



REPORT

Report Date: October 27, 2022
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VanRIMS No.: 08-2000-20
Meeting Date: January 17, 2023
[Submit comments to Council](#)

TO: Vancouver City Council
FROM: General Manager of Arts, Culture and Community Services
SUBJECT: Renter Office Update and Direction

Recommendations

- A. THAT Council endorse the continuation of services for renters through the Renter Office, particularly for renters impacted by City plans, policies and regulations such as the Vancouver Plan, Broadway Plan and the Tenant Relocation and Protection Policy.
- B. THAT Council approve the continuation of the Renter Services Grants program for 2023 (\$500,000, source of funding Affordable Housing - EHT Allocation).
- C. THAT Council approve TRAC Tenant Resource & Advisory Centre Society ("TRAC") as the subtenant (the "Subtenant") and non-profit operator of a social facility with services for renters at the City amenity bonus facility at #150 and #200 - 900 Howe Street, being a portion of the building situated on lands legally described as:

Lot 1-6, Block 72, District Lot 541, Plan 210

PID's: 003-774-686; 003-774-741; 003-774-791; 003-774-864; 003-774-937; and
003-774-961

(the "Leased Premises")

FURTHER THAT Council authorize the Director of Real Estate Services to negotiate and execute a sublease agreement (the "Sublease") with TRAC. The Sublease shall be based on the City's Precedent Lease for Non-profit Entities (Cultural/Social), on the following terms and conditions, and as further set out in the signed term sheet attached as Appendix F (the "Term Sheet"), and upon

other terms and conditions to the satisfaction of the General Manager of Real Estate and Facilities Management (“REFM”), the General Manager of Arts, Culture and Community Services (“ACCS”) and the Director of Legal Services:

- i. Term and Renewal Options: initial term of three (3) years commencing on the first day of the month following the end of the Fixturing Period. Two (2) renewal options for five (5) years each;

Each renewal option is conditional upon the City as Sublandlord being satisfied that the Society has the capacity to operate, maintain and program the Leased Premises in accordance with the lease terms and the stated public service requirements for the duration of the renewal term contemplated;

- ii. Total Rent and Operating Costs: Nominal base rent of Ten Dollars (\$10.00) for each of the sublease terms, each payable in advance, plus applicable taxes. TRAC is responsible for all costs and obligations related to the operating expenses for the Leased Premises, referred to in the Head Lease as “Allocable Operating Expenses” (\$73,025 for 2022);
- iii. Sub-subleasing & sub-sublicencing: The Subtenant shall be permitted to sub-lease or sub-sublicence portions of the Leased Premises to non-profit organizations or renter-serving government agencies for public service use, upon the prior written consent of the Sublandlord’s Managing Director of Housing and Homelessness Services. Priority shall be given to non-profit organizations or government agencies that provide services to Vancouver renters. Other non-profit organizations that provide social services to residents of Vancouver shall be given secondary consideration for sub-subleases;
- iv. The Subtenant shall be permitted to collect rent or fees from any nonprofit or government sub-subtenant or sub-sublicensee of the Leased Premises in accordance with the Term Sheet:

The nominal rent in Recommendation D represents a grant valued at approximately \$144,000 per annum based on the first year of the term, and approximately \$432,000 over the initial 3 year term.

Recommendation requires 2/3 affirmative votes of Council per section 206(1) of the Vancouver Charter.

- D. THAT the City undertake Tenant Improvements at suites #150 and #200 - 900 Howe prior to TRAC taking possession of the premises, in order to bring the space up to code in terms of accessibility and energy, as well as minor refreshes of finishes. The Tenant Improvements represent a grant to TRAC, with costs estimated at up to \$1.2M (Source of funds: Empty Homes Tax).

Recommendation requires 2/3 affirmative votes of Council per section 206(1) of the Vancouver Charter.

- E. THAT no legal rights or obligations will arise or be created by Council's adoption of Recommendation C unless and until all legal documentation has been executed and delivered by the respective parties.

Purpose and Executive Summary

This report seeks Council direction in relation to the provision of supports to Vancouver renters through the work of the City's Renter Office, including continuing to provide Renter Services Grants to renter-serving non-profit organizations. As well, this report seeks Council consideration of a recommendation to select the Tenant Resource & Advisory Centre Society (TRAC) as the non-profit operator and subtenant of a social facility with services for renters at #150 and #200-900 Howe Street, and to undertake tenant improvements at #150 and #200-900 Howe Street. It further seeks authorization to enter into agreements with TRAC subject to various terms and conditions as outlined in this report.

Council Authority/Previous Decisions

- In June 2019 (RTS 13180), Council approved actions to support and advocate for the needs of renters, implemented through the Renter Office, including the creation of a multi-year Renter Services Funding Program; a vision for a community-based centre for renter services; the creation of a cross-departmental Renter Advocacy and Services Team; efforts to improve the implementation of Tenant Relocation Plans, and on-going engagement with key partner organizations.
- On November 14, 2018, Council approved Motion B.2: Creating a Renter Office at the City of Vancouver directing staff to report back on a recommended mandate to improve supports for Vancouver renters.
- Please see Appendix A for all aligned Council Authority and Previous Decisions.

City Manager's Comments

City Manager recommends approval of the foregoing as consistent with direction previously provided by Council.

Context and Background

Vancouver's Housing Crisis

Over half of Vancouver households rent their homes (55% in 2021) and renter households are found in every neighbourhood of the city¹. An increasing number of renters are making Vancouver their home, with almost 16,000 new renter households added between 2016 and 2021.²

The ongoing housing crisis in Vancouver has meant especially significant challenges for Vancouver's renters. For example, many renter households face challenges finding and retaining stable housing because of intersecting barriers, including high rents, low incomes³, insecure job status, health issues, and accessibility needs. Another significant challenge facing renters is the risk of eviction or displacement from their housing as a result of redevelopment,

¹ Statistics Canada Census 2016 and 2021

² Statistics Canada Census 2021

³ Vancouver renters have lower incomes than households who own their homes (Statistics Canada Census 2016)

renovation or sale. In some circumstances, renters are faced with illegal evictions, harassment, aggressive buy-outs, or other types of pressure to leave their current housing.

The Disproportionate Impacts of the Housing Crisis

The long-term risks of eviction or displacement are most acute for those with lower incomes, health issues, language barriers and/or who need specific housing options that are in low supply (e.g. family-sized apartments, accessible units, pet friendly homes). For those with the lowest incomes and greatest needs, eviction or displacement can result in homelessness.

Vancouverites who identify as Indigenous, Black, or persons of colour (IBPOC) experience systemic disadvantages and discrimination that contribute to their over-representation in poverty. The discrimination that equity-denied groups face can be an additional barrier to securing and retaining rental housing.

Provincial Regulation and Policy Protecting Renters

When challenges arise for renters and their landlords, the provincial Residential Tenancy Act (RTA) guides the resolution of those disagreements. In 2018 the Province appointed a Rental Housing Task Force to make recommendations to modernize the policies and laws that govern residential tenancy in BC. Since that time, the Province has enacted significant changes to support renters, including changes to the RTA to prevent renoevictions and support tenants when a tenancy is ended because of demolition, renovation or repair, or conversion, and reductions in caps on the allowable annual rent increase for renters. Recently, the Province created a standalone Housing Ministry, introduced a Housing Supply Act giving the Province the power to set housing targets for municipalities, and amended the Strata Property Act to remove age and rental restrictions. Provincial actions have also addressed the needs of landlords such as the introduction of the Allowable Rental Increase for Capital Expenditures (ARI-C) in the RTA.

City Regulation and Policy Protecting Renters

The City of Vancouver is implementing a diverse range of actions aimed at increasing the supply of social, supportive and market rental housing. In addition, the City has recognized the need to protect and support renters living in rental housing, enacting innovative policies and practices that work in conjunction with the RTA to protect renters, including the Tenant Relocation and Protection Policy (TRPP) updated by Council in June 2019. As well, the Broadway Plan introduces new tenant protections and supports for renters in the Plan area, focused on ensuring replacement of existing affordability so renters impacted by redevelopment have the choice to stay in their neighbourhoods at comparable rents. The City's SRA-Bylaw and SRA Vacancy Control Policy⁴ are aimed at protecting the SRO stock, and low-income tenants living in Single Room Accommodations.

City Renter-Related Services: City of Vancouver Renter Office

Despite the existence of both provincial and municipal policies, renters can experience significant barriers to pursuing the protections and rights afforded them under policy. The City's Renter Office, created in November 2018 (Motion B2), is a staff team in ACCS focused on supporting and advocating for the needs of Vancouver renters at risk of displacement, with key objectives and priorities as described in the Discussion section of this report. The team collaborates regularly with staff across City departments whose work impacts renters and/or

⁴ The City of Vancouver is appealing a recent decision by the courts to quash the SRO Vacancy Control By-law.

rental housing, and supports and collaborates with non-profit partners in the community that provide direct services to renters, particularly those from equity-denied groups.

Community-Based Renter-Related Services

A strong network of advocacy and services organizations with diverse mandates exists in the community to support renters and improve renter housing stability. The broad impact of the housing crisis has resulted in many community organizations finding that responding to the needs of their clients in a holistic way requires some ability to support them in retaining or securing rental housing.

Vancouver renters encountering a challenge with their landlord or in their tenancy can turn to this network of non-profit organizations. The sector provides a breadth of professional, high-quality services, including those that help renters understand and exercise their legal rights, retain their housing, or find new housing. When a renter experiences a crisis in their tenancy, services can help prevent escalation of the crisis, such as eviction, displacement from communities or neighbourhoods, unsafe housing, and in some cases, homelessness.

As with many social service sectors, this safety net for renters is challenged to meet existing needs and effectively provide services to renters. Challenges in the sector include a lack of operational funding, increasing demand for already stretched services from an increasing number of renters in need, siloed services that may be difficult for renters to navigate, and a lack of affordable, suitable and secure spaces in which to deliver services.

Discussion

Recommendation A: Continue to support renters through the City of Vancouver Renter Office

This report seeks Council's direction for staff to continue to support and advocate for the needs of Vancouver renters through the Renter Office staff team. Since the creation of the Renter Office, staff have developed and continue to prioritize the following objectives and key actions:

Provide a point of entry and direct assistance for renters

Many renters do not understand where to go for assistance if facing a challenge in their tenancy. Renter Office staff created the Renter Enquiry Line (REL) in December 2018 to provide a point of entry and direct assistance for renters and those advocating for renters. If a renter's question or concern is related to the City, staff assists in triaging enquiries and coordinating City responses across relevant departments. Staff also refers callers to external partners including renter-serving non-profits that provide direct services, such as legal advocacy, and the Provincial Residential Tenancy Branch.

