). Many municipalities, including Vancouver, also work in collaboration with the provincial Office of the Information and Privacy Commissioner to ensure that all data is adequately handled. The current practice

in Vancouver is: to only request necessary information from tenants, to transmit and store data in a secure manner, and to destroy data after use. Tenants have the right to decline to share any or all information.

Understandably, privacy is paramount to any research or monitoring goals of this program and all data must be handled with appropriate care under the law. Before any plans to share data gathered under this proposal, the proposing team should consult with a privacy lawyer to confirm the legality of all proceedings. This consultation was out of scope for the current project and no privacy lawyers have been consulted on the content of this proposal.

## What are Possible Funding Sources?

The CMHC provides a number of funding sources for housing innovation and research that are available to fund the implementation of this project. The primary fund this project is applicable for is the NHS Research and Planning Fund, which supports not-for-profit organisations, registered charities, and Indigenous partners to advance housing research. The fund supports the housing community's research capacity development. There is funding available for individual research projects, which this would qualify under, for up to \$100,000. Additional CMHC grants that the project may be eligible for include the NHS Demonstrations Initiative, and the Solutions Lab. ●



# Next Steps & Future Plans

# 6

## Next Steps and Bold Moves

**While this research takes a step toward ensuring that tenants are optimally protected in redevelopment, there is a great deal more work to be done. This chapter highlights some additional areas that deserve further research, as well as some excellent ideas to be explored.**

### Areas for Future Research and Development

Throughout the project, many topics related to tenant relocation emerged that were outside of the project scope. These topics warrant further examination by researchers and professionals alike.

#### *Income Testing for Vulnerable Tenants*

The topic of income testing tenants to determine what benefits they are entitled to was raised by multiple stakeholders including developers, non-market housing providers, and tenant relocation specialists. These comments were largely based around the current truth that resources and funding for tenant

relocation are scarce, therefore low-income tenants should be prioritized in receiving benefits such as compensation and discounted right-of-first refusal. There is ample literature supporting and opposing income testing for social services. Its use in tenant relocation should be explored further.

#### *Housing Needs Assessments*

The Project Team heard from multiple tenant relocation specialists that typical tenant housing needs assessment forms, which ask what characteristics of a new unit are required by tenants, such as number of bedrooms and proximity to transit, are poorly structured. Specialists reported that these forms often act more as “wants lists” than “needs lists” and set tenant expectations higher than TRCs can accommodate. Future work can explore how to improve housing needs assessment forms to mitigate these shortcomings.

#### *Tenant Relocation Policies for Non-Market Housing*

Many TRPs include special clauses for non-market housing. These sections often allow non-market developers and providers to treat the tenant protection policies as guidelines, rather than requirements in acknowledgement that

the additional financial costs of relocation can make non-market developments financially infeasible. Further research into tenant relocations in non-market housing is an important topic to improve outcomes and refine future policies.



# Bold Moves

Many innovative ideas were heard, discussed, and developed throughout the course of this project. This section provides a brief introduction to some ideas that have the potential to improve the tenant relocation process and/or prevent displacement overall.



## Interim Swing Housing

The difficulty of moving and scarcity of available units to relocate to are critical barriers to an improved tenant relocation process. One possible solution that emerged is the development of designated swing housing for displaced tenants to move into for the duration of a redevelopment project before returning to the new building. SCARP students developed an ideas book on swing housing with support from [Metro Vancouver in 2020](#).



## Land Use Reform to Increase the Supply of Rental Housing

Through the engagement process, the Project Team repeatedly heard from stakeholders that cities need to take major steps to increase the supply of rental housing without inducing the displacement of existing renters. One approach to this is by opening up more land for residential development through rezoning. The densification of areas dominated by single-detached homes, creating mixed-use neighbourhoods by co-locating commercial stores and residential homes, and of course expanding the supply of non-market housing can help alleviate the market pressures on existing rental homes.



## Government Sponsored TRC Training

The amount of qualified tenant relocation coordinators does not match the current need across the region. To help grow the field, agencies across different levels of government - including municipalities, Metro Vancouver, and BC Housing - should collaborate to host or sponsor training programs to educate the next wave of tenant relocation coordinators. This training can also act as a stepping stone to introduce a system of licensing TRCs.



## Fund for non-profit relocation compensation

Fair compensation of low-income tenants who reside in non-market housing was a recurring topic throughout the project. Non-profit developers do not have the financing and income streams to provide robust compensation for tenants who are the most in need of it. One possible solution for this problem is to establish a municipal or provincial fund to fairly compensate tenants in non-market housing during redevelopment. One possible source for this fund is by amending development cost levies and community amenity contributions to allow for developers to contribute to this fund.



## Co-Creation of Mandatory Tenant Assistance Plan

Tenants repeatedly vocalized the importance of self-determination in relocation. One observed policy that could contribute greatly to this, found in Victoria's TRP, recommends that tenants take part in the co-creation of the Tenant Assistance Plan they are subject to. It is suggested that more municipalities pursue strategies for enabling a co-creative process, as such activities could increase tenant feelings of trust, transparency, and control in relocation.



## On-site Relocation and Staggered Redevelopment for Big Projects

On-site relocation of tenants and staggered redevelopment are beneficial strategies that should be encouraged and facilitated for large-scale developments that involve multiple rental buildings. On-site relocation minimizes neighbourhood displacement and can be achieved by constructing modular housing on an unused part of the site, such as surface parking. With staggered redevelopment, developers can sequence demolition and construction to allow residents of some buildings to remain on site during construction and allow them to move into a new building on-site before demolishing their existing building. ●





# Appendix A: Engagement Methods

## Engagement Methods

### Survey

Created a 16 question survey directed towards tenants who have been relocated due to demoviction. The questions focused on satisfaction with various parts of the relocation process: compensation, relocation assistance, communication, and interim unit. Additionally, respondents were asked if they returned to the redeveloped unit upon its completion as well as reasons why or why not. This survey was created through UBC Qualtrics XM and was distributed via social media and through flyers, garnering 144 interactions.

### Interviews

Conducted 28 informational and semi-structured interviews with key stakeholders.

#### Interview Styles

Informational: Online/in-person interviews with non-tenant stakeholders that are casual in nature but consist of a few guiding questions. Data has been gathered through audio recordings and hand-typed notes.

Semi-structured: Online interviews that are guided, but not strictly bound, by a set of carefully structured questions. These interviews are consensually audio-recorded.

#### Data Analysis

All interviews with stakeholders are processed through iterative rounds of both inductive and deductive coding to form categories and subcategories.

#### Interviewees

The stakeholders engaged for this report are divided into two groups: tenants who are impacted by the relocation process, and individuals or organizations who do work related to the relocation process (Appendix A).

The goal of interviewing non-tenant stakeholders is to understand the process behind creating, implementing, and working with a TRP, as well as to understand the forces that influence a TRP. The goal of interviewing tenants is to understand aspects of the relocation process that worked, that did not work, and that can be improved. These interview responses will inform the bulk of the evaluation framework by lifting the voices of tenants who are often omitted from the planning process.

Stakeholder Group	Number of Interviews Conducted
Tenants	5
Municipal Staff	8
Tenant Relocation Coordinators and Consultants	5
Tenant Advocates	2
Developers and Housing Providers (For-Profit and Non-Profit)	6
Planning Researchers	2

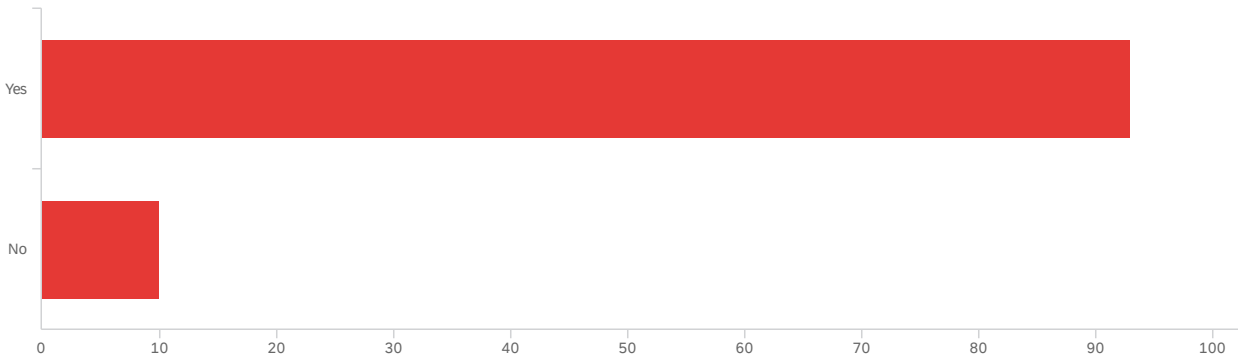
Table of Stakeholders interviewed by Project Team

# Appendix B: Survey Results

## Complete Survey Results

UBC - Tenant Relocation Protection Policy Experiences  
April 3, 2023 6:10 PM MDT

A - As a renter, have you been relocated from your home in a rental building due to a redevelopment project?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	As a renter, have you been relocated from your home in a rental building due to a redevelopment project?	1.00	2.00	1.10	0.30	0.09	103

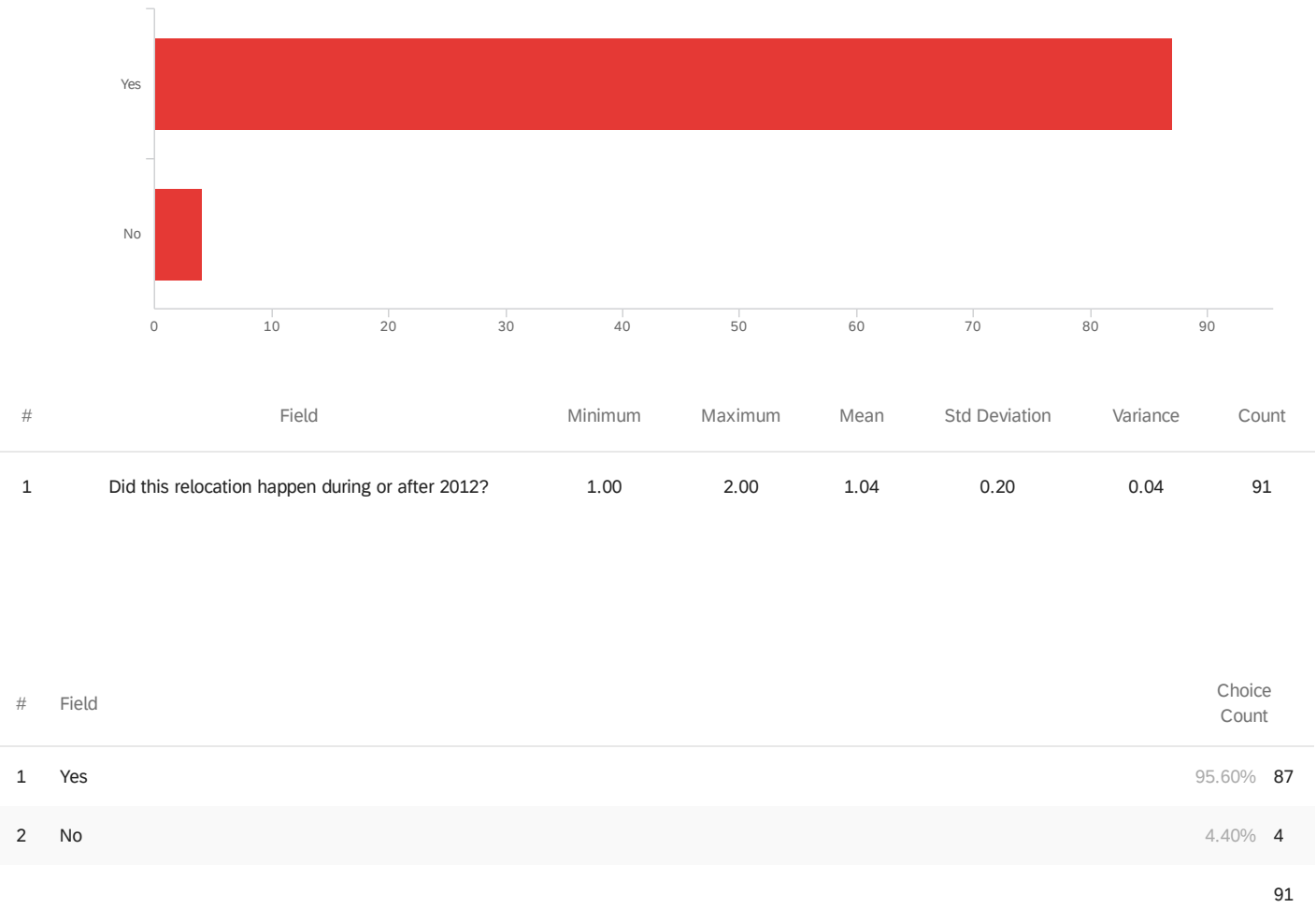
#	Field	Choice	Count
1	Yes	90.29%	93
2	No	9.71%	10

