Evaluation of the Rent Smart Education and Support Society’s RTA Training Program

Submitted by the Community Social Planning Council of Greater Victoria
6/25/2021
# Table of Contents

Acknowledgements .................................................................................................................. 3

Executive Summary .................................................................................................................. 4

Introduction ............................................................................................................................... 6

Project Objectives .................................................................................................................... 7

Methodology .................................................................................................................................. 9

  Evaluation Framework .............................................................................................................. 10

  Theory of Change .................................................................................................................... 10

  BC RTA Training Participant Surveys ...................................................................................... 10

  Literature Scan ....................................................................................................................... 11

  Stakeholder Interviews ........................................................................................................... 11

  Data limitations: ....................................................................................................................... 11

  Social Business Model Canvas ............................................................................................... 12

Findings ........................................................................................................................................ 12

  Process Evaluation Findings ................................................................................................. 12

    1. Who is attending the BC RTA training? ........................................................................... 12

    2. What is motivating participants to attend the BC RTA Training? .................................. 13

    3. How satisfied are training attendees? Are their expectations being met? How satisfied is
       training staff? Partners? Organizations of those receiving training? ............................... 15

    4. Are training participants maintaining and applying their skills learned following the training? 18

    5. Are the goals of eviction prevention impact grant being effectively met? ....................... 19

    6. How can the training program improve? ......................................................................... 21

  Outcome Evaluation Findings ................................................................................................. 22

    1. Was there an increased knowledge of the Residential Tenancy Act and how to apply it? .... 23

    2. Has learning to address tenant behaviors that have historically led to evictions with more a
       positive outcome? .............................................................................................................. 24

    Does the BC RTA training increase participants sense of confidence in tenant management? .... 24

    Did the training decrease tenant/staff/organization conflicts through increasing understanding
    about the Rental Tenancy Act? ............................................................................................. 25

Sustainability Planning ............................................................................................................. 27

  Defining and costing the model ............................................................................................. 27

  Revenue Generation and Future Funding .............................................................................. 27

  Marketing ............................................................................................................................... 28

  Target Market ....................................................................................................................... 28
Resources Required ................................................................................................................................ 29
Potential adaptations based on stakeholder and participant feedback............................................... 29
Discussion.................................................................................................................................................... 33
Homelessness Prevention Strategies...................................................................................................... 33
Trauma Informed and Cultural Safe ........................................................................................................ 34
Emerging Best Practice ........................................................................................................................... 34
Knowledge Mobilization ........................................................................................................................ 35
Conclusions ................................................................................................................................................. 35
Recommendations ...................................................................................................................................... 36
References .................................................................................................................................................. 37
Appendix A: Theory of Change.................................................................................................................. 38
Appendix B: Research Tools-pre post and follow up surveys and stakeholder interview guide .......... 40
Acknowledgements

The Rent Smart Education Support Society is grateful to the funders, The Vancouver Foundation for the funding that made this project possible. We would also like to express our gratitude to the program participants and our community partners who contributed to this evaluation by taking the time to complete surveys and speak with the evaluator to provide the feedback this evaluation is based on.

And we would also like to express our continued gratitude to our advisors at TRAC and BCNPHA for contributing their time and expertise to the shaping of this project.
EVALUATION OF THE BC RTA PROGRAM
IDENTIFYING THE BC RTA TRAINING IMPACT FOR HOUSING SUPPORT PROFESSIONALS

The Rent Smart Education + Support Society’s (RSESS) BC Residential Tenancy Act (RTA) training pilot in 2020-21 has provided training for nonprofit housing providers and community supports to better understand Rental Tenancy Agreements and the legislation surrounding them provides a much-needed addition to their training tool kit. The following details are a summary and interpretation of our findings.

REASONS FOR THE TRAINING + THE EVALUATION

What Evictions Cost

Evictions take a costly toll on tenants who often move into homelessness as a result and an emotional toll on front line staff supporting an individual or family facing an eviction. Evictions are very costly for the organization initiating them, which is challenging for the nonprofit housing sector.

In a recent eviction prevention report by the University of Winnipeg, the researchers estimated the following:

- Homelessness prevention is complex and requires a big system response.
  Along with high-level structural + systems changes that are necessary for prevention to work, communities + housing professionals also need to integrate upstream + preventative thinking locally into their current approach.
  - Linda Amy, Executive Director of RSESS

- Almost every family I work with has had conflict with their tenancy rights.
  - RTA training participant

The Rent Smart Education + Support Society’s (RSESS) BC Residential Tenancy Act (RTA) training pilot in 2020-21 has provided training for nonprofit housing providers and community supports to better understand Rental Tenancy Agreements and the legislation surrounding them provides a much-needed addition to their training tool kit. The following details are a summary and interpretation of our findings.