During the first four years of operation (2019 – 2022), REL staff responded to an average of 372 enquiries per year. Staff are preparing to field an anticipated increase in calls in 2023 as the REL will be the first point of contact for the over 30,000 renter households in the Broadway Plan area with questions related to the enhanced protections to which they are entitled. Currently, City-related enquiries make up approximately 40% of total enquiries, including questions related to the Tenant Relocation and Protection Policy (TRPP), permits and other policies. Most other enquiries continue to be related to the RTA and renter rights under provincial legislation, including evictions and threat of evictions.

REL staff have numerous examples of successfully helping renters navigate the complex rental housing landscape and connecting them to appropriate supports, thus preventing evictions and in some cases homelessness, and helping renters keep or find housing. Staff response time and knowledge of renter issues have improved and, as other departments have become increasingly familiar with the purpose and processes of the Renter Office, interdepartmental coordination and responsiveness have improved as well.

Enhance internal coordination and collaboration across City departments

In June 2019 (RTS 13180), Council approved the creation of a cross-departmental Renter Advocacy and Services Team (RAST) to coordinate internal efforts to improve City responsiveness to renter issues. The team, led and convened by ACCS, with participation from Development, Building and Licensing (DBL), Planning, Urban Design and Sustainability (PDS), Legal Services, and Corporate Communications, has identified the interconnectedness of renter-related work across departments and the value of collaborating to improve experiences and outcomes for renters, including advocacy to senior government. Please see Appendix B for a list of RAST staff positions.

Improve our relationships with and understanding of the renter-serving sector

The Renter Office hosts regular sector meetings with renter-serving organizations that serve renters from equity-denied groups, including low-income seniors, Indigenous people, LGBTQ2I+ refugees, youth exiting care or homelessness, people with disabilities, and other groups facing significant barriers to finding and retaining rental housing. The meetings provide an opportunity for non-profits to learn about and provide feedback on relevant City policies and programs, identify and share knowledge on key renter issues, and strengthen relationships. Renter Office staff also have responsibility for supporting the City's Renters Advisory Committee.

Enhance staff understanding of renters' needs and priorities to inform policies, programs and strategies that impact renters

Staff collect, analyze and share data related to renters in order to inform and improve City policies and programs that affect renters, as well as enhance the capacity of the renter-serving sector. Recent projects have included collecting data to understand the impact of the COVID-19 pandemic on renters, engagement and data collection to inform the development of a future Renter Services Centre, and awarding a Renter Services Grant to First United Community Ministry Society (RTS 14827) to conduct research on evictions. Staff work to amplify the voices of renters at the City and to keep the institution sensitive to the needs and priorities of renters.

Educate renters on their rights under policy and the services available to them

The Renter Office increases renter awareness of City policies and plans that impact renters, as well as services available to renters. Currently, staff from the Renter Office (ACCS) and Housing Policy (PDS) are working together to implement a campaign in the Broadway Area to increase awareness of tenant and landlord rights and responsibilities, and the new tenant protections introduced through the Broadway Plan, with specific focus on equity-denied groups of renters. As well as using the Renter Enquiry Line as a way to educate renters, the Renter Office also maintains a webpage (vancouver.ca/renteroffice) and publishes an electronic newsletter several times a year with pertinent, up-to-date information for renters.

Improve the experiences and outcomes for renters undergoing Tenant Relocation Plans (TRPs)

The City's Tenant Relocation and Protection Policy (TRPP) mitigates impacts of redevelopment on renters. Renter Office staff are identifying potential options to improve the implementation of tenant relocation plans under the TRPP through research and engagement with key stakeholders. Next steps include making recommendations on identified options.

Enhance the ability and capacity of non-profits to provide services to renters

Awarding and disbursing monetary grants to non-profits that provide renter-related services in the community and the granting of City space to non-profits are tools the City can use to enhance the ability and capacity of non-profit organizations to provide services to renters. The Renter Services Grants program and the development of renter services at 900 Howe Street, both programs of the Renter Office, are described in Recommendations B and C below.

Recommendation B: Continue the Renter Services Grants Program for 2023

The Renter Services Grants program awards monetary grants to non-profits to enhance legal advocacy and support services to Vancouver renters. Grantee reports show that City grants make a significant impact on the ability of renters who are at risk of displacement from their homes and communities to stabilize their housing.

Activities supported by the grants include:

- Enhanced opportunities for Vancouver renters to understand their rights and improve and stabilize their rental housing;
- Increased legal assistance and advocacy for renters to pursue their rights, with direct investment in supporting women who are marginalized, DTES residents, and renters with mental health challenges; and
- Increased housing support services for people facing barriers / marginalization, including youth exiting care, people with disabilities, people who identify as Indigenous, newcomers and refugees, and low-income seniors.

In June 2019 (RTS 13180), \$1.5 million was approved for Renter Services Grants from Empty Homes Tax (EHT) reserve funds, with an additional \$50,000 from a 2018 approved EHT allocation (RTS 12562). See Appendix C for a summary of Renter Services Grants 2020-2022.

Recommendation C: Approve TRAC as subtenant and operator at #150 & #200 - 900 Howe St.

City Amenity Bonus Facility at 900 Howe Street

#150 & #200 - 900 Howe Street (the Leased Premises) is a City amenity bonus facility constructed in 1987. The City (as tenant) entered into a long-term lease with the head landlord (0864697 B.C. LTD. and Sunny Hills Investments (900 Howe) Inc.) in which 5,549 square feet of amenity bonus space on the ground floor and second floor of the building was provided to the City at nominal rent for the life of the building. Under the amenity bonusing program, the space was subleased to the People's Law School in 1987 at a nominal rate and included a series of requirements and obligations of the subtenant with respect to public service and financial management. The Leased Premises is comprised of offices, meeting rooms, a classroom, reception area, kitchen, and washrooms (please see Appendix D for a location map and photos), and, following the end of the sublease to People's Law School in March 2021, was identified as a potential location for renter serving non-profit organizations.

Sublease to TRAC as Non-Profit Operator of 900 Howe Street

This report recommends TRAC as the non-profit operator and subtenant of a social facility with co-located services for renters at #150 and #200-900 Howe Street. TRAC provides free legal education, representation and advocacy to tenants across BC on residential tenancy matters. As one of the only organizations in Vancouver that provides a sole service to renters, TRAC is a keystone organization in the landscape of services for renters in Vancouver. The Lease Terms also allow TRAC to sub-sublease or sub-sublicense portions of the Leased Premises to other renter-serving organizations or government agencies. This facilitates the co-location of renter-services at the premises, potentially including non-profit organizations serving renters, City Renter Office staff or other City departments, or provincial government services.

Supporting the delivery of renter services at 900 Howe Street through a sublease to TRAC to operate the space, will result in a range of benefits including:

- Providing secure, affordable, and accessible office space for key renter-serving organizations;
- Supporting the delivery of core services for renters that assist in preventing evictions, displacement from communities and homelessness;
- Enabling organizations to add to their existing virtual service delivery with the addition of accessible, in-person services for renters who do not have reliable access to phone or Internet;
- Increasing the visibility and profile of renter services;
- Strengthening relationships for co-located organizations, including opportunities to collaborate to reduce barriers and strengthen services for renters; and
- Creating the foundation and structure to build toward a more comprehensive service centre for renters, with TRAC as the lead operator and 'champion' committed to seeking additional funding from other governments and private funders to improve services.

Appendix E includes further information regarding the operator selection process, terms related to sub-subleasing and sub-sublicensing, and opportunities to build toward a more comprehensive "Renter Services Centre" over time.

Alignment with City Priorities

The benefits outlined above align with the priority of supporting renters identified in the Housing Vancouver Strategy and confirmed through community engagement. TRAC's mandate and programming tie directly to key renter needs: community engagement with renters conducted by the City in 2021 identified education on tenant rights and legal advice and advocacy as core services that renters are seeking. Supporting TRAC through the provision of space helps achieve City priorities of increasing access to services for renters, as well as supporting the capacity of renter-serving non-profit organizations.

Provision of subsidized, accessible social facility space and equitable access to social services are also consistent with City policies such as: The Framework for City of Reconciliation (2014), The Healthy City Strategy (2014), The Equity Framework (2021), The Accessibility Strategy (2018) and the Spaces to Thrive: Vancouver Social Infrastructure Strategy (2022).

Public Service Requirements and Service Level Agreement

The obligations of TRAC as a subtenant of the Leased Premises will be detailed in a schedule of the Sublease entitled “Public Service Requirements.” The Public Service Requirements will include the mission, vision and mandate of the Subtenant; the type and range of services at 900 Howe Street, anticipated actions to build toward more comprehensive co-located services for renters over time, the expected benefits for the residents of Vancouver, and the reporting requirements placed on TRAC. These requirements will be reviewed annually by staff in the Renter Office team in ACCS.

Service level responsibilities for building maintenance, repair and capital replacements are noted in the Term Sheet (Appendix F), and will be detailed in a Service Level Agreement (SLA) that will be appended as a schedule to the Sublease (see Appendix G for draft SLA).

Recommendation D: Undertake Tenant Improvements (TIs) at 900 Howe Street

Since construction in 1987, the building has not undergone any significant upgrades. In 2019, Council approved the allocation of \$550,000 to TIs of the space, with further direction to report back with refined operating budget projections and capital costs (RTS 13180; Source of funds: Empty Homes Tax). In April 2022, staff provided a memo to Council with a revised estimate by REFM of tenant improvements at \$960,000. This high level estimate was again revised by REFM in June 2022 to \$1.2 million, with contingencies to account for increasing inflation and costs associated with supply chain delays and labour shortages.

The initial high level review of the Leased Premises by REFM indicated that there are a number of anticipated changes to the space needed to bring the premises up to current code in terms of energy and accessibility. Anticipated accessibility-related changes include: partial demolition and upgrading of a washroom, installing automatic door openers, and changes to provide an accessible path of travel on the second floor, including replacing handrails. Other anticipated TIs include energy upgrades (replacing lighting with LEDs) as well as minor refreshes (paint and carpet). If this recommendation is approved, a consultant will be engaged to undertake design and confirm a refined budget.

Provision of an accessible, updated and affordable space for renter-serving non-profits will help increase access for renters to these services. TRAC, the proposed operator for 900 Howe Street, is unable to provide in-person services for renters in their current space and is seeking the opportunity to do so. As well, the Vancouver Rent Bank is an example of an interested sub-subtenant that is not able to provide accessible in-person access for renters using mobility devices at their current rental premises and has indicated that improved accessibility at 900 Howe Street is key to their interest in sub-subleasing space from TRAC at 900 Howe Street.