103

Showing rows 1 - 3 of 3

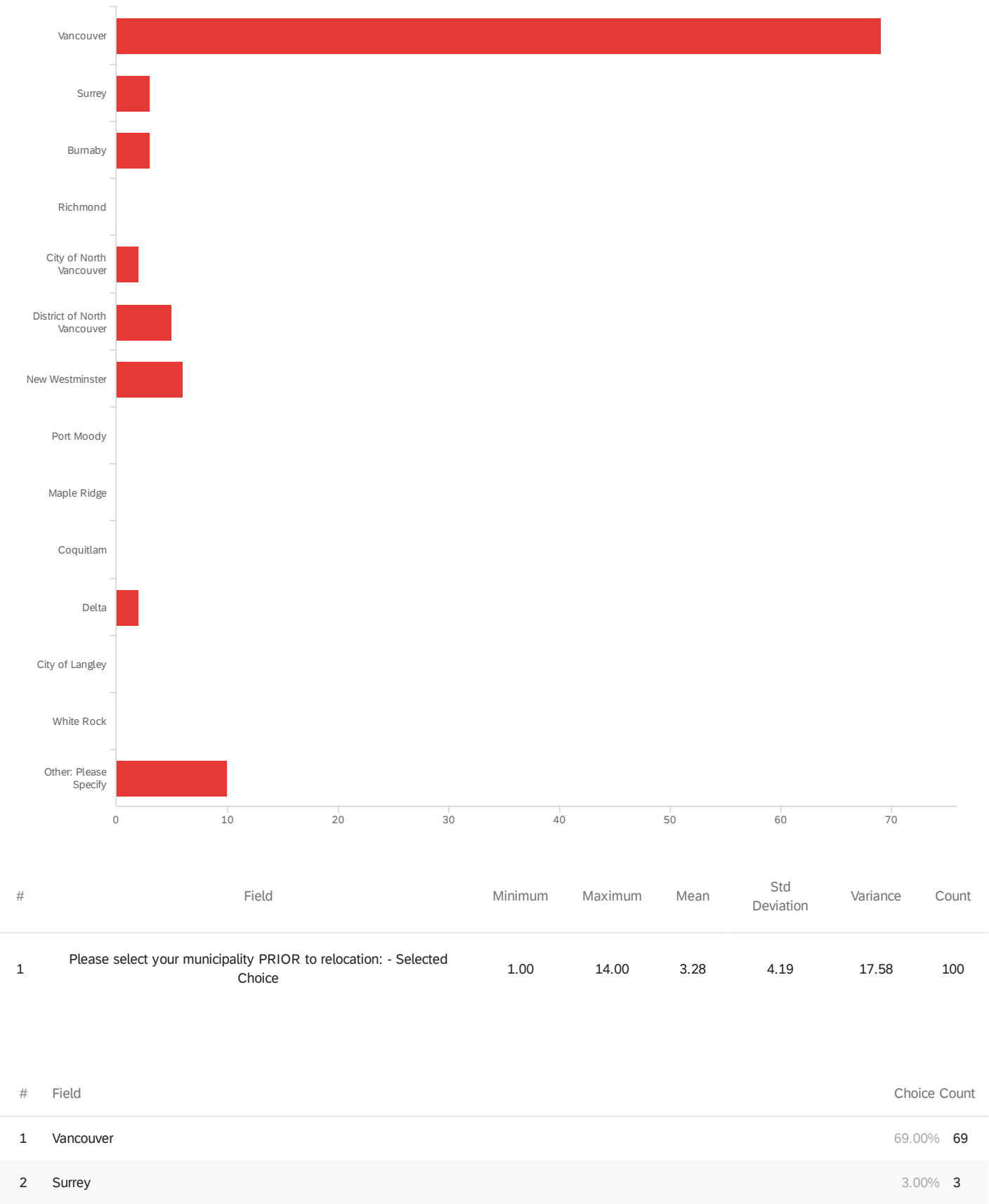


B - Did this relocation happen during or after 2012?



Showing rows 1 - 3 of 3

C - Please select your municipality PRIOR to relocation:



#	Field	Choice	Count
3	Burnaby	3.00%	3
4	Richmond	0.00%	0
5	City of North Vancouver	2.00%	2
6	District of North Vancouver	5.00%	5
7	New Westminster	6.00%	6
8	Port Moody	0.00%	0
9	Maple Ridge	0.00%	0
10	Coquitlam	0.00%	0
11	Delta	2.00%	2
12	City of Langley	0.00%	0
13	White Rock	0.00%	0
14	Other: Please Specify	10.00%	10

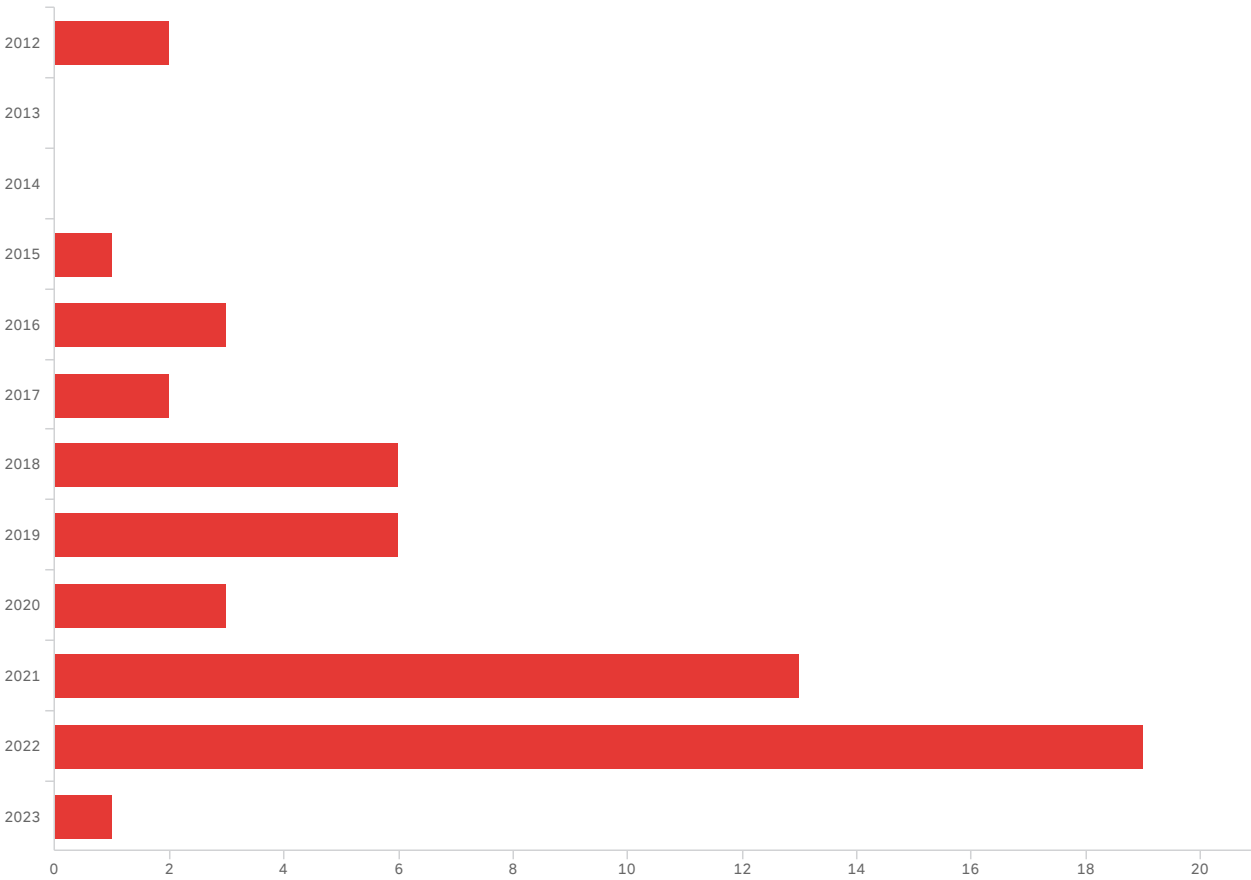
100

Showing rows 1 - 15 of 15

C\_14\_TEXT - Other: Please Specify

Other: Please Specify
Victoria
Victoria
Victoria
Chilliwack
West Vancouver
Sunshine Coast to Vancouver
Victoria
Langford
Kelowna
Squamish B.C.

Q9 - What year were you relocated from your previous building?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What year were you relocated from your previous building?	1.00	12.00	8.95	2.49	6.19	56

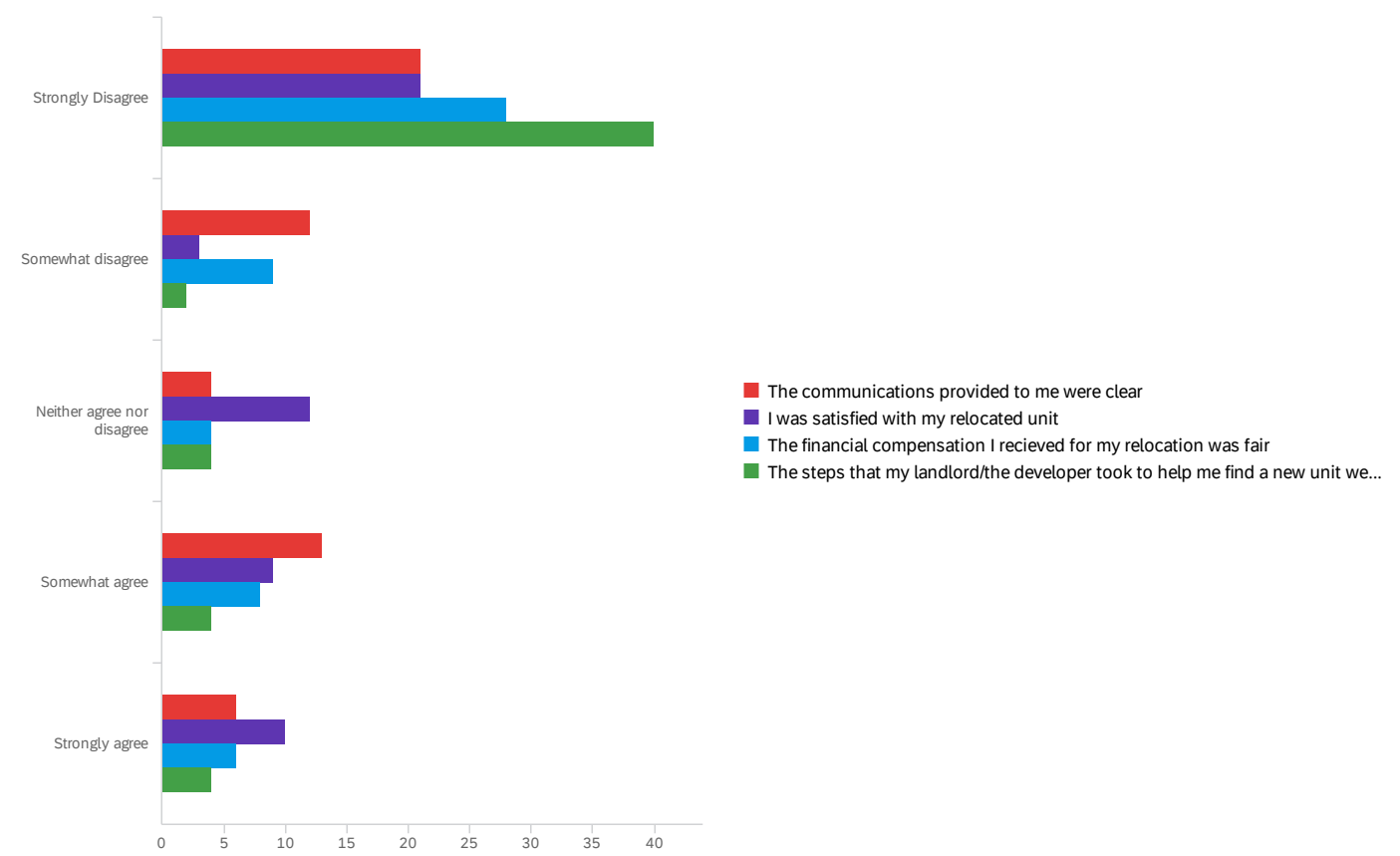
#	Field	Choice	Count
1	2012	3.57%	2
2	2013	0.00%	0
3	2014	0.00%	0
4	2015	1.79%	1
5	2016	5.36%	3
6	2017	3.57%	2
7	2018	10.71%	6

#	Field	Choice Count
8	2019	10.71% 6
9	2020	5.36% 3
10	2021	23.21% 13
11	2022	33.93% 19
12	2023	1.79% 1

Showing rows 1 - 13 of 13

Q11 - To what extent do you agree with the following statements about your relocation

experience:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The communications provided to me were clear	1.00	5.00	2.48	1.45	2.11	56
2	I was satisfied with my relocated unit	1.00	5.00	2.71	1.55	2.39	55
3	The financial compensation I recieved for my relocation was fair	1.00	5.00	2.18	1.45	2.11	55
4	The steps that my landlord/the developer took to help me find a new unit were sufficient	1.00	5.00	1.70	1.30	1.69	54

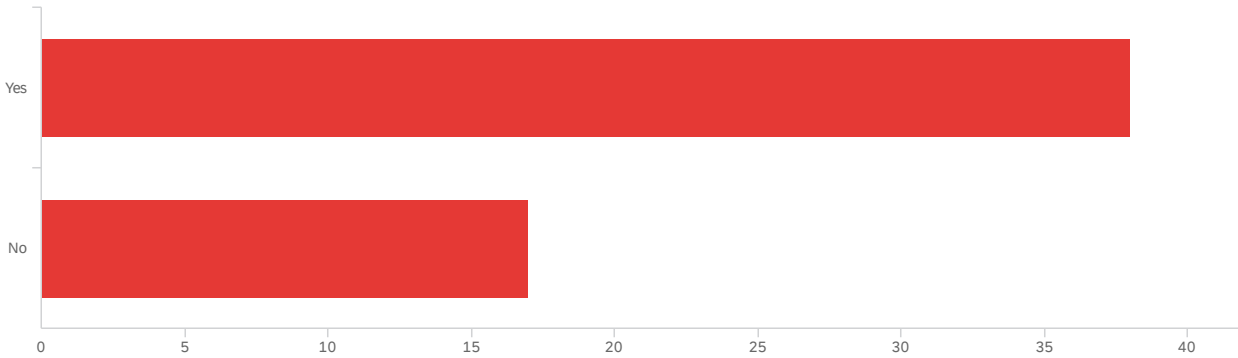
#	Field	Strongly Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total
1	The communications provided to me were clear	37.50% 21	21.43% 12	7.14% 4	23.21% 13	10.71% 6	56
2	I was satisfied with my relocated unit	38.18% 21	5.45% 3	21.82% 12	16.36% 9	18.18% 10	55