Of the 92 workshop participants:
  - 84% of participants said they had NOT had previous RTA training.
  - 90% said that the people they support are at risk of homelessness + housing instability.

The training is intended for: Housing providers, front-line staff, community service agencies, government + public sector staff, and many more service providers.

It has an interactive group format that includes resources with a detailed RTA, and a Q+A with each session. It’s 6 hrs of facilitated learning on Zoom + 1.5 hrs of independent self-study.

Almost every family I work with has had conflict with their tenancy rights.
  - RTA training participant

Online, virtual training vs in-person was developed to meet the need during the pandemic.

I feel more confident since taking RTA.
  - RTA training participant

Critical to eviction prevention is a foundation of working knowledge and familiarity with Residential Tenancy legislation and yet there is little training available in BC and so those able to assist in eviction prevention do so at a disadvantage. This gap in capacity is common to both (non-profit) housing providers and frontline organizations who support vulnerable tenants and those experiencing homelessness.

The BC RTA program primarily trains service providers who are helping to get people rehoused and preserve tenancies.

WHY

The RTA training program results in proven cost effectiveness and it also contributes to reducing homelessness.

A ‘positive move’ typically cost an organization $1000 or less.
A typical eviction can cost them anywhere from $3000-$6000. More challenging evictions can lead to damages that occur due to landlord/tenant conflict can cost from $10,000-$60,000.

(*2016 Eviction Prevention Toolkit) (p.14)
I have a client who was having issues with repair work not being completed in her suite. Thanks to the RTA training, I was able to find a template and assist my client with writing a letter to her landlord.

- Follow up Survey Respondent

**85%**

Was there an increased knowledge of the Residential Tenancy Act and how to apply it?

Yes, respondents that attributed the RTA training with increasing their knowledge - from a little bit to a lot.

Participants learn to address tenant behaviors that have historically led to evictions with more a positive outcome.

I feel like I am more capable of educating tenants about their rights and responsibilities & respond more effectively to issues that come up.

- Follow up Survey Respondent

**KEY FINDINGS**

Survey respondants said they would pay between $150-200 for the training.

The level of interest and demand for the BC RTA training.

The extent to which the training increased knowledge and capacity.

The potential for broader sector impact and increased eviction prevention.

**SUGGESTIONS FOR IMPROVEMENTS**

Participant’s suggestions were grouped into several themes including:

- A desire to spend more time on specific topics, discussion in sessions and additional follow up sessions, more discussion and exploration of gray areas within the RTA, the duration of the sessions should be longer, the duration of sessions should be shorter, presentation improvements, guest speaker requests, and technology improvements.

Due to these findings, RSESS is committed to continuing to run the BC Residential Tenancy Act program to provide this relevant education to increase positive impact in the community.

For more information about the BC RTA program or upcoming training dates for your organization, contact: info@rentsmarteducation.org

Based on this evaluation, RSESS has recognized that the BC RTA training program has been a success because it’s:

- An emerging Best Practice
- Trauma informed
- Culturally safe
- An unaddressed market
- In demand from organizations
- Effective integration with other eviction prevention efforts in the sector

**CONCLUSION**

This is a valuable class which my organization recommends; all staff in my department are now required to take this class due to its relevance and effectiveness.

- Survey Respondant

Participants wanted more info to address the challenges they were facing.

**Increased understanding of the Residential Tenancy Act supports a decline in tenant/staff/organization conflicts.**

Almost every family I work with has had conflict with their tenancy rights.

- Survey Respondant

**Increased sense of confidence in tenant management.**

**Before:** “I don’t know enough to be confident in my ability to mitigate risk for residents and/or my employer.” - Pre-Survey Respondent

**After:** “I feel like I am more capable of educating tenants about their rights and responsibilities & respond more effectively to issues that come up.” - Follow up Survey Respondent

**Participants learn to address tenant behaviors that have historically led to evictions with more a positive outcome.**

I feel like I am more capable of educating tenants about their rights and responsibilities & respond more effectively to issues that come up.

- Follow up Survey Respondent

85%

**85%**

Was there an increased knowledge of the Residential Tenancy Act and how to apply it?

Yes, respondents that attributed the RTA training with increasing their knowledge - from a little bit to a lot.

Participants learn to address tenant behaviors that have historically led to evictions with more a positive outcome.