Financial Implications

Renter Office

There is sufficient previously allocated EHT funding for staff to continue to operate the Renter Office for 2023. Should Council decide to continue to have the City operate the City’s Renter Office as an ongoing service as outlined and recommended in this report, staff will recommend an approach to regularize the service in the 2024 Operating Budget.

Renter Services Grants

If Recommendation B of this report is approved, staff will bring forward 2023 Renter Services Grants in Q1 of 2023. Future funding of the Grant program will be considered as part of future years' Operating Budget processes.

Staff are recommending approval of the Grant program now in advance of final approval of the 2023 City Operating Budget to enable the 2023 grant awards before the end of Q1 2023 and avoid disruption in services to renters. The implications of this decision for Council's consideration of the overall Operating Budget are limited, given that the Grant program is funded from EHT revenue (as opposed to property taxes or other sources).

Sublease to TRAC

Staff recommend that base rent for the Sublease to TRAC be set at a nominal rate of \$10 for the initial 3 year term, plus \$10 for any renewal term. Nominal rent is considered equivalent to a grant based on the fair market value (FMV) of the sublease. The current comparable annual market rental value (net rent) is estimated at approximately \$144,000/annum, or \$432,000 over the initial 3 year term. There is an anticipated positive social impact associated with this grant of space which could result in avoidance or reduction of costs in other areas (for example, costs related to addressing homelessness).

Tenant Improvements and Facility Operating Costs

The City as Sublandlord anticipates undertaking initial tenant improvements (TIs), representing a grant to TRAC, up to the Possession Date as per the original Council approval, and has currently allocated up to \$1.2M, funded from EHT, based on a high-level cost estimate. As well, the City is currently paying for building operating costs of approximately \$6,100 per month, funded from EHT, and will continue to cover these costs until the commencement of the Sublease to TRAC. TIs and facility operating costs are currently accommodated within the Renter Office budget and are not anticipated to require additional sources of funding. Upon Possession, the Subtenant will then be responsible for all further tenant improvements and, upon the Commencement Date of the Sublease, will be responsible for paying the facility operating costs, without City support beyond opportunities provided by existing grant programs.

Legal Implications

As noted in the Term Sheet, since the sublease to TRAC requires the consent of the head landlord, the Term Sheet is therefore subject to both Council approval as well as consent from the head landlord to enter into a sublease with TRAC. ACCS will instruct Legal Services to prepare the Sublease based on the City's Precedent Lease for Non-profit Entities (Cultural/Social), and on terms consistent with the Term Sheet. ACCS and REFM will jointly oversee the development of the Sublease as well as ongoing management

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APPENDIX A: COUNCIL AUTHORITY/PREVIOUS DECISIONS

On July 19, 2022 (RTS 14734), Council approved Phase 1 of Transforming Attitudes, Embedding Change: The City of Vancouver's Accessibility Strategy that outlines key areas of focus to action the City's commitment to support the full participation of persons with disabilities, including establishing and maintaining inclusive services, programs and infrastructure, and identifying, removing and preventing barriers.

In June 2022 (RTS 14877), Council approved the Broadway Plan, including actions to continue tenant and landlord education in an effort to increase awareness of tenant and landlord rights and responsibilities, with specific focus on the needs of equity-denied groups (e.g. youth, 2SLGBTQQIA+ people, racialized people, Indigenous people, and sex workers), who face stigma and discrimination when accessing and maintaining housing.

In 2022 (RTS 14727), Council approved Spaces to Thrive: Vancouver Social Infrastructure Strategy, including actions to enable renewal, renovation, replacement, and expansion of social-serving facilities to meet current and future service needs, focusing on equity priorities.

In June 2019 (RTS 13180), Council approved actions to support and advocate for the needs of renters, implemented through the Renter Office, including the creation of a multi-year Renter Services Funding Program; a vision for a community-based centre for renter services; the creation of a cross-departmental Renter Advocacy and Services Team; efforts to improve the implementation of Tenant Relocation Plans, and on-going engagement with key partner organizations.

On November 14, 2018, Council approved Motion B.2: Creating a Renter Office at the City of Vancouver directing staff to report back on a recommended mandate to improve supports for Vancouver renters.

In 2017, Council approved the Housing Vancouver Strategy. Increasing supports and protections for renters was identified as a key objective of the Strategy.

In 2014, Council approved the Healthy City Strategy. Equitable access to high-quality social, community, and health services is one of the 12 goals identified in the Strategy.

APPENDIX B

Table 1: Renter Services and Advocacy Team (RAST) positions

Position	Department	FTE
Social Planner III	ACCS	1.0
Social Planner II	ACCS	1.0
Social Planner I	ACCS	1.0
Planning Analyst	ACCS	1.0
Planning Analyst	PDS	1.0
Planning Analyst	DBL	1.0
Lawyer	Legal Services	0.5
Communications Coordinator II	Corporate Communications	0.5

APPENDIX C

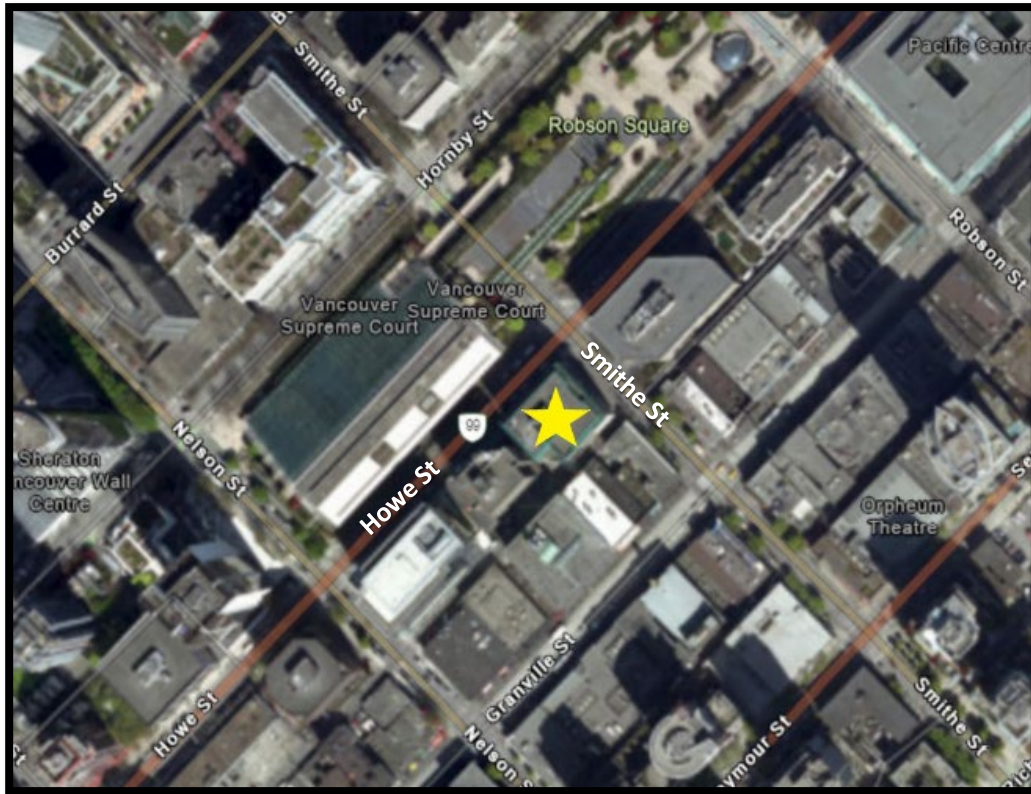
Table 1: Renter Services Grants Awarded 2020-2022

Year	# Grant Applicants	Total Amount Requested	# Grants Recipients	Amount Awarded (Source Affordable Housing Operating Budget, EHT Allocation)	Amount Awarded (Source SRO Upgrade Granting Program)	Total Amount Awarded	RTS #
2020	22	\$1,350,054	14*	\$510,000	\$75,000	\$585,000*	13412
2021	19	\$1,104,373	12	\$500,000	\$75,000	\$575,000	14068
2022	23	\$1,300,961	14	\$525,000	\$75,000	\$600,000	14763 & 14827
Total				\$1,535,000	\$225,000	\$1,760,000	

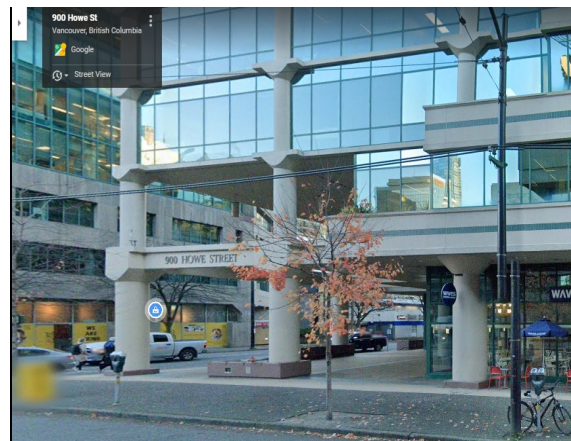
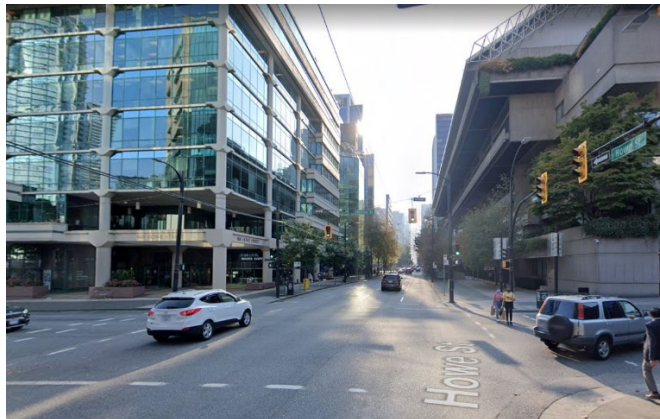
* On February 26, 2020 (RTS 13412), Council approved 15 grants totalling \$625,000. In March 2022, one of the grant recipients declined their grant in the amount of \$40,000. Thus the actual number of 2020 grant recipients was 14 and the actual amount disbursed was \$585,000. On December 7, 2022 (RTS 14827) Council approved \$25,000 of that \$40,000 to be awarded to a new grant recipient as a one-time grant. \$15,000 of that \$40,000 remains to be allocated.