#	Field	Strongly Disagree		Somewhat disagree		Neither agree nor disagree		Somewhat agree		Strongly agree		Total
3	The financial compensation I recieved for my relocation was fair	50.91%	28	16.36%	9	7.27%	4	14.55%	8	10.91%	6	55
4	The steps that my landlord/the developer took to help me find a new unit were sufficient	74.07%	40	3.70%	2	7.41%	4	7.41%	4	7.41%	4	54

Showing rows 1 - 4 of 4

Q12 - Was your relocated unit located in the same city as your previous building?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Was your relocated unit located in the same city as your previous building?	1.00	2.00	1.31	0.46	0.21	55

#	Field	Choice Count
1	Yes	69.09% 38
2	No	30.91% 17

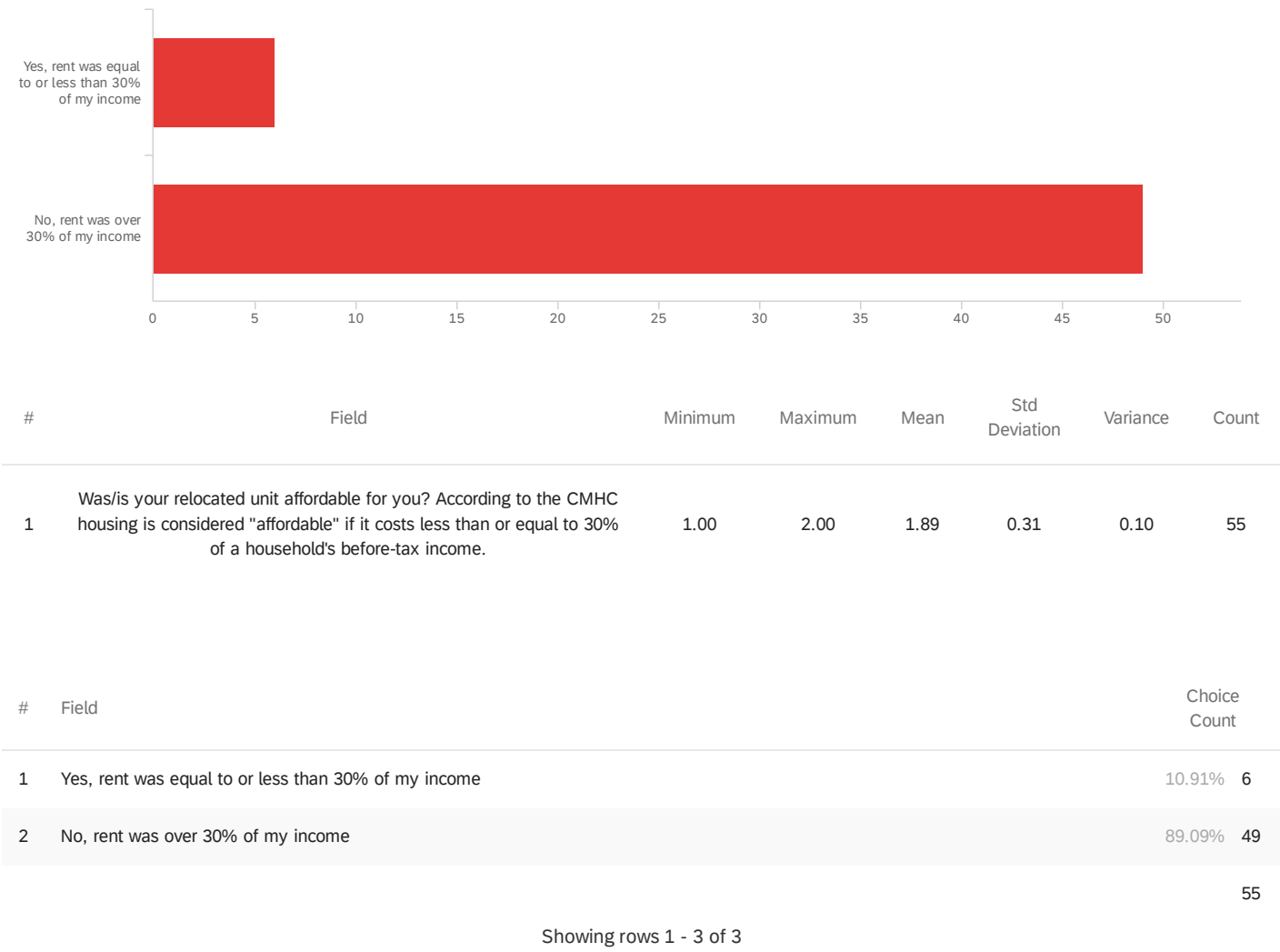
55

Showing rows 1 - 3 of 3

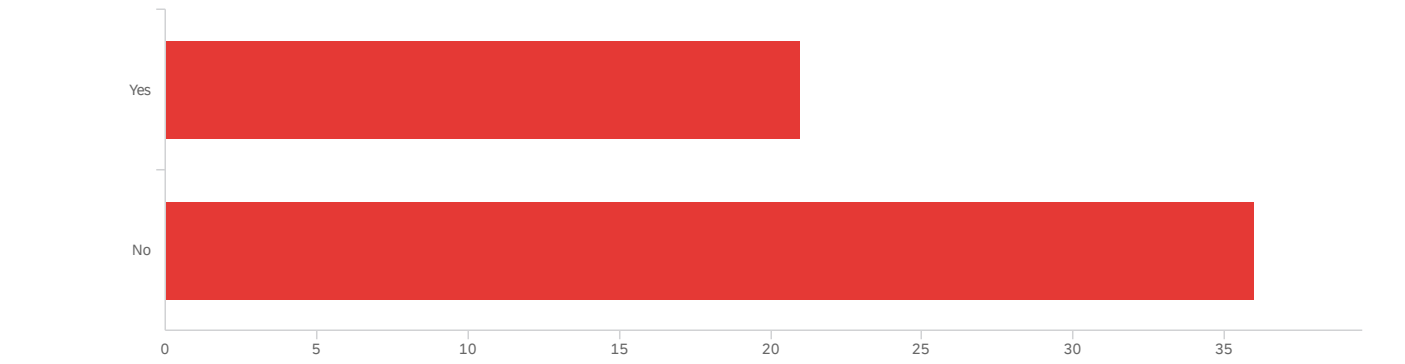
Q12.2 - Was your relocated unit located in the same neighbourhood as your previous building?



Q13 - Was/is your relocated unit affordable for you? According to the CMHC housing is considered "affordable" if it costs less than or equal to 30% of a household's before-tax income.



Q14 - Is the redevelopment of your previous building complete?

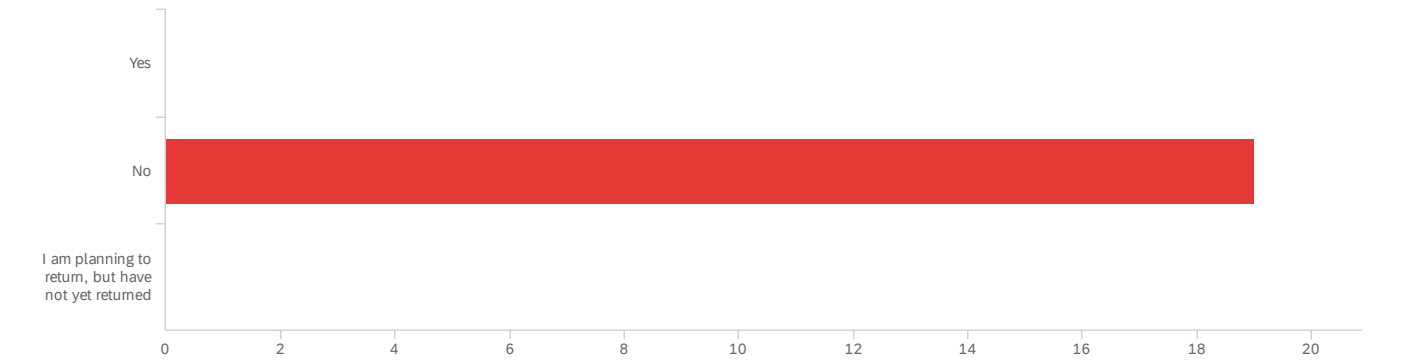


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Is the redevelopment of your previous building complete?	1.00	2.00	1.63	0.48	0.23	57

#	Field	Choice Count
1	Yes	36.84% 21
2	No	63.16% 36
		57

Showing rows 1 - 3 of 3

Q15 - Did you return to your building after redevelopment?



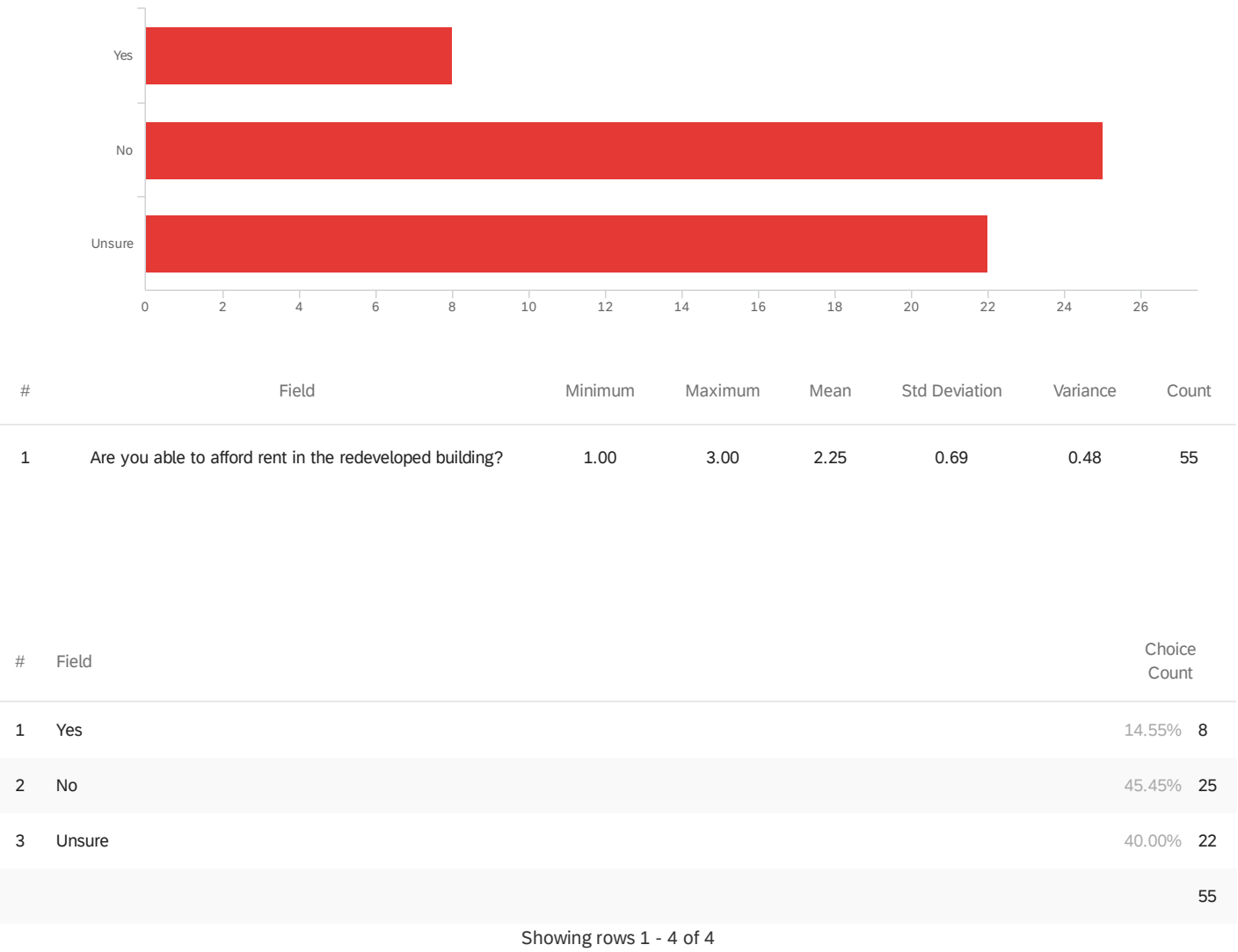
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Did you return to your building after redevelopment?	2.00	2.00	2.00	0.00	0.00	19

#	Field	Choice Count
1	Yes	0.00% 0
2	No	100.00% 19
3	I am planning to return, but have not yet returned	0.00% 0
		19

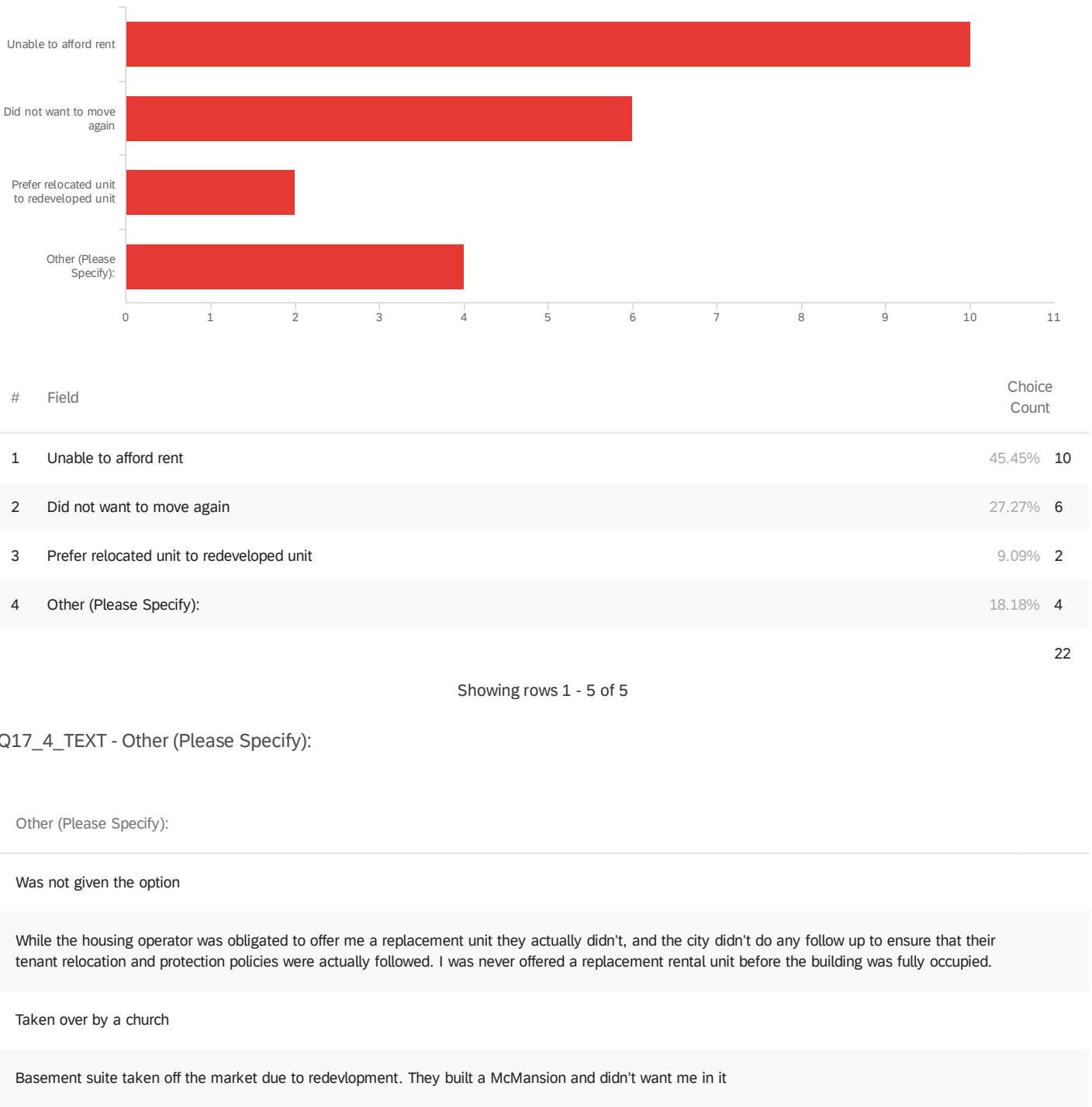
Showing rows 1 - 4 of 4



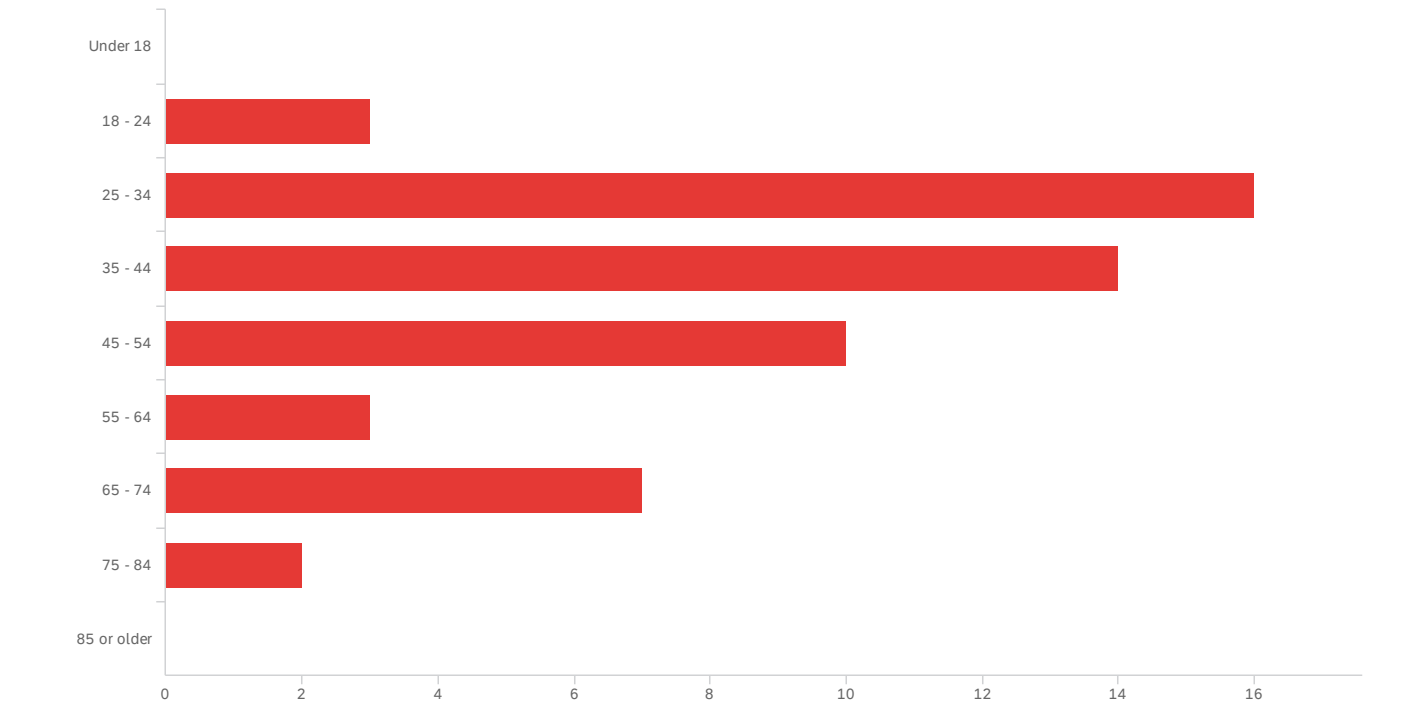
Q16 - Are you able to afford rent in the redeveloped building?



Q17 - Why did you not return to the redeveloped building? (Check all that apply)



Q1 - What is your age?

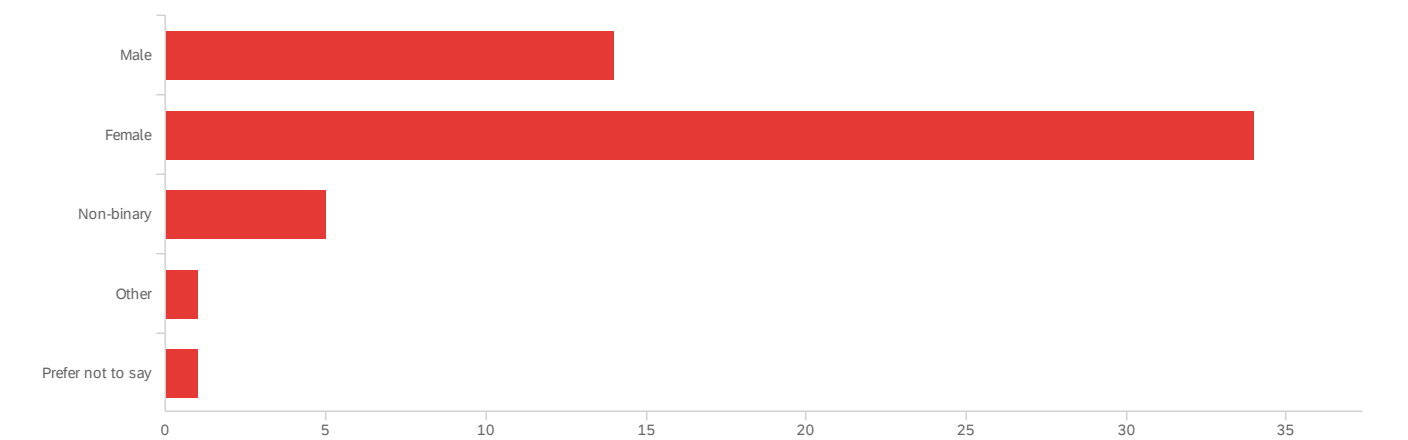


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is your age?	5.00	11.00	7.42	1.57	2.46	55

#	Field	Choice Count
4	Under 18	0.00% 0
5	18 - 24	5.45% 3
6	25 - 34	29.09% 16
7	35 - 44	25.45% 14
8	45 - 54	18.18% 10
9	55 - 64	5.45% 3
10	65 - 74	12.73% 7
11	75 - 84	3.64% 2
12	85 or older	0.00% 0

#	Field	Choice Count
		55
Showing rows 1 - 10 of 10		

Q2 - What gender do you identify as?

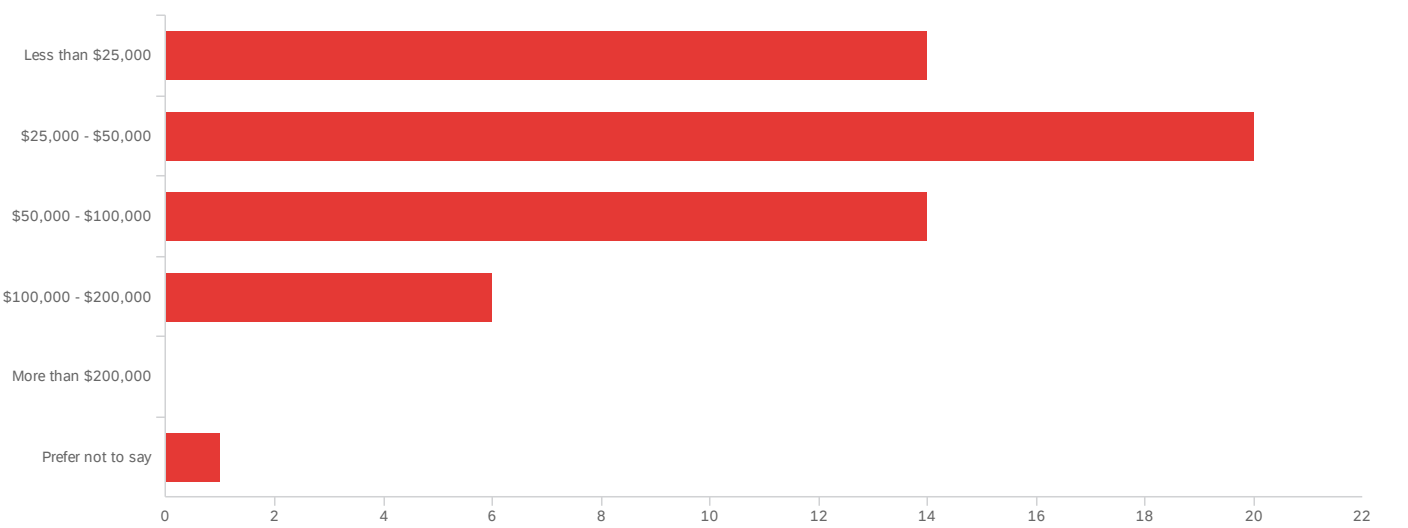


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What gender do you identify as?	1.00	5.00	1.93	0.76	0.58	55

#	Field	Choice Count
1	Male	25.45% 14
2	Female	61.82% 34
3	Non-binary	9.09% 5
4	Other	1.82% 1
5	Prefer not to say	1.82% 1
		55

Showing rows 1 - 6 of 6

Q3 - What is your annual household income before tax?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is your annual household income before tax?	1.00	6.00	2.29	1.07	1.15	55

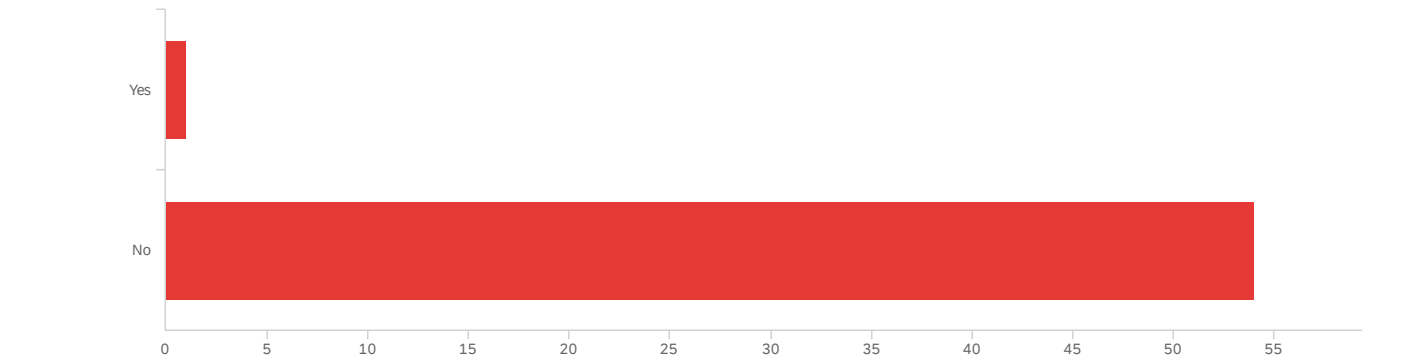
#	Field	Choice Count
1	Less than \$25,000	25.45% 14
2	\$25,000 - \$50,000	36.36% 20
3	\$50,000 - \$100,000	25.45% 14
4	\$100,000 - \$200,000	10.91% 6
5	More than \$200,000	0.00% 0
6	Prefer not to say	1.82% 1

55

Showing rows 1 - 7 of 7



Q4 - Was language a barrier for you in the relocation process?