APPENDIX D: LOCATION MAP AND PHOTOS

Location Map: 900 Howe Street



Street View of Premises



APPENDIX E: OPERATOR SELECTION AND RENTER SERVICES AT 900 HOWE

Selection of Operator: Tenant Resource & Advisory Centre Society (TRAC)

Operator Selection Process

On September 1, 2021 the City issued a Request for Expressions of Interest (RFEOI) to identify renter-serving non-profit organizations interested in co-locating renter services at the Leased Premises at 900 Howe Street. The RFEOI was distributed broadly to non-profit organizations that provide services to renters. Three information sessions were held to share information and answer questions regarding the RFEOI and the facility.

Through the RFEOI process, TRAC was the sole organization that expressed interest in being a lead subtenant at 900 Howe St., with all TRAC staff and services operating out of the facility. A Feasibility Study Report conducted by a consultant further identified TRAC as the potential lead operator of the facility at 900 Howe.

As part of the operator selection process, TRAC submitted additional documentation to outline and confirm their administrative, operational and financial capacity to operate the Leased Premises at 900 Howe Street. Staff have reviewed the documentation and are satisfied that TRAC has demonstrated the capacity to operate the Leased Premises, and has a vision for the intended use of space that aligns with the intended goal of improving access to services for renters. The City's proposed operational model for a social facility with services for renters at 900 Howe Street assumes that a selected lead operator would sub-lease to prospective tenants. Staff are satisfied that TRAC has provided a sufficient level of detail regarding their capacity to cover the operating costs via their own financial contributions and ability to secure sub-leases with organizations.

TRAC's Mandate, Programs and Services

TRAC is a non-profit organization that provides free legal education, representation and advocacy on residential tenancy matters. TRAC has been a leader in tenants' rights since 1984, with a mandate to enhance legal protections for all tenants living in British Columbia.

TRAC's current provincial programs and services include:

- A Tenant Infoline phone service that served over 10,000 people in 2021-22;
- Legal education workshops/webinars for renters and advocates (60 webinars in 2021-2022);
- An online course, Renting It Right, that teaches tenants how to find rental housing, maintain a stable tenancy, and resolve legal problems with a landlord (almost 134,000 visits in 2021-2022);
- Plain language resources and tools, such as the Tenant Survival Guide and template letters;
- For eligible clients, legal advice and/or full representation on matters related to Residential Tenancy Branch dispute resolution, BC Supreme Court Judicial Review, and Small Claims Court monetary order enforcement (over 200 files in 2021-2022).

In addition to providing direct services, TRAC works with other non-profit organizations, the provincial government and various municipal governments, including the City of Vancouver, to advocate for stronger legal protections for renters across the province.

TRAC is currently operating out of a market rental space at #208-698 Seymour Street. TRAC has recently added 3 full-time positions and is in need of larger office space. TRAC's current space does not allow for in-person confidential meetings with clients. The opportunity to be the lead operator and subtenant of a social facility at 900 Howe would help support TRAC's mission and mandate by providing secured, updated office space that meets their current space needs; enabling TRAC to provide in-person services to clients, in addition to existing phone and internet services; and strengthening collaboration with other renter-serving non-profit organizations.

Sub-subtenant Selection

The lease terms permit TRAC, as the operator and subtenant of the facilities at 900 Howe Street, to sub-lease to other non-profit organizations or government agencies, with priority given to organizations or agencies that provide services to Vancouver renters. Other non-profit organizations that provide social services to residents of Vancouver shall be given secondary consideration for sub-leases. Spaces in the Premises will be sub-leased on a cost-recovery basis and applied to costs identified in the lease terms.

Network of Inner City Community Services Society / Vancouver Rent Bank

The Network of Inner City Community Services Society (NICCSS) administers the Vancouver Rent Bank. NICCSS has expressed strong interest in co-locating the Vancouver Rent Bank at 900 Howe. TRAC has indicated their intention to enter into a sub-lease agreement with NICCSS; discussions are underway to confirm this opportunity.

The Vancouver Rent Bank (VRB) provides assistance to eligible low-income families and individuals in Vancouver who are at risk of eviction or essential utility disconnection due to a temporary shortage of funds. The VRB provides one-time interest-free loans to low-income people in temporary financial crisis. In 2021 the VRB also administered non-repayable one-time Housing Grants for those at risk of homelessness or housing insecurity as a result of the COVID-19 pandemic.

The VRB is currently located at #200-739 Gore Avenue. Typically, the VRB provides in-person services, in addition to assistance by email and phone. The current office space is not accessible for people with mobility aids. The VRB is interested in the opportunity to co-locate at 900 Howe Street in order to provide accessible in-person services, as well as the opportunity to strengthen their ability to support clients through referrals and collaboration with TRAC and, in the longer term, between future co-located organizations.

Interest from Other Non-Profit Organizations and Government Services

Through the RFEOI process, seven other renter-serving non-profits identified interest in part-time office or desk space at 900 Howe Street.

Beyond the initial RFEOI, other organizations have also indicated potential interest in co-locating at 900 Howe. There is also the opportunity for City staff to be located onsite, such as the Renter Office or other departments that interact with renters. During engagement, renters also identified key provincial government services for co-location.

Prior to possession of 900 Howe, TRAC will work to identify other prospective tenants and secure sub-lease or licence agreements, with the approval of the City. The City can play a

role in assisting TRAC to identify potential sub-subtenants that would add value for renters in the types of services provided at 900 Howe.

Opportunity to Build toward a More Comprehensive “Renter Services Centre” over Time

In 2021, staff engaged with renters as well as non-profit organizations that serve renters to explore opportunities related to a community-based centre with co-located services for renters (a “Renter Services Centre”). Community engagement revealed that there was support for this concept, and a cohesive vision and mission was identified. However, it was also identified that additional funding would be needed from foundations as well as senior governments to support operations. Detailed information on actions to explore the creation of a Renter Services Centre in Vancouver are included in Appendix H: Memo.

With TRAC and the Vancouver Rent Bank co-located at 900 Howe Street and providing services to renters, the foundation to build toward a more comprehensive Renter Services Centre will be created. As lead operator at 900 Howe, TRAC has indicated that they will pursue funding over the course of the lease term for initiatives that build toward the vision of a Renter Services Centre as envisioned by the community, such as:

- Providing staffing support for the Renter Services Centre (Operations Manager, First Point of Contact / Receptionist, Housing Systems Navigator);
- Creating designated office space at 900 Howe Street that can be used on a bookable part-time basis by other renter-serving organizations;
- Providing shared services and supports that address barriers to service such as translation or training for staff; and
- A website and overall communications strategy.

TERM SHEET OF KEY SUBLEASE TERMS FOR THE SOCIAL AMENITY SPACE
at
#150 & #200 - 900 Howe St., Vancouver (the "Leased Premises")
between
THE CITY OF VANCOUVER (the "Sublandlord")
and
TRAC Tenant Resource & Advisory Centre Society (the "Subtenant" or "TRAC")

PREAMBLE:

- A. The Sublandlord is the tenant of the Leased Premises under a head lease registered under GB80476 and dated June 22, 1988 (the "Head Lease"), and Sunny Hills Investments (900 Howe) Inc. (the "Head Landlord") is now the Landlord under the Head Lease;
- B. The Subtenant was the successful proponent in response to a Request For Expressions of Interest (the "RFEOI") issued by the Sublandlord.
- C. The parties wish to enter into a sublease for the Leased Premises upon the provisions of this term sheet as provided for herein (the "Sublease");
- D. Any sublease of the Leased Premises requires the consent of the Head Landlord.

Rentable Area - 5,549 square feet.

Term & Renewal Options - Initial term of three (3) years, commencing on the first day of the month following the end of the Fixturing Period (the "Commencement Date").

Two (2) renewal options for five (5) years each.

Each renewal option is conditional upon the Sublandlord being satisfied that the Subtenant has the capacity to operate, maintain and program the Leased Premises in accordance with the lease terms and the stated public service requirements for the duration of the renewal term contemplated.

Possession: The Subtenant shall have possession of the Leased Premises on a mutually agreed upon date following completion of the Sublandlord's Initial TI's (the "Possession Date").

Fixturing Period - As currently anticipated, the Subtenant shall be permitted a fixturing period of (up to) one month in which to carry out the Subtenant's TI's, commencing on the Possession Date, and ending on the last calendar day of the month in which:

- the Subtenant's TI's are substantially completed; and,
- if applicable, issuance of a permit allowing the Subtenant to occupy the Leased Premises.

If required, a longer period may be permitted upon the consent of the Sublandlord.

(the "Fixturing Period").

Parking - Use of five (5) parking stalls in the underground parkade.

Total Rent - Nominal rent of Ten (\$10.00) dollars for the term and Ten (\$10.00) dollars for each of the renewal terms, each payable in advance, plus applicable taxes.

Property Taxes, if any - The Subtenant will not be required to pay real property taxes, or an amount in lieu thereof, for so long as the Leased Premises remains excluded from the assessment of the lands and buildings for such taxes, or given only nominal value or zero value by the assessment authority, during the Term. In all other cases, the Subtenant will be required to pay real property taxes.

Additional Rent - All amounts payable by the Subtenant other than total rent will be treated as Additional Rent.

Operating Costs - As of the Commencement Date, all costs and obligations related to the operating expenses for the Leased Premises, referred to in the Head Lease as "**Allocable Operating Expenses**", shall be the responsibility of the Subtenant.

Metered Utilities - As of the Commencement Date, the Subtenant shall be responsible for all costs and obligations associated with metered utilities serving and/or apportioned to the Leased Premises, it being noted that the costs of hydro, water and sewer for the Leased Premises are included in Allocable Operating Expenses.

Municipal Utility Charges - As of the Commencement Date, all municipal utility charges, rates, fees and levies serving or proportionately allocated to the Leased Premises are payable by the Subtenant, if so invoiced by the Head Landlord.

Repairs and Maintenance - As of the Commencement Date, all costs, obligations and expenses related to the operation, regular repairs and routine maintenance, and any required preventative maintenance of the Leased Premises, will be the responsibility of the Subtenant in accordance with the Service Level Agreement ("**SLA**") to be attached to and forming part of the Sublease.

Capital/Life Cycle Replacement Costs - The responsibility for all capital/life cycle replacement costs associated with the Leased Premises will be as set out in the SLA to be attached to and forming part of the Sublease and otherwise as specifically provided for in the Sublease, all on terms and conditions satisfactory to the Sublandlord. In general, the Head Landlord will be responsible for capital life-cycle replacement of and major repairs to the base building mechanical and electrical systems, as well as structural components, such as foundations, flooring sub-structure, building envelope and roof, of the Building and of the Leased Premises and the Subtenant will be responsible for routine maintenance, repair and capital life-cycle replacement of interior fixtures, fittings, finishes, appliances and equipment within the Leased Premises.