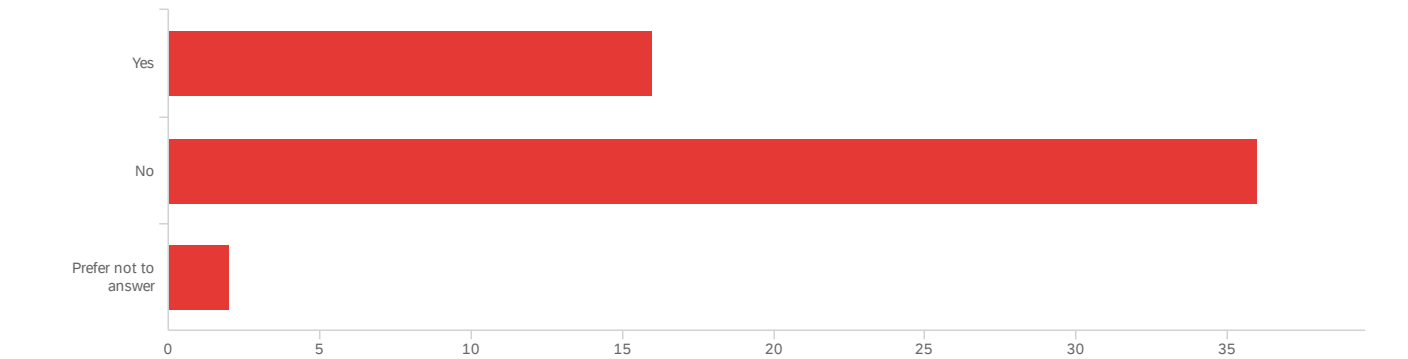
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
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1	Was language a barrier for you in the relocation process?	1.00	2.00	1.98	0.13	0.02	55
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#	Field	Choice Count
1	Yes	1.82% 1
2	No	98.18% 54

Showing rows 1 - 3 of 3

Q5 - Do you consider yourself to have a permanent or long-term disability or health condition that influenced your relocation experience? Including, for example: diabetes, epilepsy, arthritis, sensory processing disorder, ADHD, dyslexia, or any physical impairment, which may not be readily apparant.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
---	-------	---------	---------	------	---------------	----------	-------

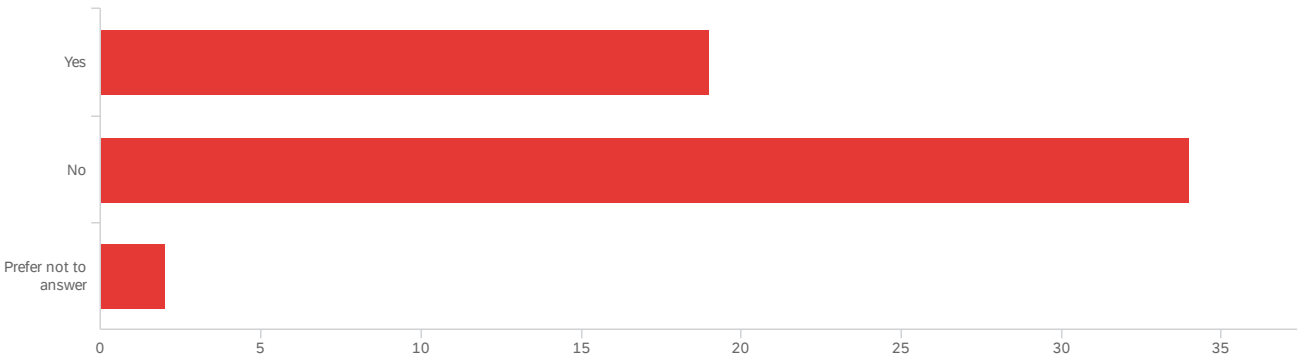
1	Do you consider yourself to have a permanent or long-term disability or health condition that influenced your relocation experience? Including, for example: diabetes, epilepsy, arthritis, sensory processing disorder, ADHD, dyslexia, or any physical impairment, which may not be readily apparant.	1.00	3.00	1.74	0.52	0.27	54
---	---	------	------	------	------	------	----

#	Field	Choice Count
1	Yes	29.63% 16
2	No	66.67% 36
3	Prefer not to answer	3.70% 2

		54
--	--	----

Showing rows 1 - 4 of 4

Q6 - Do you consider yourself to have a long-term mental health disorder that influenced your relocation experience? Including, for example: clinical depression or any mental health diagnosis, which may not be readily apparent.

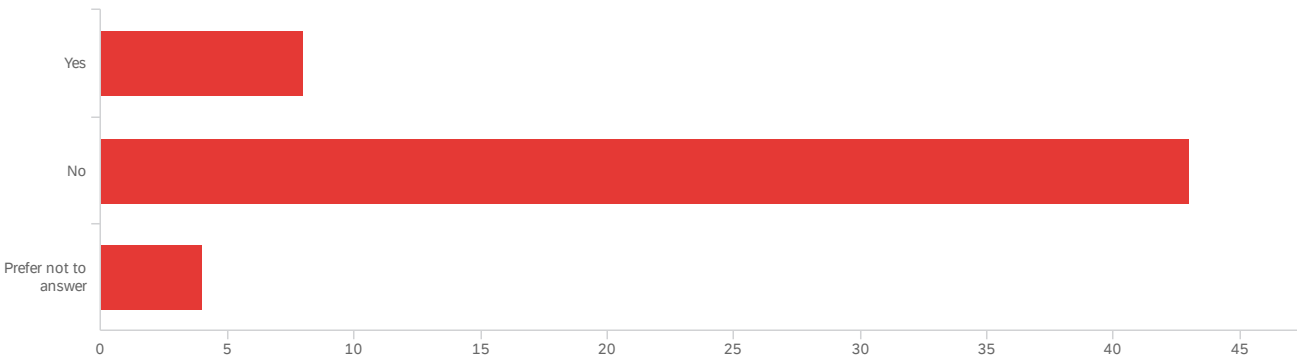


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you consider yourself to have a long-term mental health disorder that influenced your relocation experience? Including, for example: clinical depression or any mental health diagnosis, which may not be readily apparent.	1.00	3.00	1.69	0.54	0.29	55

#	Field	Choice Count
1	Yes	34.55% 19
2	No	61.82% 34
3	Prefer not to answer	3.64% 2
		55

Showing rows 1 - 4 of 4

Q7 - Do you identify as Black, Indigenous, and/or a Person of Color (BIPOC)?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you identify as Black, Indigenous, and/or a Person of Color (BIPOC)?	1.00	3.00	1.93	0.46	0.21	55

#	Field	Choice Count
1	Yes	14.55% 8
2	No	78.18% 43
3	Prefer not to answer	7.27% 4
		55

Showing rows 1 - 4 of 4

End of Report

# Appendix C:

# TRP Case Studies

## Burnaby

### Summary & Context

*Unceded territory of the hən̓qəmin̓əḥ and Skwxwú7mesh speaking peoples.*

Burnaby has a detailed and unique TRP for market-rental housing. It is the only TRP out of those examined that offers rent top-ups as the form of compensation, requiring developers to pay the difference between the tenant’s interim rent and their previous rent for the duration of the redevelopment process. With this model, the total compensation guaranteed by Burnaby is one of the highest in the region.

Population:	249,125
Population Density:	2,750/km <sup>2</sup>
Median Total Household Income:	\$83,000
Renter households:	39%
Median Monthly Shelter Cost for rented dwellings:	\$1,490
Tenant Households in Core Housing Need:	28%
Occupied Dwellings that are Apartments:	53%

### Policy Contents

Element	Component	Mandatory?
Eligibility:	Resident at time of development application	Yes
Compensation:	Rent top-up for duration of redevelopment	Yes
Moving Cost Assistance:	\$900 - \$1400	Yes
Vulnerable Residents:	Yes	Yes
Non-Market Housing:	Yes	No
Right of First Refusal:	Yes, at Original Rent	Yes

#### Considerations for Vulnerable Residents:

Applicants are required to provide additional support to “individuals who request it via the Household Needs Assessment Form. Supports include:

Communication:

- Early communication and notification regarding redevelopment

Relocation Assistance:

- Provision of transportation to view interim housing units for vulnerable tenants packing assistance for those with mobility impairments.

#### Relocation Assistance:

For Tenants who want assistance, the TRC is responsible for finding three interim housing options. Housing options are to be located in Burnaby, with priority for the same area as the residence of the tenant, unless otherwise agreed to by the tenant.

#### Final Tenant Assistance Report:

- Tenant tracking: Tenant Assistance Form asks tenant to share their interim address if requesting rent top-up
- Deadline: Within one month of the building application site being vacant or prior to the Final Adoption of the Rezoning Bylaw

#### Other notes:

The plan requires bonding from the applicant to ensure compensation obligations are fulfilled. This is released when Final Tenant Assistance Report is approved. The applicant must provide a cost estimate of all outstanding tenant assistance benefits to the City and requires bonding in the determined amount to be submitted to the City.



# Coquitlam

## Summary & Context

*Unceded territory of the kʷikʷə əm and sḡəciya ł təməxʷ First Nations.*

Coquitlam has a TRP of moderate length and detail. Mainly focussed on market housing, its considerations for non-market housing include the right of first refusal, for which applicants may develop their own provisions and seek approval. However, the non-mandatory nature of this implies a risk for more vulnerable tenants. Highlights of the policy include clearly defined terms, as well as a clear description of the TRPPs relation to the Housing Affordability Strategy.

Population:	148,625
Population Density:	1,217/km <sup>2</sup>
Median Total Household Income:	\$92,000
Renter households:	30%
Median Monthly Shelter Cost for rented dwellings:	\$1,530
Tenant Households in Core Housing Need:	30%
Occupied Dwellings that are Apartments:	36%

## Policy Contents

Element	Component	Mandatory?
Eligibility:	Resident at time of development application	Yes
Compensation:	3 - 10 months rent	Yes
Moving Cost Assistance:	\$750 - \$1000	Yes
Vulnerable Residents:	Yes	No
Non-Market Housing:	Yes	Yes
Right of First Refusal:	Yes, also eligible tenants get RFR for non-market units	Yes

### Considerations for Vulnerable Residents:

Communications:

- Developers are encouraged to provide communications in languages preferred by tenants

Relocation assistance:

- Developers are encouraged to link tenants to BC Housing programs where appropriate

### Relocation Assistance:

- Developer must identify at least 3 unit options that “best suit tenant needs”
- Developer must provide regular hours where staff are available to tenants at on-site office.

### Final Tenant Assistance Report:

- Tenant Tracking: Report requires outcomes of searches for alternate housing options
- Deadline: Prior to the Fourth and Final Reading of a rezoning bylaw or prior to Development Permit Issuance

# City of Langley

## Summary & Context

*Unceded territory of the Semiahmoo, sḡəciya ł təməxʷ, qwʹntlʹen, and máthxwi First Nations.*

Langley’s TRP effectively defines vulnerable tenants and identifies the additional considerations that developers need to make for them. Among other considerations, this includes the TRC specifically identifying non-market or subsidized housing for displaced vulnerable tenants. It is worth noting that tenants who have resided in their unit for less than five years are only eligible to receive two months rent as compensation, which is the lowest compensation rate seen in this study.

Population:	28,963
Population Density:	2,845/km <sup>2</sup>
Median Total Household Income:	\$77,000
Renter households:	37%
Median Monthly Shelter Cost for rented dwellings:	\$1,280
Tenant Households in Core Housing Need:	35%
Occupied Dwellings that are Apartments:	61%

## Policy Contents

Element	Component	Mandatory?
Eligibility:	Resident at time of development application	Yes
Compensation:	2 - 6 months rent	Yes
Moving Cost Assistance:	\$750 - \$1250	Yes
Vulnerable Residents:	Yes	Yes
Non-Market Housing:	Yes	Yes
Right of First Refusal:	Yes, at 10% below market rents or 5% discount for purchasing strata unit	Yes

### Considerations for Vulnerable Residents:

Relocation Assistance:

- Identifying non-market and subsidized units including working with non-market housing providers to find accommodations for vulnerable tenants
- Identifying accessible unit options as required
- Assisting in visiting new units, packing, and applying for rent supplements.

Increased Financial Compensation

- If relocated to non-market, subsidized unit, an extra month of rent included as compensation compared to non-vulnerable tenants
- If relocated to market unit, 6 months rent, regardless of tenancy length

### Relocation Assistance:

- 3 suitable dwelling options must be provided
- Ideally located within the City of Langley, Township of Langley, or City of Surrey
- Must rent within 10% of CMHC average market rent

### Final Tenant Assistance Report:

- Tenant tracking: Report requires general information of where tenants are relocated to, but does not specify new address
- Deadline: Prior to service disconnection and demolition of the building

### Other notes:

The Communication Plan requires that the developer maintains a website for tenants that includes all relevant information to the relocation and redevelopment process

# Maple Ridge

Summary & Context

*Unceded territory of the qw'ʔntl'en and sḡəciya ʔ təməxʷ First Nations.*

The Maple Ridge TRP is sparse and brief. The policy requires minimal compensation and additional considerations for right-of-first-refusal but does not provide considerations for vulnerable residents or detail assistance with moving costs. Despite clearly outlining communication requirements from the developer and the contents of the Relocation Assistance Plan, the document does not mention the hiring of Tenant Relocation Coordinators, although this could be assumed by developers as best practice.

Population:	90,990
Population Density:	340/km <sup>2</sup>
Median Total Household Income:	\$105,000
Renter households:	21%
Median Monthly Shelter Cost for rented dwellings:	\$1,300
Tenant Households in Core Housing Need:	30%
Occupied Dwellings that are Apartments:	17%

## Policy Contents

Element	Component	Mandatory?
Eligibility:	Resident at time of development application	Yes
Compensation:	3 months rent	Yes
Moving Cost Assistance:	No	N/A
Vulnerable Residents:	No	N/A
Non-Market Housing:	No	N/A
Right of First Refusal:	Yes, at 10% below average rent for the City	Yes

Considerations for Vulnerable Residents:

Not Mentioned

Relocation Assistance:

None provided in the policy and no Tenant Relocation Coordinator required

Final Tenant Assistance Report:

- Tenant Tracking: Only required if the tenant is to be accomodated in the new building (i.e exercises right of first refusal)
- Deadline: Prior to recieving final approval from Council

# New Westminster

Summary & Context

*Unceded territory of the qiqéyt (Qayqayt) First Nation.*

Compared with other TRPs in the region, New Westminster lacks specific criteria for developers to follow. While reasons for this lack of detail are described within the policy, it causes New Westminster’s TRP to stand out in its lack of firm protections for tenants. Despite a sparse TRP, it’s worth noting that New Westminster has created residential rental tenure zoning which allows the city to have more control over housing issues, including the ability to preserve and increase the overall supply of rental housing in the community.