Sublandlord's Renovations, Alterations, Additions, Upgrades, Tenant Improvements - All costs associated with the initial leasehold improvements to be installed by the Sublandlord up to the day immediately preceding the Possession Date including, if applicable, any finishing, fixturing, furnishing and equipment (the "**Sublandlord's Initial TI's**"), shall be the responsibility of the Sublandlord.

Subtenant's Renovations, Alterations, Additions, Upgrades, Tenant Improvements -

All costs associated with any additional tenant improvements (over and above the Sublandlord's Initial TI's) installed by the Subtenant on or after the Possession Date including, if applicable, any finishing, fixturing, furnishing and equipment (the "Subtenant's TI's"), shall be the responsibility of the Subtenant. The Subtenant shall seek the Sublandlord's written consent prior to carrying out any subsequent renovations, alterations, additions, upgrades, or tenant improvements, and shall obtain any and all permits, approvals and authorizations which may be required in order to carry out such improvements.

Insurance - The Subtenant shall be responsible to obtain and maintain minimum \$5,000,000 Commercial General Liability (CGL) insurance to protect against liability claims for bodily injury, personal injury and loss or damage to third party property. The CGL insurance shall also include coverage for minimum \$1,000,000 tenant's legal liability, contractual liability, and shall name both the Head Landlord and the Sublandlord (City) as additional insureds.

In addition to CGL insurance, the Subtenant shall obtain and maintain all risk property insurance on property of every description and kind owned by the Subtenant or for which the Subtenant is legally liable or provided by or on behalf of the Subtenant (and which is located in the Leased Premises) against loss, damage or repairs, including without limitation, to the interior of the Leased Premises, doors, windows, millwork, flooring, drywall, ceiling, contents, equipment, stock, furniture, fittings, installations, alterations, additions, partitions, fixtures, trade fixtures and any display model, project, prototype, tool, instrument or device within the Leased Premises in an amount not less than ninety percent (90%) of the full replacement cost thereof. The property insurance shall add the Sublandlord as a loss payee as their interests may appear and include a waiver of subrogation clause in favour of the Sublandlord.

Permitted Use of Leased Premises - The Leased Premises shall be used in accordance with that permitted by the applicable zoning for the Leased Premises. The Leased Premises may be used for the benefit of the citizens of Vancouver and the advancement of social services in Vancouver. The primary benefit of the Leased Premises will be to increase access to renter-related services, with TRAC as the subtenant and operator of the Leased Premises as a social facility with services for renters. Uses may include, without limitation, office, meeting space and ancillary support spaces. Ineligible uses include residential use, retail sales and uses prohibited by applicable bylaws.

Public Service Requirements - The Subtenant will be asked to articulate and follow a set of *public service requirements* ("PSR's") to be attached to and forming part of the Sublease, including but not limited to: the mission, vision and mandate of the Subtenant; the type and range of services and the expected benefits for the residents of Vancouver; and reporting requirements as may be reasonably required by the Sublandlord regarding its use and occupation of the Leased Premises.

Third Party Use - The Subtenant will be permitted to license all or part of the Leased Premises to other third parties for occasional use in accordance with an Occasional Third Party Use Policy that will form part of the Sublease.

Sub-subleasing and Sub-sublicencing - The Subtenant shall be permitted to sub-sublease or sub-sublicence portions of the Leased Premises to non-profit organizations or renter-serving government agencies for public service use, upon the prior written consent of the Sublandlord's Managing Director of Housing and Homelessness Services. Priority shall be given to non-profit organizations or government agencies that provide services to Vancouver residential tenants. Non-profit organizations that provide other social services to residents of Vancouver shall be given secondary consideration for sub-subleases or sub-sublicences.

The Subtenant shall be permitted to collect rent or fees from any non-profit or government sub-subtenant or sub-sublicensee of the Leased Premises, provided that:

- the rent or fees charged is at a rate and an amount acceptable to the Sublandlord's Managing Director of Housing and Homelessness Services, in consultation with the Subtenant;
- such rent or fees can reasonably be determined to be on a cost-recovery basis, plus a reasonable administrative fee, for:
 - the operating costs which are payable by the Subtenant as Allocable Operating Expenses as defined in the Head Lease;
 - utilities and services serving the Leased Premises which are payable by the Subtenant and the costs of which are not included in the Allocable Operating Expenses (if any);
 - any other costs related to operating the facility for the benefit of all sub-subtenants and/or sub-sublicensees;
- such rent or fees is commensurate with the floor area exclusively occupied by any sub-subtenant or sub-licensee, and taking into account any shared/common areas, services, facilities, equipment, personnel and the like; and,
- such rent or fees shall be applied to the Subtenant's obligation to pay the "Tenant's Share of Allocable Operating Expenses"; the "Tenant's Share of Taxes"; and the "Tenant's Taxes", all as defined in the Head Lease.

The Sublandlord acknowledges that the Subtenant intends to enter into a sub-sublease agreement with Network of Inner City Community Services Society (NICCSS) for a portion of the Leased Premises, primarily for the purpose of operating the Vancouver Rent Bank program, and hereby consents in principle to such sub-sublease subject to review of the above provisos.

Assignment - The Subtenant shall not assign its leasehold interest in the Leased Premises or any portion thereof save and except with the prior written consent of the Sublandlord, such consent not to be unreasonably withheld.

Mortgage of Sublease - Except as may otherwise be set out in the Sublease, under no circumstances whatsoever may the Subtenants' interest in the Sublease be mortgaged or otherwise encumbered by way of sub-sublease, assignment or otherwise.

Naming Rights - The Subtenant shall follow the City of Vancouver's Naming Rights policy including potential restrictions on the right to name the Leased Premises (including any portion of the Leased Premises) or the building in which the Leased Premises are situated.

Termination - Upon demolition or destruction of the Leased Premises or expiry of the term.

Early Termination by Sublandlord - The Sublandlord may terminate the Sublease if:

- (a) the Subtenant has failed to comply with any part of the Public Service Requirements within thirty (30) business days of a notice in writing from the Sublandlord that it is in breach thereof; or
- (b) with the Subtenant's consent.

Early Termination by Subtenant - The Subtenant may terminate the Sublease if the Subtenant intends to or has ceased to use the Leased Premises for the permitted use upon giving the Sublandlord three (3) months prior written notice of such termination.

Acknowledgement of Form of Lease, SLA, and PSR's - The Subtenant acknowledges having received a copy of each of:

- (a) the Sublandlord's Precedent Form of Lease for Non-profit Entities;
- (b) the draft Service Level Agreement; and,
- (c) the Sublandlord's Precedent Form of Public Service Requirements - Social Facility Lease.

Sublandlord's Conditions - This term sheet is subject to the following:

1. Approval of Vancouver City Council by December 31, 2023. The parties will act in good faith to execute the Sublease with all due diligence thereafter.
2. The Sublandlord having received consent from the Head Landlord to enter into a sublease with TRAC.

Subtenant's Conditions - This term sheet is subject to the following:

1. The approval of the board of directors of TRAC Tenant Resource and Advisory Centre by June 20, 2022.

Additional Lease Terms and Operating Covenants - All additional terms and conditions and any variations of the foregoing as required by the Sublandlord's Director of Legal Services in consultation with the Managing Director of Housing and Homelessness Services.

- Remainder of page left intentionally blank -

No legal rights or obligations will arise or be created by the tabling and discussion of these terms or any amendments to them until Vancouver City Council have approved same and the Sublandlord and Subtenant have executed the formal agreements arising from these terms and otherwise on terms and conditions satisfactory to the General Managers of Arts, Culture and Community Services, and Real Estate and Facilities Management.

Agreed this 17TH day of JUNE, 2022.

CITY OF VANCOUVER

by its authorized signatory:



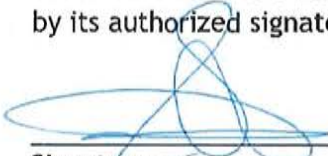
Signature

ANDREW NEWMAN
Real Estate Services
ASSOCIATE DIRECTOR

Print Name and Title

TRAC TENANT RESOURCE & ADVISORY CENTRE SOCIETY

by its authorized signatory(ies):



Signature

SUSAN CAMERON, PRESIDENT

Print Name and Title



Signature

ANDREW SAKAMOTO, EXECUTIVE DIRECTOR

Print Name and Title

**SERVICE LEVEL AGREEMENT
Partnership Medium Support**

For purposes of this document, the parties are identified as follows:

Head Landlord:	Sunny Hills Investment (900 Howe) Inc.	Landlord
Head Tenant/Sublandlord:	City of Vancouver	CoV
Subtenant:	TRAC Tenant Resource & Advisory Centre Society	NPO

For the purpose of this agreement, this Service Level Agreement (the "SLA") is intended to reflect the proposed delineation of repair, maintenance and replacement responsibilities between the parties as currently anticipated. The City reserves the right to revise the SLA as necessary and deemed appropriate.

Landlord* - Under 'Party Responsible to Pay for Work', Landlord* means these costs are included under allocable operating costs, which are payable by the NPO.

Annual Maintenance Plan

The Subtenant must prepare and submit an Annual Maintenance Plan including both the Routine and Preventative Maintenance Plan, which the City reserves the right to validate. The Subtenant will submit a report/reports summarizing the Routine and Preventative Maintenance that has been performed and costs, and the Capital Maintenance and Improvements performed and cost annually on the anniversary of the commencement of the lease.