Population:	78,916
Population Density:	5,052/km <sup>2</sup>
Median Total Household Income:	\$82,000
Renter households:	45%
Median Monthly Shelter Cost for rented dwellings:	\$1,350
Tenant Households in Core Housing Need:	30%
Occupied Dwellings that are Apartments:	69%

## Policy Contents

Element	Component	Mandatory?
Eligibility:	N/A	N/A
Compensation:	3+ months rent	Yes
Moving Cost Assistance:	No	N/A
Vulnerable Residents:	No	N/A
Non-Market Housing:	No	N/A
Right of First Refusal:	No	N/A

Considerations for Vulnerable Residents: Not mentioned

Relocation Assistance:

The policy requires a Tenant Assistance Plan which:

- Must be submitted to committee as part of preliminary report on application
- Applicant must create a strategy to assist tenants in finding appropriate housing

Other requirements:

- Prior to development permit, there must be evidence that tenants have been satisfactorily assisted by the applicant in locating appropriate housing
- Applicants must show that plan has been communicated to tenants prior to forwarding of bylaw to first and second readings
- City has expectation that applicants will take tenants individual needs into account to find them the most appropriate housing available

Final Tenant Assistance Report:

- **Tenant tracking:** Evidence that tenants have been satisfactorily assisted in locating appropriate housing, does not explicitly require addresses
- **Deadline:** Prior to issuance of a demolition permit for the site

Relation to other plans and policies:

The TRPP relates to the *New Westminster Affordable Housing Strategy* (2010) which has the goals of:

- Providing a variety of housing choice to suit all residents
- Creating safe, appropriate, and affordable housing and improving housing choice
- Preserving and enhancing housing stock

# City of North Vancouver

Summary & Context

*Unceded territory of the Səlíl̓wətaʔ/Selilwitulh (Tsleil-Waututh) nation.*

The City of North Vancouver has a thorough TRP that clearly outlines what is required from applicants. The policy has clear requirements for providing additional assistance to low income tenants and others facing barriers - it states that those facing barriers can approach the TRC for additional assistance at any time in the relocation process. The final Relocation Report needs to state the outcome of the relocation process for all displaced tenants.

Population:

58,120

Population Density:

4,913/km<sup>2</sup>

Median Total Household Income:

\$86,000

Renter households:

47%

Median Monthly Shelter Cost for rented dwellings:

\$1,620

Tenant Households in Core Housing Need:

29%

Occupied Dwellings that are Apartments:

66%

Policy Contents

Element	Component	Mandatory?
Eligibility:	Resident at time of application submission	N/A
Compensation:	4 months rent + \$25 bonus per month of tenancy over 5 years	Yes
Moving Cost Assistance:	\$1000-1500	Yes
Vulnerable Residents:	Yes	Yes
Non-Market Housing:	No	No
Right of First Refusal:	Yes. Eligible tenants offered RFR for new mid-market rental units	Yes

**Considerations for Vulnerable Residents:**

Applicants are required to provide tailored support to those identified as having additional needs, as noted in the Occupancy Report. Tenants who do not initially identify a need for additional assistance should not be denied reasonable additional assistance at a later date. This support is in addition to financial compensation that all tenants are entitled to.

*The following are examples of additional assistance:*

- Early communications and connecting with supportive organizations
- Additional support with arranging and attending viewings
- Free support with activities such as packing

**Relocation Assistance:**

- The TRC should provide 3 units located in North Vancouver that meet tenant needs
- TRC is expected to help tenants secure identified units including by providing references and arranging viewings if requested
- Units offered should be priced no more than the greater of: 10% above previous rent; or 10% above median rent for Metro Vancouver

**Final Tenant Assistance Report:**

- Tenant tracking: Tenant’s interim or new permanent addresses not explicitly required
- Deadline: Prior to issuance of a Demolition Permit for the site

# District of North Vancouver

Summary & Context

*Unceded territory of the hə́ŋəmiṇəṁ and Sḱw̓xwú7mesh speaking peoples.*

The District of North Vancouver’s TRP contains a moderate level of detail and is relatively simple to interpret. Its compensation requirement is generous compared to other TRPPs, and its degree of moving assistance is generally greater. The policy uses mandatory language consistently, but its provisions for vulnerable tenants are merely “encouraged”, meaning tenants facing barriers may be at risk of not receiving needed extra support.

Population:

88,168

Population Density:

549/km<sup>2</sup>

Median Total Household Income:

\$123,000

Renter households:

24%

Median Monthly Shelter Cost for rented dwellings:

\$1,880

Tenant Households in Core Housing Need:

24%

Occupied Dwellings that are Apartments:

22%

Policy Contents

**Considerations for Vulnerable Residents:**

Communication:

- Measures should be taken to ensure that tenants are provided information in their preferred language

Relocation Assistance:

- Developers are encouraged to facilitate additional relocation assistance for vulnerable tenants, such as help accessing rental subsidies and partnering with non-profit services

**Relocation Assistance:**

- The TRC should provide 3 units located in the District that have the same number of bedrooms as previous unit and meet other specified needs/preferences
- Units offered should be priced no more than the greater of: 10% above previous rent; or 10% above median rent for Metro Vancouver

**Final Tenant Assistance Report:**

No Final Tenant Assistance Report or methods for tracking tenants mentioned



# Port Moody

Summary & Context

Unceded territory of the *kʷikʷələm* (Kwkwetlem), *xʷmə0kʷəyəm* (Musqueam), *skwxwú7mesh* (Squamish), *Stó:lō* and *Səlílwətaʔ/Selilwitulh* (Tsleil-Waututh) Nations.

Port Moody’s TRP is relatively minimal and states that tenant relocation is the shared duty of both the developing applicants and the city. The TRP mandates assistance with moving costs, minimum financial compensation, communication, and relocation assistance. It does not mandate considerations for vulnerable residents, but encourages applicants to partner with relevant organisations.

Population:	33,535
Population Density:	1,297/km <sup>2</sup>
Median Total Household Income:	\$115,000
Renter households:	25%
Median Monthly Shelter Cost for rented dwellings:	\$1,700
Tenant Households in Core Housing Need:	19%
Occupied Dwellings that are Apartments:	39%

## Policy Contents

Element	Component	Mandatory?
Eligibility:	N/A	N/A
Compensation:	2-6 months rent	Yes
Moving Cost Assistance:	\$1000-1500 or arrangement for insured moving company	Yes
Vulnerable Residents:	Yes	No
Non-Market Housing:	Yes	No
Right of First Refusal:	Yes. Eligible tenants offered RFR for new non-market housing	Yes

- Considerations for Vulnerable Residents:**
- Encouragement to provide additional support through partnerships with health organisations or other non-profit services.
- Relocation Assistance:**
- Tenants must be offered three comparable options that are tailored to the tenants needs and which are located in Port Moody with similar rent levels to current unit.
- Final Tenant Assistance Report:**
- Tenant Tracking: Report requires “outcome of each tenant’s search for alternate accommodation”.
  - Deadline: Prior to issuance of demolition permit for the site.

# Richmond

Summary & Context

Unceded territory of the *xʷmə0kʷəyəm* (Musqueam) Nation.

Richmond does not have a standalone TRP, but certain tenant protections during redevelopment are ensured as part of the City’s 2018 Market Rental Housing Policy. Like many other municipalities, these protections include the right-of-first refusal and compensation of three months rent regardless of tenure, which is at the low-end of the policies examined.

Population:	209,937
Population Density:	1,629/km <sup>2</sup>
Median Total Household Income:	\$79,000
Renter households:	28%
Median Monthly Shelter Cost for rented dwellings:	\$1,640
Tenant Households in Core Housing Need:	30%
Occupied Dwellings that are Apartments:	42%

## Policy Contents

Element	Component	Mandatory?
Eligibility:	1 year of residence prior to redevelopment	N/A
Compensation:	3 months rent	Yes
Moving Cost Assistance:	No	N/A
Vulnerable Residents:	No	N/A
Non-Market Housing:	No	N/A
Right of First Refusal:	Yes. 10% below market rental rates, option to purchase at 5% discount	Yes

- Considerations for Vulnerable Residents:**
- Not mentioned.
- Relocation Assistance:**
- Alternative housing must be located in Richmond (or other location of tenant’s choice) with rental rates that don’t exceed average rents for Richmond.
- Final Tenant Assistance Report:**
- No Final Tenant Assistance Report or methods for tracking tenants mentioned.

# Surrey

### Summary & Context

*Unceded territory of the hənqəminəḥ & Skwxwú7mesh speaking peoples*

Surrey’s TRP is a part of the City’s wider Affordable Housing Strategy. While Surrey’s TRP encourages assistance with moving costs and greater consideration for vulnerable residents, it does not mandate it. It also does not offer variable compensation, but instead offers three months rent to each tenant regardless of length of tenancy or vulnerability.

Population:	568,322
Population Density:	1,798/km <sup>2</sup>
Median Total Household Income:	\$98,000
Renter households:	31%
Median Monthly Shelter Cost for rented dwellings:	\$1,300
Tenant Households in Core Housing Need:	28%
Occupied Dwellings that are Apartments:	25%

## Policy Contents

Element	Component	Mandatory?
Eligibility:	Resident at time of development application	n/a
Compensation:	3+ months rent	Yes
Moving Cost Assistance:	Encouraged if tenants require it	No
Vulnerable Residents:	Encouraged	No
Non-Market Housing:	No	n/a
Right of First Refusal:	Yes, at 10% below average rents	Yes

### Considerations for Vulnerable Residents:

Developers are encouraged to identify vulnerable tenants and the additional relocation assistance they require, and work with a non-profit housing provider, health or social service agency as needed.

### Relocation Assistance:

- 3 comparable units in Surrey with at least one option in the same neighborhood when possible (unless otherwise agreed to by tenant)
- No more than 10% above CMHC average rent for applicable unit size
- Tenant needs and requirements must be considered

### Final Tenant Assistance Report:

- **Tenant Tracking:** Final report requires location and monthly rent of new unit
- **Deadline:** No specific deadline, but the policy requires the applicant to update City staff regularly on the outcomes of the tenant relocation process

### Other notes:

The plan requires bonding from the applicant to ensure compensation obligations are fulfilled, which is released when Final Tenant Assistance Report is reviewed and approved . The applicant must provide a cost estimate of all outstanding tenant assistance benefits to the City and the City will require bonding in the determined amount to be submitted to the Planning Department.

# Vancouver

## Summary & Context

*Unceded territories of the Skwxwú7mesh (Squamish), Səlilwətaʔ/Selilwitulh (Tsleil-Waututh) and xʷmə kʷəyəm (Musqueam) Nations.*

Vancouver’s TRP is the most detailed of those in this study. Lengthy provisions for both market and non-market housing ensure that policies are tailored to differing contexts, however, this may lead to difficulty in interpretation. This TRP stands out for its inclusion of significant considerations for vulnerable tenants, guidelines for co-ops, and a process and timing guide. Heavy use of mandatory language, furthermore, helps ensure strong tenant protections.

Population:	662,248
Population Density:	5,750/km <sup>2</sup>
Median Total Household Income:	\$82,000
Renter households:	10%
Median Monthly Shelter Cost for rented dwellings:	\$1,570
Tenant Households in Core Housing Need:	26%
Occupied Dwellings that are Apartments:	62%

## Policy Contents

Element	Component	Mandatory?
Eligibility:	1 year+ residency (2 yrs+ for secondary rental housing)	n/a
Compensation:	Market: 4-24 months rent Non-market: 1 month rent	Yes
Moving Cost Assistance:	\$750-\$1000	Yes
Vulnerable Residents:	Yes	Yes and no
Non-Market Housing:	Yes	Yes and no
Right of First Refusal:	Yes, at 20% below average rents. When replacement unit is social housing, RFR is at the new non-market rents	Yes

### Considerations for Vulnerable Residents:

The below considerations are only included within the market rental section. In the non-market section, considerations for vulnerable tenants are embedded throughout.

- Relocation Assistance: assistance securing an affordable, accessible and/or other appropriate unit type; assistance securing temporary housing if a suitable option cannot be secured immediately; may include providing a relocation stipend or other in-kind assistance
- Determining tenants facing barriers:
  - Low-income: based on households gross before tax income
  - Additional barriers: staff will review tenant information to identify those who face barriers necessitating additional relocation support

### Relocation Assistance:

- Market: developer must make effort to provide 3 options in Vancouver that meet tenant priorities. This differs for vulnerable tenants (see above).
  - Staff may specifically request additional supports for any/all tenants
- Non-market: developer must provide a suitable and affordable housing option. This includes specifications for RGI tenants and RAP/SAFER recipients. Additional supports may be requested for tenants facing "special circumstances".

### Final Tenant Assistance Report:

- Tenant tracking: must include outcome of each tenant’s accommodation search.
- Deadline: Interim Progress of Tenant Relocation Report is required prior to issuance of Demolition Permit. Final Report is required prior to issuance of Occupancy Permit

# The Broadway Plan

## Summary

**In effect as of September 2022, the Broadway Plan guides the long-term growth of a significant stretch of Vancouver’s central Broadway Corridor. Included within this plan are area-specific TRPs.**

The Broadway Plan accounts for 860 hectares of land and approximately 78,000 residents. Its policies allow for the increased intensification within the plan boundaries, which has led to greater local development pressure, including on rental housing.

This is of great concern to existing renters. Rental housing in the plan area is characterised by low vacancy rates and rising rents, meaning that existing tenants are in an increasingly vulnerable position (COV, 2019). Whatsmore, ageing rental stock in the area means that a number of buildings will require major repairs or redevelopment in the coming years.

Acknowledging these concerns, a key aspect of the Broadway Plan’s design is the inclusion of increased protections for renters in the form of area-specific TRPs. These policies, overlayed on top of the City’s existing TRPs, primarily aim to minimise displacement impacts by offering rent top-ups on interim housing and an affordable RFR. They offer the strongest protections of all TRPPs analysed in this study.

## Supplementary Policies

*The following policies apply to tenant relocation plans in the Broadway Plan area, on top of those policies set out in the City of Vancouver TRP:*

**Applicability:** rented units in strata condominium apartment developments where there is a proposal for a new multiple dwelling of 5+ units that does not involve lot consolidation

**Right of first refusal:** for existing tenants to return to the new building at their current rent, or a 20% discount on city-wide average market rents for that unit type, whichever is less

- For tenants desiring to only move once, the discounted RFR may be offered in another rental building

**Compensation:** Tenants may choose to receive either compensation based on length of tenancy (as per the city-wide TRPPs) or as a rent top-up equal to the difference between their previous rent and new rent during construction of the new building.

- The developer has discretion as to how top-up is paid (lump sum, monthly deposit, etc.), however, the tenant may express their preference
- If a tenant secures their own unit, the top-up is equal to a maximum of the difference between their previous rent and city-wide average market rents.

# Victoria

## Summary & Context

*Territory of the lək̓ʷəŋən (Lekwungen) people, known today as the Esquimalt and Songhees Nations.*

Victoria’s TRP stands out as an equity-focused policy. It contains ample protections for vulnerable renters and it anticipates many different tenant barriers and needs. This policy is also unique in that it applies to all rezoning applications for rental housing requiring redevelopment or demolition, as opposed to requiring a minimum number of units. Other notable aspects of the policy include a section focused on non-market housing and a section for freedom of information and protection of privacy.

<b>Population:</b>	<b>91,867</b>
<b>Population Density:</b>	<b>4,723/km<sup>2</sup></b>
<b>Median Total Household Income:</b>	<b>\$67,500</b>
<b>Renter households:</b>	<b>60%</b>
<b>Median Monthly Shelter Cost for rented dwellings:</b>	<b>\$1,300</b>
<b>Tenant Households in Core Housing Need:</b>	<b>27%</b>
<b>Occupied Dwellings that are Apartments:</b>	<b>70%</b>

## Policy Contents

Element	Component	Mandatory?
<b>Eligibility:</b>	1 year+ upon submission of rezoning application	n/a
<b>Compensation:</b>	3-6 months rent	Yes
<b>Moving Cost Assistance:</b>	\$500-\$1000 provided for move out and back in	Yes
<b>Vulnerable Residents:</b>	Yes	Yes
<b>Non-Market Housing:</b>	Yes	Yes and no
<b>Right of First Refusal:</b>	Yes, at 10% below starting market rents (or previous rate, if higher) Tenants are offered RFR for new below- or non-market units if eligible.	Yes

### Considerations for Vulnerable Residents:

- City may request that additional financial compensation or support be provided to “tenants requiring additional assistance”.
- A list outlines what may characterize such tenants as well as examples of supports that can be provided to them

### Relocation Assistance:

- Market rental:
  - Minimum 3 housing options should be presented that are comparable in size and location, and are tailored to tenant needs.
  - Should be located in the Capital Regional District, with at least 1 option in the sameneighbourhood.
  - Should be no more than average city rent, or comparable to previous rent if greater than average.
- Non-market rental: identical to market rental requirements, however:
  - One option should be located in the same municipality, not necessarily the same neighbourhood.

### Final Tenant Assistance Report:

- Tenant Tracking: Report requires outcomes of tenant relocation, but does not specify address
- Deadline: Prior to the issuance of an occupancy permit

# White Rock

## Summary & Context

*Unceded territory of the Semiahmoo First Nation.*

White Rock has a robust TRP, mandating assistance with moving costs, and a varied financial compensation plan and Right of First Refusal, both based on length of tenancy. White Rock’s TRP stands out from others as it includes buildings with 3+ units compared to the more typical 6+ units, and offers tenants an astounding amount of financial compensation. Tenancies of 10 years are offered 24 months’ rent, and tenancies of 30+ years are offered 44 months’ rent in compensation.

Population:	21,939
Population Density:	4,241/km <sup>2</sup>
Median Total Household Income:	\$73,000
Renter households:	35%
Median Monthly Shelter Cost for rented dwellings:	\$1,360
Tenant Households in Core Housing Need:	37%
Occupied Dwellings that are Apartments:	56%

## Policy Contents

Element	Component	Mandatory?
Eligibility:	Resident at time of development application	n/a
Compensation:	4-44 months rent, based on length of tenancy in years	Yes
Moving Cost Assistance:	Applicant must arrange and pay for insured moving company	Yes
Vulnerable Residents:	Yes	No
Non-Market Housing:	No	n/a
Right of First Refusal:	Yes, on a scale beginning at 20% below market rent based on duration of tenancy. Tenants are offered RFR for new non-market units if eligible. Tenants may purchase a strata unit at a discount equal to 12 months rent.	Yes

### Considerations for Vulnerable Residents:

Vulnerable tenants may be offered:

- Additional compensation
- Enhanced support from FHA

### Relocation Assistance:

The developer must provide assistance in finding a minimum of 3 comparable alternate accommodations:

- Two must be in White Rock or within 5 km of the City of White Rock’s boundary
- One must be a purpose-built rental unit
- Maximum rents must not exceed CMHC rent average for area unless agreed to by tenant
- Alternate accommodation options must meet needs of tenant

### Final Tenant Assistance Report:

- Tenant Tracking: Report requires evidence of satisfactory alternate accommodations
- Deadline: Prior to issuance of a demolition or building permit for the property



# Appendix D: Detailed TRP Comparison Table

Components of Policy										
Municipality	Date Approved	Applicability	Eligibility	Communication Requirements	Relocation Assistance	Compensation	Right of First Refusal	Considerations for vulnerable residents	Final Tenant Assistance Report	Other Comments
Burnaby	March 9, 2020; Amended October 2022	5+ Units  Privately-owned multi-family market rental buildings	Established tenancy prior to submission of development approval  Tenants do not need written tenancy agreement	Specific communication intervals at different points in application process  At submission of rezoning, must provide copy of TRPP to all units as well as contact information  Within 60 days of council authorization, applicant have Q&A meeting with tenants and introduce TRC	3 options located in Burnaby, priority to be in the same neighbourhood unless otherwise agreed to	Rent top-up for duration of redevelopment, option of lump sum payment in limited cases - varies if applicant or tenant secured interim housing  Assistance with moving costs depending on size of unit (\$900-\$1400). OR applicant can arrange with insured moving company.	Yes, at original rent	Early communication and notification, transportation for viewings, packing assistance  Tenants must fill out <i>Housing Needs Assessment Form</i>	Tenant Tracking: Tenant Assistance Form asks tenant to share their interim address if requesting rent top-up  Deadline: Within one month of the building application site being vacant or prior to the Final Adoption of the Rezoning Bylaw	Plan requires bonding from the applicant to ensure compensation obligations are fulfilled, which is released when <i>Final Tenant Assistance Report</i> is reviewed and approved
Coquitlam	November 2021	5+ units  Includes: multifamily, co-op, non-market  Redevelopment of purpose-built rental properties	Tenants residing in the building prior to submission of Development Permit or Rezoning application.	Must have a meeting to inform tenants of redevelopment plans  Provide <i>Coquitlam Renter Information Package</i> as well as redevelopment updates  Developer must contact tenant 6 months prior to occupancy of redeveloped building to provide unit information + opportunity to return	3 options that suit tenant needs  Applicants also encouraged to: i. Phase construction and, therefore, relocation ii. Provide reference letters iii. Link tenants to BC Housing programs.	3-10 months rent based on years of tenancy  Offered as free rent, lump sum, or combo  Assistance with moving costs depending on beds (\$750-\$1000). Or applicant can arrange moving.  *Non-profit applicants redeveloping non-market housing can decide on different compensation	Below/non-market housing must be offered to eligible tenants  *Nonprofits redeveloping non-market can develop a different RFR proposal	Notes different provisions for below/non-market  TRC should have experience with vulnerable populations  Multiple languages required in communications	Tenant Tracking: outcomes of searches for alternate housing options  Deadline: Prior to the Fourth and Final Reading of a rezoning bylaw or prior to Development Permit Issuance	Rental replacement encouraged.
Langley (City)	March 7, 2022	No size requirement  Purpose-built rental buildings including townhomes  Does not apply to strata units, single-detached homes, duplexes, or secondary suites	All tenants residing in building at time of development application submission	Notice communicated within 31 days of development application  Notice must include <i>Tenant Assistance Package</i> (TAP) with information and resources  Developer required to create and maintain website that provides information related to development and relocation, including contents of TAP  Information meetings held	3 suitable options ideally in City of Langley, Langley Township, or Surrey  Renting within 10% of CMHC market rent  TRC to assist tenant in securing unit	2 - 6 months rent based on years of tenancy  Offered as free rent, lump sum, or combo  Arrangement for an insured moving company OR flat-rate payout for moving expenses	10% below market rates  OR  5% discount off strata purchase price for strata units	TRCs required to provide additional assistance to vulnerable tenants  Including: identifying accessible unit options, assisting in visiting new units, packing, and applying for rent supplements  Relocated to non-market, subsidized unit: additional compensation of 4-6 months based on years of tenancy  Relocated to market unit: 6 months rent	Tenant Tracking: Report requires general information of where tenants are relocated to, but does not specify new address  Deadline: Prior to service disconnection and demolition of the building	Policy is very explicit in what duties developer and the TRC are expected to provide to tenants

Components of Policy										
Municipality	Date Approved	Applicability	Eligibility	Communication Requirements	Relocation Assistance	Compensation	Right of First Refusal	Considerations for vulnerable residents	Final Tenant Assistance Report	Other Comments
				between developer and tenants prior to procession of development application						
Maple Ridge	March 7, 2018	5+ Units Purpose-Built rental buildings	Not specified - assumes all tenants are eligible	Minimum 2 months notice to end tenancy  Early and ongoing communication with tenants that provides: consultation early in development process, resources, intent, timelines, and opportunities for input  <i>These steps must be included in First Council Report</i>	None besides standard financial compensation	3 Months rent in form of free rent or lump sum, or combination at discretion of tenant	10% below average rent for the City	None	Tenant Tracking: Only required if tenant was accommodated in new building  Deadline: Prior to receiving final approval from Council	
New Westminster	January 1, 2016	6+ units Rezoning applications & <i>Heritage Revitalization Agreements</i>	Not specified - assumes all tenants are eligible	Minimum 4 months notice prior to eviction  Evidence of plan communication prior to readings & prior to receiving demolition permit  Communications guide must be included in <i>Tenant Assistance Plan</i> (TAP)  Expectation that tenant needs will be considered  Tasks in TAP must be completed prior to issuance of Demolition Permit	TAP must be part of preliminary report on application  Evidence of tenant assistance prior to issuing of development permit  Evidence of redevelopment plan being communicated to tenants prior to first and second readings  Expectation that tenant needs will be considered  Tasks in TAP must be completed prior to issuance of Demolition Permit	Minimum 3 months rent  <i>Lack of comprehensive compensation table is stated as being due to too much subjectivity in determining which groups deserve additional compensation</i>	No additional consideration	Expectation that applicants will take individual needs into account	Tenant Tracking: Evidence that tenants have been satisfactorily assisted in locating appropriate housing  Deadline: Prior to issuance of a demolition permit for the site	Due to recognition of high costs, low vacancy rates, & difficulty in finding tenant accommodations at similar rent levels, the city has not created specific requirements related to appropriate housing that must be met
North Vancouver (City)	November 2015; Amended July 2021	5+ units Rezoning applications requiring demolition.  Includes: coach houses, SFHs, rental stratas, and	Tenants residing in building when development application is submitted	4 months notice required after issuing of Demolition Permit  <i>Tenant Communications Plan</i> within 2 weeks of receiving City staff approval  Information on tenant resources should be made	3 comparable units located in the City (unless otherwise desired) that meet tenant needs and/or preferences  TRC expected to help tenants secure identified units, including by providing references and arranging viewings	4 months rent  Offered as free rent, lump sum, or combination  Residency bonus: \$25/mo for every month of tenancy over 5 years  Assistance with moving costs depending on beds	RFR to live in purpose-built rental units in new building  No discounts provided  Eligible tenants have RFR for mid-market rent (MMR) units (priced at 10% below average market rents)	Expectation to provide additional support to those with additional needs, as identified in <i>Occupancy Report</i>  <i>Tenants who do not initially identify need for additional assistance should not be denied reasonable assistance</i>  Support in addition to financial	Tenant tracking: Tenant's interim or new permanent addresses not explicitly required  Deadline: Prior to issuance of a Demolition Permit for the site	<i>The following are examples of additional assistance:</i>  Early communications and notifications, in person if requested  Additional support with arranging and attending viewings  Support with