Item	Description	Party to Perform the Work	Party Responsible to Pay for Work
1.1	Heating, Ventilation and Air Conditioning within the Premises (excluding common equipment/systems)		
a	- annual inspection	Landlord	Landlord*
b	- routine maintenance and repair	Landlord	Landlord*
c	- provision & replacement of filter material	Landlord	Landlord*
d	- cleaning of ducts	Landlord	Landlord*
e	- life cycle replacement (Capital Maintenance)	Landlord	Landlord
1.2	Common Heating, Ventilation and Air Conditioning (systems serving more than the Premises)		
a	- annual inspection, permits & fees, maintenance and repair	Landlord	Landlord*

b	- life cycle replacement	Landlord	Landlord
2.1 Plumbing Systems within the Premises (excluding common systems/equipment)			
a	-preventive maintenance and repairs to hot water heating systems (i.e., boiler, hot water tank) and domestic cold water systems	Landlord	Landlord*
b	- major repairs and replacement of hot water heating systems and domestic cold water systems	Landlord	Landlord*
c	- repairs to all fixtures including faucets, unplugging toilets and all other routine repairs	NPO	NPO
d	- life cycle replacement of hot water systems, and piping	Landlord	Landlord
e	- life cycle replacement of fixtures (i.e., faucets, toilets, urinals, water closets, drinking fountains, etc.)	NPO	NPO
2.2 Common Plumbing Systems (systems serving more than the Premises)			
a	- annual inspection, permits & fees, maintenance and repair	Landlord	Landlord*
b	- life cycle replacement	Landlord	Landlord
3.1 Mechanical Systems exclusive to the Premises			
a	- preventive maintenance and repairs	Landlord	Landlord*
b	- life cycle replacement	Landlord	Landlord
c	- installation, maintenance and replacement of additional equipment provided and installed by the occupant	NPO	NPO
3.2 Common Mechanical Systems (systems serving more than the Premises)			
a	- annual inspection, permits & fees, maintenance and repair	Landlord	Landlord*
b	- life cycle replacement	Landlord	Landlord

4.1	Fire Protection & Suppression exclusive to the Premises		
a	- monthly inspection of fire extinguishers and smoke detectors within the leased premises	Landlord	Landlord*
b	- annual inspection of fire extinguishers and smoke detectors within the leased premises	Landlord	Landlord*
c	- repairs/recharging/life-cycle replacement of fire extinguishers within the leased premises	NPO	NPO
d	- annual inspection, permits & fees, maintenance and repairs of the fire alarm system	Landlord	Landlord*
e	- life cycle replacement of the fire alarm system	Landlord	Landlord
f	- annual inspection, maintenance and repair of fire sprinkler system	Landlord	Landlord*
g	- life cycle replacement of fire sprinkler system	Landlord	Landlord
4.2	Common Fire Protection & Suppression (systems serving more than the Premises)		
a	- annual inspection of fire extinguishers and smoke detectors	Landlord	Landlord*
b	- repairs/recharging/life-cycle replacement of common fire extinguishers	Landlord	Landlord*
c	- annual inspection, permits & fees, maintenance and repairs of the fire alarm system	Landlord	Landlord*
d	- life cycle replacement of the fire alarm system	Landlord	Landlord
e	- annual inspection, permits & fees, maintenance and repair of fire sprinkler system	Landlord	Landlord*
f	- life cycle replacement of fire sprinkler system	Landlord	Landlord
5.1	Security Systems dedicated to or within the Premises		
a	- system monitoring, inspection, maintenance and repair	NPO	NPO

b	- life cycle replacement	NPO	NPO
c	- repair, replacement, re-keying of all locks, fobs and access devices	NPO	NPO
5.2 Common Security Systems (systems serving more than the Premises)			
a	- system monitoring, inspection, permits & fees, maintenance and repair	Landlord	Landlord*
b	- life cycle replacement	Landlord	Landlord
6.1 Electrical Distribution Systems exclusive to or within the Premises			
a	- repairs and upgrades required by Code and initiated by Landlord	Landlord	Landlord
b	- repairs and upgrades initiated by Subtenant	NPO	NPO
c	- inspection, permits & fees, maintenance and repair of wiring, breakers and electrical panels	Landlord	Landlord*
d	- life cycle replacement of wiring, breakers and panels	Landlord	Landlord
e	- repair or replacement of switches, receptacles, cover plates	NPO	NPO
f	- extensions, increases, or enhancements to meet occupant's needs including future maintenance	NPO	NPO
6.2 Common Electrical Distribution Systems (systems serving more than the Premises)			
a	- inspection, permits & fees, maintenance and repair of electrical distribution systems to the Premises	Landlord	Landlord*
b	- life cycle replacement of electrical distribution systems to the Premises	Landlord	Landlord
7.1 Lighting Systems within the Premises			
a	- bulb/tube replacement for interior lighting	Landlord	Landlord*

b	- annual inspection and maintenance of interior emergency/exit lighting	Landlord	Landlord*
c	- interior lighting ballast replacement	Landlord	Landlord*
d	- life cycle replacement of interior lighting fixtures and emergency /exit lighting	NPO	NPO
e	- cleaning of interior lighting fixtures	Landlord	Landlord*
f	- provision, maintenance, repair and replacement of portable lighting fixtures	NPO	NPO
g	- maintenance and repair of exterior lighting	Landlord	Landlord*
h	- life cycle replacement of exterior lighting	Landlord	Landlord
7.2	Common Lighting Systems (systems serving more than the Premises)		
a	- inspection, maintenance, repair and cleaning	Landlord	Landlord*
b	- life cycle replacement	Landlord	Landlord
8.1	Interior Windows within the Premises		
a	- routine repairs, breakage and replacement of interior windows, caused by the occupant or operations	NPO	NPO
b	- cleaning of interior windows	Landlord	Landlord*
c	- life-cycle replacement due to normal wear and tear	NPO	NPO
8.2	Exterior Windows of the Premises		

a	- breakage and routine repairs and replacement of exterior windows, not caused by the occupant or operations	Landlord	Landlord*
b	- cleaning (of exterior surfaces)	Landlord	Landlord*
c	- cleaning (of interior surfaces)	Landlord	Landlord*
d	- life cycle replacement	Landlord	Landlord
8.3 Interior and Exterior Doors within the Premises			
a	- maintenance and repair of interior doors, including hardware	NPO	NPO
b	- life cycle replacement of interior doors	NPO	NPO
c	- maintenance and repair of exterior doors, including exterior graffiti removal	Landlord	Landlord*
d	- life cycle replacement of exterior doors	Landlord	Landlord
8.4 Common Area Doors			
a	- maintenance and repair, including exterior graffiti removal	Landlord	Landlord*
b	- life cycle replacement, including hardware	Landlord	Landlord
9.1 Interior Surfaces within the Premises			
a	- interior life cycle repainting	NPO	NPO
B	- maintenance and cleaning of window applications including, but not limited to blinds and curtains	NPO	NPO
C	- repairs to interior walls and ceilings, including minor painting	NPO	NPO
d	- life cycle replacement of ceiling tiles	NPO	NPO

e	- interior repairs due to building system failures such as roof leaks, exterior walls and foundation leaks not caused by the occupant or operations	Landlord	Landlord
f	- maintenance and repairs of floor coverings, including carpet and tile	NPO	NPO
g	- life cycle replacement of flooring	NPO	NPO
h	- maintenance, repair, and replacement of millwork	NPO	NPO
9.2 Common Area Interior Surfaces			
a	- all maintenance and repairs	Landlord	Landlord*
b	- all capital maintenance or replacements	Landlord	Landlord
10.1 Major Structural Systems including within the Premises			
a	- repairs or replacements of foundations, flooring sub-structure, building envelope including bearing walls and roofing, and parking lots due to damage not related to the tenancy	Landlord	Landlord
b	- repairs and painting of exterior surfaces including windows, trim, fascia and soffits	Landlord	Landlord*
c	- cleaning of eaves troughs and gutters	Landlord	Landlord*
d	- cleaning of roof drains and roof areas	Landlord	Landlord*
11.1 Site Services			
a	- landscaping repairs and maintenance	Landlord	Landlord*
b	- grass cutting	Landlord	Landlord*

c	- general cleaning of grounds, litter disposal	Landlord	Landlord*
d	- snow and ice removal from steps, walkways, entrances including provision of de-icing materials	Landlord	Landlord*
e	- removal of snow from entrance to parking areas, if applicable	Landlord	Landlord*
f	- removal of snow and ice from roof areas	Landlord	Landlord*
g	- repairs of water and sewage systems, unless deemed to be caused by the occupants/tenancy	Landlord	Landlord*
h	- maintenance and repair of external walkways, steps	Landlord	Landlord*
i	- maintenance, repair and replacement of gates and fences	Landlord	Landlord*
j	- maintenance and repair/patching of parking and loading areas	Landlord	Landlord*
k	-graffiti removal	Landlord	Landlord*
12.1 Signage Exterior to the Premises			
a	- maintenance, repair and replacement (subject to prior approval of Landlord), including temporary signage	NPO	NPO
12.2 Interior Signage			
a	- installation, maintenance, repair and replacement of interior building and wayfinding signage	NPO	NPO
13.1 Janitorial Services within the Premises			

a	- routine janitorial/custodial services	Landlord	Landlord*
b	- pest control services	NPO	NPO
c	- provision of all washroom supplies	NPO	NPO
d	- garbage and recycling removal services	Landlord	Landlord*
13.2 Common Area Janitorial Services			
a	- routine janitorial/custodial services	Landlord	Landlord*
b	- pest control services	Landlord	Landlord*
c	- provision of all washroom supplies	Landlord	Landlord*
d	- garbage and recycling removal services	Landlord	Landlord*
14.1 Appliances, Program and Other Non-Installed Equipment within the Premises			
a	- inspection, maintenance and repair of all non-building equipment including stoves, refrigerators, microwaves, coolers, free standing cabinets, track lighting	NPO	NPO
b	- replacement of all appliances, program and non-installed equipment	NPO	NPO
c	- maintenance, repair and replacement of furniture	NPO	NPO
15.1 Renovations and Upgrades			
a	- any upgrades, additions, enhancements or improvements initiated by the Subtenant (subject to prior approval by Landlord/CoV), including contaminants remediation as required	NPO	NPO
16.1 Utilities			
a	- electricity	Landlord	Landlord*

b	- gas	Landlord	Landlord*
c	- water and sewer costs directly attributable to the leased premises	Landlord	Landlord*
d	- all other municipal utilities charges which appear on the property tax notice	Landlord	Landlord*
17.1 Business Operations			
a	- staff costs	NPO	NPO
b	- telephone, internet & cable services	NPO	NPO
c	- insurance (CGL, TLL, business interruption, contents, etc.)	NPO	NPO
d	- building insurance	Landlord	Landlord*
e	- supplies and equipment, including for bathroom and kitchen	NPO	NPO
f	- security services	Landlord	Landlord*

Life Cycle Replacement

Major capital repairs such as special assessment for roof replacement, building envelope repairs, foundations, infrastructure services (water, sewage, power) and building systems (excluding security systems) shall be the responsibility of the Head Landlord where provided for in the Head Lease. To the extent that these costs are passed on to CoV through the Head lease, CoV will, within available resources contribute to special assessments for major capital repairs.

Damage

Notwithstanding the foregoing, but except in the case of emergency, it is a condition hereof that the Sublandlord's obligation to maintain, repair, and replace parts of the Premises as indicated above is always subject to the availability of funds currently budgeted by the Sublandlord for such purposes at the Premises.