Components of Policy										
Municipality	Date Approved	Applicability	Eligibility	Communication Requirements	Relocation Assistance	Compensation	Right of First Refusal	Considerations for vulnerable residents	Final Tenant Assistance Report	Other Comments
		purpose-built rentals		available to tenants	Price no more than the greater of: 10% above current rent; or 10% above median rent for Metro Van	(\$1,000-\$1500)		compensation		accessing social housing or rent supplements Connecting with health organizations and non-profit services Free support with activities such as packing
North Vancouver (District)	November 2016 ; Amended March 2018 and May 2021	5+ units Rezoning applications resulting in demolition of any building or combination of buildings  Includes: coach houses, SFHs, rental stratas, and purpose-built rentals	Tenants residing in building when development application is submitted	6 months notice required after issuing of Demolition Permit  Provide city with <i>Tenant Communications Plan</i>  Provide <i>Tenant Information Package</i> and progress updates in tenants' preferred language  TRC must have regular hours	3 comparable units that meet tenant needs/preferences, located in the District, unless otherwise desired  Price no more than the greater of: 10% above current rent; or 10% above median rent for Metro Van  <i>Assistance for move out and in</i>	4 months rent  Offered as free rent, lump sum, or combination  Residency bonus: \$35/mo for each month of tenancy  Assistance with moving costs depending on beds (\$1,000-\$1,500)	Option to purchase a strata unit at 5% discount from market price  If replaced with below-market units, tenants must meet eligibility requirements	Developers encouraged to provide additional relocation support, such as help accessing rental subsidies and partnering with non-profit services	No <i>Final Tenant Assistance Report</i> or methods for tracking tenants mentioned	
Port Moody	July 24, 2018	6+ units All rezoning applications	Not specified - assumes all tenants are eligible	Minimum 2 months notice to end tenancy after demolition permit is issued	3 comparable options that suit tenant needs, in Port Moody at similar rent levels to current	2-6 months rent, based on years of tenancy  Offered as free rent, lump sum, or combo of both  Assistance with moving costs depending on beds (\$750-\$1000) in form of a flat-rate payout OR arrangement with an insured moving company	20% off starting market rents  If replacement is market rental housing or one-for-one replacement, must be secured for term of 60 years or life of the building, whichever is greater  Eligible tenants offered RFR for social housing projects	Applicants "encouraged" to provide additional support through partnering with health organisations or other non-profit services  Deadline: Prior to issuance of demolition permit for the site	Tenant Tracking: Report requires "outcome of each tenant's search for alternate accommodation"	
Richmond	February 26, 2021	No unit requirement Market-rental units that are being redeveloped	1 year residence prior to redevelopment	Minimum 4 months notice to end tenancy	Alternative housing options located in Richmond (unless otherwise desired)  Rental rates no more than average rents in Richmond	3 months rent  Offered as free rent or lump sum at tenants discretion	10% below market rental rates  OR  Option to purchase a strata unit at 5% discount from market price	None	No <i>Final Tenant Assistance Report</i> or methods for tracking tenants mentioned	

	Components of Policy									
Municipality	Date Approved	Applicability	Eligibility	Communication Requirements	Relocation Assistance	Compensation	Right of First Refusal	Considerations for vulnerable residents	Final Tenant Assistance Report	Other Comments
Surrey	April 9, 2018	6+ units  Demolition of purpose-built rental units	All tenants residing in building at time of development application submission	Notice no more than 2 weeks after reception of development application  Current <i>occupancy summary</i> to the city with development application  Communication plan must show tenant notification plan when throughout the redevelopment process  Steps and opportunities for tenant input  Regular status updates submitted to City should show samples of communications with tenants	3 comparable units that suit tenant needs, in Surrey with at least one option in the same neighbourhood when possible (unless otherwise desired)  No more than 10% above CMHC average rent for applicable unit size	Minimum 3 months rent  Offered as free rent, lump sum, or combo	Replacement unit offered at a cost no more than 10% below CMHC average rent for applicable unit size in Surrey	Proponent encouraged to identify vulnerable residents and additional relocation assistance they require  Encouraged to work with non-profit housing provider, health or social service agency if necessary	Tenant Tracking: Final report requires location and monthly rent of new unit  Deadline: No specific deadline, but the policy requires the applicant to update City staff regularly on the outcomes of the tenant relocation process	Good practice to stagger move-out dates as it's easier to find replacement or interim housing, with tenants compensated as they move out
Vancouver	December 2015 ; Amended June 2019	No minimum unit requirement  Includes: primary rental stock, non-profit and social co-op housing, secondary rental stock where there is proposal for new multi-unit dwelling of 5+ units	At least 1 year of residency at the time of development application,  Secondary rental housing requires at least 2 years residency	Tenants sent a letter outlining the relocation process & survey to identify tenant needs  Landlord must hold an informational meeting  Ongoing tenant communications are required as project progresses, including providing a point of contact for tenants	Market: 3 options meeting tenant-identified priorities, in Vancouver, staff may request additional supports for any/all tenants Tenants with additional barriers must receive increased support  Non-market: developer must provide a suitable and affordable housing option. Includes specifications for RGI tenants and RAP/SAFER recipients	Market: 4-24 months rent, based on years of tenancy Non-profit: one month free rent with possible additional compensation as relocation assistance  Offered as free rent or lump sum  Assistance with moving costs depending on beds (\$750-\$1000) OR developer can directly arrange and pay for a moving company  Moving assistance for both move out and in (to <i>previous building</i> )	20% below city-wide average market rents  When replacement unit is in social housing, at new non-market rents	Assistance in securing appropriate and affordable unit or interim housing if permanent option cannot be immediately secured  <i>May</i> include relocation stipend or other assistance (eg. help with packing or translation)  An Interim Progress of Tenant Relocation Report is required prior to issuance of a demolition permit for the site.  The final report is required prior to the issuance of an Occupancy Permit for the redeveloped building(s)	Tenant tracking: Report must include outcome of each tenant's search for alternate accommodation  Deadline: An Interim Progress of Tenant Relocation Report is required prior to issuance of a demolition permit for the site.  The final report is required prior to the issuance of an Occupancy Permit for the redeveloped building(s)	<i>Tenant Impact Statement</i> required where no <i>Tenant Relocation Plan</i> needed

Components of Policy										
Municipality	Date Approved	Applicability	Eligibility	Communication Requirements	Relocation Assistance	Compensation	Right of First Refusal	Considerations for vulnerable residents	Final Tenant Assistance Report	Other Comments
Vancouver Broadway Plan	September 2022	Rented units in strata condominium apartments Where there is a proposal for a new dwelling of 5+ units that does not involve lot consolidation.	Refer to Vancouver TRPP	Refer to Vancouver TRPP	Returning tenants offered new units that are appropriate size for their household (defined by CMHC)	Tenants choice:  Compensation based on length of tenancy, as per Vancouver TRPP  OR  Rent top-up equal to difference between previous unit and interim unit rent OR city-wide average market rents if tenant secures own unit  Developer maintains discretion as to how top-up is paid, tenant may express preference  Developer must provide additional \$1500 for utilities if included in previous unit and NOT in new unit	Whichever is less:  Existing tenants to return to new unit at current rent  OR  20% discount on city-wide average market rents for that unit type  <i>Discounted RFR may be offered in another rental building if tenant does not plan to move back</i>	Refer to Vancouver TRPP	n/a	
		No unit requirement  Rezoning only  Market rental, non-market rental, social housing	At least 1 year of tenancy upon submission of rezoning application	Communicate intentions to tenants prior to submitting application and throughout project  Experienced TRC should be hired  <i>Tenant Assistance Plan</i> developed with tenant input  A list provides examples of communications that an applicant could provide, including informational materials, a needs survey, a point of contact and more.	Market rental: Minimum 3 comparable options that suit tenant needs that are located in the district, with at least 1 in the same neighbourhood  No more than average city rent, or comparable to previous rent if greater than average  Non-market rental: same as market rental requirements, with 1 option located in the same municipality	3-6 months rent depending on length of tenancy in years  Offered as free rent, lump sum, or combo  Moving costs covered or flat rate of \$500-\$1000, depending on unit size OR arrangement for insured moving company  Provided for move out and back in ( <i>to previous building</i> )	20% below starting market rents for the new units (or current rental rate, if higher)  Tenants must be eligible for new social housing units	Approach based on tenant needs form  City may request that additional financial compensation/support be provided to vulnerable tenants.	Tenant Tracking: Report requires outcome of tenant relocation, but does not specify address  Deadline: Prior to the issuance of an occupancy permit	
White Rock	June 11, 2018	3+ units  Demolition of purpose-built rental housing	Active tenant on occupancy report upon receipt of application by the City	Minimum 2 months formal notice upon issuance of development permit  Notice of development application submission within 2 weeks of receipt by City	Minimum 3 comparable options suited to tenant needs  2 must be in White Rock within 5km of the City of White Rock's city boundary	Tenancy less than 10 years prior to date of Occupancy Report: 4 months rent plus 2 months for every year of tenancy  Tenancy over 10 years: 14 months plus 1 month for	Rent starting below market rent for similar unit for 1 year, after which rent may increase in accordance with RTA  Option to purchase a unit at a discount equal	Vulnerable tenants & approach assessed based on occupancy report  Additional financial compensation  Enhanced support from Fraser	Tenant Tracking: Report requires evidence of satisfactory alternate accommodations, address not explicitly required  Deadline: Prior to	Detailed occupancy report must be submitted along with application

	Components of Policy									
	Date Approved	Applicability	Eligibility	Communication Requirements	Relocation Assistance	Compensation	Right of First Refusal	Considerations for vulnerable residents	Final Tenant Assistance Report	Other Comments
Municipality				<i>Tenant Communication Strategy</i> must outline how tenants will be proactively engaged and notified of development application process and timeline, and any applicable tenant resources	1 must be a purpose-built rental unit  Maximum rents must not exceed CMHC rent average for area unless agreed to by tenant	every year of tenancy:  Offered as free rent, as a lump sum, or as a combination.  <i>Over \$15,000 can be made in form of financial instrument with guaranteed payout of no less than 3 years</i>	to 12 months rent of the same unit  Eligible tenants offered affordable housing units	Health Authority  Approach for vulnerable tenants must be identified in the <i>Tenant Relocation Plan</i>	issuance of a demolition or building permit for the property	



# Appendix E: Blank Evaluation Tool

## Tenant Relocation Policy (TRP) Evaluation Tool

This evaluation tool is designed for tenant advocates and municipalities to evaluate TRPs based on best practices to prevent tenant hardship throughout the relocation and redevelopment process. It is designed to show which policy components need improvement, which components are effective, and offers a final grade for the TRP based on how well it's structured to prevent tenant hardship.

*The creators of this tool acknowledge the place-based nature of tenant relocation, and thus the items in the checklist below are meant to be interpreted as recommendations, not stringent requirements.*

Policy Component	Checklist Item	Score
Eligibility	1. All tenants who reside in the building are eligible	/3
	2. The policy requires the applicant to notify residents who begin residency after the submission of a development application of the application prior to signing any lease	/1
ELIGIBILITY TOTAL =		/4
Applicability	3. Primary rental housing is applicable	/1
	4. Secondary rental housing is applicable	/2
	5. There is no required minimum number of rental units in the subject building to be applicable for this policy	/1
	6. There is no required minimum number of rental units in the proposed building for the policy to be applicable	/1
APPLICABILITY TOTAL =		/5
Tenant Assistance	7. The City provides support in selecting a qualified TRC by providing a roster of qualified TRCs	/1
	8. A TRC must be hired by the applicant from City roster	/2
	9. The policy requires certain qualifications for the TRC, including tenant relocation experience and being trauma-informed, culturally-informed and equity-informed	/2
TENANT ASSISTANCE TOTAL =		/5
Relocation Requirements	10. Applicant is to find a minimum of 3 alternative units that suit tenant needs, ideally within the same neighbourhood, unless otherwise preferred by tenant	/1
	11. If vacant units become available, applicant must offer alternative units (item 10) from their own portfolio	/2
	12. Applicant must work to contact housing providers, arrange visits, and secure replacement housing	/2
RELOCATION REQUIREMENTS TOTAL =		/5

Compensation	13. The policy offers tenants the choice between lump sum or rent top-up payments which are comparable in total value; at a minimum, this compensation is expected to cover the rent gap between the relocated unit and the existing unit	/4
	14. The policy states that ALL tenants are eligible to receive either monthly rental top-ups OR a lump sum payment	/2
	15. The policy states that utilities must be included in rental top-up amount if included in original unit rent but not in interim unit rent	1
COMPENSATION TOTAL =		/7
Moving Compensation	16. Tenant offered choice between fully paid applicant-secured moving service or fixed compensation	/1
	17. Fixed compensation: over or equal to \$800 for studio/1bed; \$1000 for 2 beds; \$1200 for 3 beds	/1
	18. Moving services covered by applicant or via fixed compensation for both move out and in	/2
	19. Moving payout fee reviewed and adjusted annually by City Staff to account for inflation	/1
MOVING COMPENSATION TOTAL =		/5
Right of First Refusal	20. The Tenant will have right of first refusal to move back into a unit in the redeveloped building with the same number of bedrooms at the same rent that were paying at time of demolition	/6
RIGHT OF FIRST REFUSAL TOTAL =		/6
Vulnerable Resident Consideration	21. The policy states that the applicant must administer a needs assessment form in which tenants can indicate the additional relocation supports they require	/1
	22. The policy requires the applicant to provide additional supports to tenants who indicate the need for them	/2
	23. The policy states that the city must support TRCs with connections to health organizations and other non-profit services	/1
VULNERABLE RESIDENT CONSIDERATION TOTAL =		/4
Communication Requirements (Applicant to Tenants)	24. Prior to official application submission, the applicant must give tenants notification of intention to redevelop, a copy of the municipal TRPP, and directions on how to access tenant resources	/0.5
	25. Applicants must communicate frequently and regularly with tenants to exchange updates regarding the relocation and redevelopment process. Records of this communication are to be provided by applicants to the City, upon request	/0.5
	26. Shortly following submission of the development application, a tenant communications package must be provided to all tenants	/0.5
	27. The communications package must include an overview of the proposed redevelopment, including details of the relocation plan and provisions	/0.5

	28. The communications package must include contact information and hours of availability for the TRC	/0.5
	29. The communications package must include contacts and resources that tenants can use to learn about and advocate for their rights, including relevant policies and non-profit groups such as TRAC	/0.5
	30. Tenant communications package is offered to tenants in both printed and digital formats	/0.5
	31. All applicant to tenant communication is required to be offered in tenants preferred language	/0.5
COMMUNICATION REQUIREMENTS TOTAL =		/4
Progress Reporting	32. Applicant is to provide a mandatory tenant assistance plan	/1
	33. Applicant is to provide monthly updates on the relocation process to the City	/1
	34. An Interim Tenant Relocation Report must be submitted which includes information on tenants who've moved and the status of those remaining	/1
	35. A Final Tenant Relocation Report showing proof (ie. new addresses) that all tenants have been rehoused and offered RFR is to be submitted prior to service cut-off and demolition of existing building	/1
	36. Applicant is to show who has accepted the RFR prior to occupancy	/1
PROGRESS REPORTING TOTAL =		/5

TOTAL =	/50
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