Arts, Culture & Community Services
General Manager's Office

MEMORANDUM

April 8, 2022

TO: Mayor & Council

CC: Paul Mochrie, Deputy City Manager
Karen Levitt, Deputy City Manager
Armin Amrolia, Deputy City Manager
Lynda Graves, Administration Services Manager, City Manager's Office
Maria Pontikis, Communications Director
Katrina Leckovic, City Clerk
Neil Monckton, Chief of Staff, Mayor's Office
Alvin Singh, Communications Director, Mayor's Office
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FROM: Sandra Singh
General Manager, Arts, Culture and Community Services

SUBJECT: Renter Services Centre Update, RTS 14762

PURPOSE

The purpose of this memo is to update Mayor and Council on staff actions to explore the creation of a Renter Services Centre in Vancouver, as directed by Council in June 2019 (RTS 13180). The memo includes the results of activities conducted to determine the financial and service-delivery feasibility of implementing a Renter Services Centre, including community engagement results, options analysis, a proposed option for staff to explore further, and next steps.

BACKGROUND

In November 2018, Council approved *Motion B.2: Creating a Renter Office at the City of Vancouver* that can support and advocate for renters and ensure coordinated and timely action by City departments to assist renters at risk of displacement.

In June 2019 (RTS 13180), Council approved a suite of Renter Office actions, including directing staff to explore the creation of a community-based Renter Services Centre (“RSC”) as a single point of entry and assistance for renters and that can co-locate non-profit renter services, City services and potentially Provincial services onsite. The goal of the RSC would be to improve access to legal advocacy, support services and education for renters in Vancouver.

\$1.46M was allocated from the Empty Homes Tax revenue reserve to fund the development of the RSC, including tenant improvements (RTS 13180; see Appendix D for Budget Table). Additionally, an amenity-bonus facility at 900 Howe Street was identified as a potential site for the RSC, with approximately 5,200 square feet, street-front access and proximity to transit downtown. The facility can be provided as a grant of space through a lease to a non-profit organization at nominal rent, with an estimated value of \$133,000 (2019). No additional funds have been allocated by the City for ongoing operations of the RSC (RTS 13180).

Planning for the RSC was put on hold in March 2020 because of the pandemic. In early 2021, staff initiated community engagement activities to explore the feasibility of implementing an RSC. A consultant was engaged in November 2021 to prepare a Feasibility Study Report (Appendix A) that includes analysis of community engagement results, evaluation of RSC implementation options including estimated costs, a best option for staff to further explore, and next steps.

DISCUSSION

Community Engagement

Community Engagement Activities

Between April and December 2021, City staff conducted a variety of engagement activities in order to identify renters’ service needs, collect feedback on the value of and need for the RSC, and assess interest from non-profits in co-locating at the future RSC. Additionally, the consultant interviewed existing co-located spaces in the region to identify lessons learned, including the ‘enabling factors’ that are essential to the successful and sustainable operations of co-located spaces. Table 1 outlines all engagement activities. More detailed information on these activities can be found in Appendices A and B.

Table 1: Summary of Community Engagement Activities, April – December, 2021

Engagement Method	Audience	Details
Survey	Vancouver renters	587 respondents
Focus groups	Vancouver renters disproportionately impacted by systemic inequities in renting and accessing services	14 focus groups with total of 96 renter participants, held in partnership with non-profit organizations
Interviews and workshops	Non-profit organizations serving renters	21 interviews with non-profit organizations

		2 sector workshops with 35 organizations
Workshops	City Advisory Committee members	1 workshop with the Renter Advisory Committee 1 workshop with Persons with Disabilities Advisory Committee 2 workshops open broadly to members of Advisory Committees
Request for Expressions of Interest	Non-Profit organizations interested in co-locating	9 organizations submitted Expressions of Interest
Interviews	Existing co-located spaces	5 interviews total, one with each of: ISS Welcome Centre, Broadway Youth Resource Centre, 312 Main, Abbotsford Community Hub, and Richmond Caring Place.
Project Advisory Committee	Non-profit organizations serving renters and renters with a diversity of lived experiences	The PAC met at 3 key milestones to give feedback during the preparation of the Feasibility Study Report.

Community Engagement Findings: Opportunities and Challenges

Key findings from the community engagement highlight a number of key opportunities and challenges:

Opportunities associated with developing an RSC:

- The City has identified an amenity-bonus facility at 900 Howe as a potential location for the RSC. This space can be granted to a non-profit tenant at nominal rent (valued at an estimated \$133,000/ year). Additionally, the City has designated funds of \$1.46M for tenant improvements and other activities to develop the RSC.
- Overall there is strong community interest and support from both renters and service providers for a future RSC.
- There is significant community agreement regarding the vision of a future RSC as a renter-centred, welcoming, non-judgmental space for Vancouver renters to access information and services related to tenancy.
- An RSC has the potential to improve access to services for renters if it is designed and programmed to address the key barriers and achieve the aspirations identified through engagement (see Appendix A).
- Existing co-located spaces/service hubs report that co-location has a positive impact for clients by improving the coordination of services.
- Two renter-serving non-profit organizations, the Tenant Resource and Advisory Centre (TRAC) (8-10 staff) and the Vancouver Rent Bank (VRB) (2-3 staff), are interested in locating full-time at the RSC. Additionally, TRAC has expressed interest in being the anchor tenant and operator of the RSC, and discussions are underway with City staff.

- Seven organizations that provide supports to specific populations of renters are interested in part-time desks or offices at the RSC as 'satellite desks' to their main operations.
- Many other organizations expressed interest in being part of a referral network connected to the RSC.

Challenges associated with developing an RSC:

- Renter-serving non-profit organizations are struggling to meet current service demands. These existing capacity challenges directly impact the ability and interest of organizations to participate in an RSC.
- There is limited revenue potential from non-profits interested in co-location. Only two organizations interested in full-time office space at the RSC have identified that they would be able to contribute to cover operating costs (totalling approximately \$4,500 per month).
- Organizations interested in part-time space appear to be able to participate only if access (i.e. rent) is free. Business models with part-time 'hot desk' or office spaces have greater levels of volatility and financial risk.
- Operating a multi-service centre is a complex task that requires funding for ongoing operating costs, including staffing. Many co-located service hubs rely on grants to pay for operations. Current funding for the RSC provided by the City addresses costs required to develop the Centre but does not include ongoing operating costs.
- Systemic issues, such as the high cost of housing, low rental supply, racism and discrimination in the rental market, and other factors, will continue to impact renters' service needs.

In summary: Community engagement activities revealed that important opportunities could be realized through developing an RSC, including strong community support for an RSC and the opportunity to improve access to services for renters. However, significant questions emerged during engagement, particularly concerns regarding the financial feasibility of an RSC. These findings provided the foundation for the development and evaluation of three options for implementing an RSC. Detailed information on engagement key findings can be found in Appendices A and B.

Options Analysis

Three Options for a Renter Services Centre at 900 Howe Street

Three options were identified for an RSC at 900 Howe Street. The options were then evaluated, considering the operating costs, potential to implement, benefits (including ability to achieve vision, aspirations and Council direction), challenges, and risks.

Evaluation of the options concluded that Options 1 and 3 (Table 2) would achieve the vision, aspirations and scope for an RSC identified through community engagement and meet Council direction to develop an RSC at 900 Howe Street. Option 2, while less costly, does not achieve these goals. Table 2 provides a summary of the three options including a description of each, estimates of annual operating costs and an evaluation summary. Estimated operating costs are

based on the assumption of nominal rent at 900 Howe St., provided by the City as a grant valued at approximately \$133,000 / year.

Table 2: Summary of Options for Renter Service Centre at 900 Howe Street

	Option 1: Basic RSC	Option 2: Non-Profit Admin Office	Option 3: Enhanced RSC
Description	<ul style="list-style-type: none"> • Basic service model for renters to find information about renter services in Vancouver and get connected to the services that they need • Meets minimum threshold of services to be an RSC with potential to grow service offerings over time • Iterative approach to service integration and referral system among participating organizations that is developed over time 	<ul style="list-style-type: none"> • Renter-serving and/or other non-profit organization(s) rent office space at 900 Howe St. • Not defined or advertised as a Renter Services Centre 	<ul style="list-style-type: none"> • “One-stop shop” for renters where most renter-related services can be accessed under one roof • Comprehensive internal and external referral process • High level of integration in service delivery among participating organizations • Full array of supports to address barriers, including translation, evening hours, peer supports and more
Annual Operating Cost Estimate (order of magnitude)	\$490,000 per year ¹ (not including the City grant of approximately \$133,000 to cover rent)	\$172,000 per year (not including the City grant of approximately \$133,000 to cover rent)	>\$676,000 per year ² (not including the City grant of approximately \$133,000 to cover rent)

¹ The cost estimate presented in this table for the Basic Renter Services Centre differs from the cost presented in the Feasibility Study Report (Appendix A). The estimated number of staff positions required has been reduced from four staff positions to three, with the costs revised accordingly.

² The true cost of this option will be higher as it will come with additional costs related to creating new services and increasing staff capacity among service providers. These costs have not yet been estimated. This creates significant uncertainty about the true cost of this option.

<p>Breakdown of Operating Costs</p>	<ul style="list-style-type: none"> • Building operating costs • Operating cost for shared services and serving renters • Staffing (3 positions) 	<ul style="list-style-type: none"> • Building operating costs • Standard admin costs (internet, phone, etc.) 	<ul style="list-style-type: none"> • Building operating costs • Operating cost for shared services and serving renters • Staffing (6 positions) • Additional services to address barriers
<p>Evaluation Summary</p>	<p>Staff are exploring this option.</p> <p>The Basic RSC was identified as the best option for further exploration by staff. The Basic RSC is more feasible than the Enhanced option, provided that ongoing operational funding can be secured. This option allows the identified vision and aspirations to be achieved over time with fewer risks. This would require fewer resources than the Enhanced RSC to get the initiative off the ground, while allowing for service offerings to grow over time based on lessons learned and renter needs.</p>	<p>While this option is the easiest to implement and would carry minimal risk to the City, it would meet neither Council objectives nor the vision and aspirations identified through community engagement for an RSC. The impact on improving access to services for renters would be limited. Additionally, there is uncertainty regarding non-profit interest in co-location if the primary function of the space is administrative.</p>	<p>The Enhanced option would achieve the vision and aspirations if the resources were secured. However, this option is not feasible due to challenges with capacity in existing service agencies and the need to create new services. The Enhanced option is ambitious and comes with significant risks of negatively impacting community expectations and trust in City initiatives if the vision was not able to be achieved.</p>

Two Alternatives to a Renter Services Centre at 900 Howe Street

While the focus of the Feasibility Study was to assess the feasibility of a physical RSC at 900 Howe Street, two alternative options that do not require a physical centre were identified:

1. Increase grants to renter-serving organizations

During the community engagement process, renter-serving organizations identified that they face high levels of demand and are not able to meet all service needs in the community because of resource constraints. Instead of developing a physical centre, the funding designated for 900 Howe Street renovations could be allocated to the City’s Renter Services Grants program and used to increase grant funding to renter-serving organizations. This funding would help increase capacity within existing service providers, including the opportunity to address some of the aspirations identified for an RSC. However, the funding currently designated for the RSC is limited and would only provide a short-term boost to available grants.

2. Pilot a decentralized RSC model

A second alternative approach identified during community engagement would be to make services for renters more accessible across Vancouver neighbourhoods. This could include creating renter services “navigator” positions who work out of various locations throughout the city, for example, neighbourhood houses and community centres. Through this model, a renter in need of assistance could visit a navigator at a location close to home to find out about available renter services and be referred to the appropriate service provider. As with the options identified for 900 Howe Street, this option would require ongoing operating funding. Additionally, a decentralized RSC model would not offer the benefits achieved with co-locating renter services.

While these alternative options would not achieve Council’s objective of creating a place-based hub of co-located renter services, they could serve to enhance renter service capacity and access to renter services in the community should the proposed RSC not go ahead. Staff note that the source of current funding for the RSC is EHT funds. If either of these two options are pursued, any reallocation of funds would need to meet the eligibility criteria for allocation of EHT funding as outlined in the Vancouver Charter.

Additionally, there may be other options for meeting the vision and aspirations of the community that do not require a physical centre. Additional options could be identified through further conversations with renter-serving organizations.

Staff Next Steps: Explore Piloting a Basic Renter Services Centre Pilot at 900 Howe Street

The Feasibility Study Report (Appendix A) identifies the Basic RSC as the best option of the three options analyzed in Table 2 for staff to explore further.

The evaluation of the identified options concluded that the Basic RSC is a more feasible option than the Enhanced RSC (Table 2) and one that would allow for the vision and aspirations of the RSC to be achieved over time with fewer risks. The Basic RSC would require fewer resources to initiate than the Enhanced RSC, while allowing for service offerings to grow over time based on lessons learned and renter needs. The key challenge will be to secure ongoing operational funding for the Basic RSC.

The Report further proposes the approach of piloting the Basic RSC over a set number of years with an evaluation framework in place to assess the value of an ongoing investment.

Description of Basic RSC

The Basic RSC would be a basic service model that would offer Vancouver renters access to the most commonly needed renter services. Broad and strategic marketing would aim to raise renter awareness of service availability and raise the visibility of the RSC.

Vision Statement:

A vision statement for the Basic RSC was generated by the Project Advisory Committee of renters and staff of renter-serving agencies:

“A renter-centered, welcoming, non-judgmental space for Vancouver renters to access information and services related to tenancy.”

The RSC will aim to serve renters who:

- Are at risk of losing their housing;
- Have tenancy issues, including standards of maintenance, tenant relocation, renovations; and
- Are struggling to retain their housing (e.g., seniors, people who need access to rent subsidies).

Core Services

The Basic RSC is conceived to have a very clearly defined scope with a focus on the most commonly needed renter services:

- Education and information on renter rights;
- Legal advice, advocacy and services related to the provincial Residential Tenancy Act (RTA) and Residential Tenancy Branch (RTB) (e.g. services provided by TRAC and other legal advocacy organizations);
- Emergency financial assistance for renters (e.g. Vancouver Rent Bank);
- Referrals to renter services both in the RSC and across the broader community; and
- Assistance navigating basic renter issues (maintenance and repair, conflict with landlords, etc.).

Inclusion of City and Provincial services

Staff are currently exploring other services for co-location, including City departments and provincial ministries such as the Ministry of Social Development and Poverty Reduction.

Operational model

A lead non-profit operator is needed to manage the RSC including centre operations, managing RSC staff positions, partnership development, communications, and ensuring that the RSC achieves the vision and aspirations identified by the community. Through the RFEOI process, TRAC was the sole organization that expressed interest in being an ‘anchor tenant’, with all of their services and staff located at the RSC. In subsequent discussions with the City, TRAC has also expressed interest in being the lead operator of the RSC.

Staffing Needs

The Feasibility Study Report further identifies staffing needs for the RSC, drawing from the experiences of existing co-located spaces as well as the specific context of the RSC. Staff note that TRAC, as the potential anchor tenant and lead operator, does not have the capacity to provide these positions from their current funding or staffing. These new staff positions would

need to be created and funded as core to operating a co-located services centre. It is anticipated that the lead operator would manage the staff team.

The identified new staffing needs are:

- Operations Manager (1FTE): oversees logistics of co-location and shared service delivery, including day-to-day office management and managing shared staff.
- First Point of Contact (1FTE): provides a warm welcome and basic information and referral to services, including connecting renters to a Navigator for additional support when needed.
- Navigator (1FTE): offers knowledge of and supports in accessing comprehensive, city-wide referrals in the rental services sector. Currently, a general information and referral service like this does not exist and would need to be created. This is particularly important for renters who are facing barriers in navigating the rental housing system and accessing services.

Opportunities and Benefits of Piloting the Basic RSC

- A champion exists to drive implementation: TRAC has expressed interest in being the anchor tenant and lead operator of the RSC. As a key organization whose sole purpose is to provide services to renters, TRAC is well-placed to play this role if there is support to increase their capacity to do so.
- Buy-in from right organizations: several key organizations have expressed interest in co-locating at the RSC. Additional work is anticipated to confirm interest and bring on additional organizations.
- Achieves Council's objective of being a point of entry for renters and providing the most commonly used renter services in one place.
- Substantially achieves the vision and aspirations identified through community engagement.
- Starts with core services, with the opportunity to grow services over time based on community need and demand.
- Over time, during funding renewal cycles, some partners may be in the position to seek additional resources from their funders.
- Piloting the RSC would provide valuable information to potential funders on the impact of the RSC to support this effort.

Risks and Challenges of Piloting the Basic RSC

- This option does not immediately address all of the many and diverse needs for renter services and goals for an RSC identified through the engagement process.
- Time will be needed to get the right partners at the table and develop a shared service model for how organizations will work together to serve renters.
- During the pilot period, it is expected that operating costs would need to be more highly subsidized than they would over the long-term as the lead operator builds relationships and brings in more prospective partners.
- A lack of ongoing operating funding (revenue) is the key challenge for this option, described in the Financial Implications section below.

FINANCIAL IMPLICATIONS

Projected Annual Revenue vs Expenditures

This section describes projected revenue compared to expenditures for the Basic Renter Services Centre. Table 3 summarizes revenues and expenditures and identifies that there is a projected funding gap of \$410,000 - \$440,000 / year.

Table 3: Projected Revenue and Expenses for Basic Renter Services Centre

PROJECTED ANNUAL REVENUE	Amount	Notes
City of Vancouver rent contribution (2019 est.)	\$133,000	<i>Grant from City for amenity bonus space with nominal rent</i>
Non-profit tenants' contribution to operating costs	\$50,000 - \$80,000	<i>To be confirmed, to be paid by non-profit tenants</i>
Total Projected Annual Revenue To Date	\$183,000 - \$213,000	
PROJECTED ANNUAL EXPENDITURES		
Rent at 900 Howe St.	\$133,000	<i>Grant from City</i>
Allocable operating costs identified in the lease agreement	\$79,600	<i>All or some would be paid by the lessee</i>
Additional operating costs associated with providing shared services & serving renters at the RSC	\$118,400	<i>Additional funding required</i>
Staffing costs for 3 positions described above	\$292,000	<i>Additional funding required</i>
Total Projected Annual Expenditures	\$623,000	
ESTIMATED PROJECTED REVENUE GAP	\$410,000 - \$440,000	<i>Fundraising required</i>

City Contribution to Operating Costs

The City is contributing the amenity-bonus facility at 900 Howe St. for the RSC. This facility can be granted to a non-profit agency at a nominal rent, with an estimated value of \$133,000 per annum (2019). This is in addition to the City's one-time contribution of \$1.46M to address costs related to developing a Renter Services Centre, including tenant improvements at 900 Howe St. and other activities.

Non-Profit Tenants' Contributions to Operating Costs

Based on the Request for Expression of Interest, it is estimated that non-profits can contribute an estimated \$55,000 - \$80,000 / year to ongoing operations of the RSC. Only two organizations interested in full-time space at the RSC indicated that they could contribute toward operating costs. Organizations interested in part-time space indicated that they do not currently have funding for what would essentially be satellite offices to their primary offices.

Funding Model and Exploring Partnerships: Piloting a Basic RSC

Exploring funding partnerships

With Council direction and interest in achieving a Renter Services Centre, the City is playing a lead role in championing the development of and securing ongoing funding for the RSC. Staff are currently meeting with potential funding partners including private foundations and the Province, to explore the opportunity of piloting the Basic RSC. Interested funders may provide grants to the RSC's lead non-profit operator (i.e. TRAC).

Lessons learned from interviews with existing co-located spaces recognizes that service hubs typically rely on grant contributions and donations that support capital infrastructure and ongoing operations.

Anticipated Funding model

A successful funding model for the RSC will include:

- City contributions of \$1.46M to support development of the RSC, including tenant improvements at 900 Howe and other activities;
- The City contribution of a grant of space at 900 Howe from the City, including nominal rent (estimated value of \$133,000);
- Contributions from non-profit organizations located at the RSC; and
- Grants provided by funders that could be managed by the lead operator.

NEXT STEPS

The Feasibility Study Report identifies a number of enabling conditions that are critical to the feasibility of piloting a Basic RSC. Over the next few months, staff will undertake immediate next steps including:

- Engage with potential partners including private foundations and the Province to determine their interest in co-funding a pilot of a Basic RSC at 900 Howe Street;
- Identify all confirmed and projected revenue sources for a pilot of the Basic RSC;
- Identify & determine solutions to address remaining revenue gaps;
- Continue to gauge TRAC's interest; and
- Re-assess the feasibility of proposed options for the RSC based on the results of updated revenue sources.

Staff will provide an update to Council on July 5, 2022 (RTS 14850), identifying all confirmed and projected revenue sources to implement a pilot of the Basic RSC, identifying any remaining revenue gaps, and providing an updated feasibility analysis of options for implementing an RSC.

FINAL REMARKS

Staff have been working to advance Council's objectives to develop a community-based Renter Services Centre as a single point of entry and assistance for renters with co-located services

on-site at 900 Howe Street. This memo with supporting Appendices provides further detailed information on the feasibility of a Renter Services Centre and identifies next steps.

If Council requires further information, please feel free to contact me directly at sandra.singh@vancouver.ca and we will provide response through the weekly Council Q&A.

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APPENDIX A: Feasibility Study Report

APPENDIX B: What We Heard Report and Appendix

APPENDIX C: Costing Estimates

APPENDIX D: Renter Services Centre Budget Table, Council Approved Funds (2019)