I feel like I am more capable of educating tenants about their rights and responsibilities & respond more effectively to issues that come up.

- Follow up Survey Respondent

**CONCLUSION**

Based on this evaluation, RSESS has recognized that the BC RTA training program has been a success because it’s:

- An emerging Best Practice
- Trauma informed
- Culturally safe
- An unaddressed market
- In demand from organizations
- Effective integration with other eviction prevention efforts in the sector

**SUGGESTIONS FOR IMPROVEMENTS**

Participant’s suggestions were grouped into several themes including:

- A desire to spend more time on specific topics, discussion in sessions and additional follow up sessions, more discussion and exploration of gray areas within the RTA, the duration of the sessions should be longer, the duration of sessions should be shorter, presentation improvements, guest speaker requests, and technology improvements.

Due to these findings, RSESS is committed to continuing to run the BC Residential Tenancy Act program to provide this relevant education to increase positive impact in the community.

For more information about the BC RTA program or upcoming training dates for your organization, contact: info@rentsmarteducation.org

Based on this evaluation, RSESS has recognized that the BC RTA training program has been a success because it’s:

- An emerging Best Practice
- Trauma informed
- Culturally safe
- An unaddressed market
- In demand from organizations
- Effective integration with other eviction prevention efforts in the sector

**CONCLUSION**

Based on this evaluation, RSESS has recognized that the BC RTA training program has been a success because it’s:

- An emerging Best Practice
- Trauma informed
- Culturally safe
- An unaddressed market
- In demand from organizations
- Effective integration with other eviction prevention efforts in the sector

**SUGGESTIONS FOR IMPROVEMENTS**

Participant’s suggestions were grouped into several themes including:

- A desire to spend more time on specific topics, discussion in sessions and additional follow up sessions, more discussion and exploration of gray areas within the RTA, the duration of the sessions should be longer, the duration of sessions should be shorter, presentation improvements, guest speaker requests, and technology improvements.

Due to these findings, RSESS is committed to continuing to run the BC Residential Tenancy Act program to provide this relevant education to increase positive impact in the community.

For more information about the BC RTA program or upcoming training dates for your organization, contact: info@rentsmarteducation.org

Based on this evaluation, RSESS has recognized that the BC RTA training program has been a success because it’s:

- An emerging Best Practice
- Trauma informed
- Culturally safe
- An unaddressed market
- In demand from organizations
- Effective integration with other eviction prevention efforts in the sector

**CONCLUSION**

Based on this evaluation, RSESS has recognized that the BC RTA training program has been a success because it’s:

- An emerging Best Practice
- Trauma informed
- Culturally safe
- An unaddressed market
- In demand from organizations
- Effective integration with other eviction prevention efforts in the sector

**SUGGESTIONS FOR IMPROVEMENTS**

Participant’s suggestions were grouped into several themes including:

- A desire to spend more time on specific topics, discussion in sessions and additional follow up sessions, more discussion and exploration of gray areas within the RTA, the duration of the sessions should be longer, the duration of sessions should be shorter, presentation improvements, guest speaker requests, and technology improvements.

Due to these findings, RSESS is committed to continuing to run the BC Residential Tenancy Act program to provide this relevant education to increase positive impact in the community.

For more information about the BC RTA program or upcoming training dates for your organization, contact: info@rentsmarteducation.org
Introduction

Evictions take a costly toll on tenants who can often move into homelessness as a result and an emotional toll on front line staff supporting an individual or family facing an eviction. In addition, evictions are incredibly costly for the organization initiating them, which is particularly challenging for the nonprofit housing sector. In a recent eviction prevention report by the University of Winnipeg the researchers estimated that a ‘positive move’ typically cost an organization $1000 or less, whereas an eviction can cost anywhere from $3000-$6000 typically up to $10,000-$60,000 for exceptional damages due to tenant landlord conflicts. (Acacia Consulting & research, November 30, 206; Distassio & McCullough, 2016). Based, on these estimates it is not surprising that one report concluded, “it may be less expensive to provide additional supports to a tenant, more visits by caseworkers, and more interventions generally; then assume the costs, time, and effort of an eviction. Simply keeping someone housed over a longer term can cost less — for all stakeholders — than evictions and residential instability” (Distassio & McCullough, 2014 p.3).

These costs and impacts of evictions when considered within the current human rights centered housing philosophies, such as the Housing First model, have caused a shift within the nonprofit housing sector. (McCullough & Zell, 2020) This shift has fueled initiatives such as this Vancouver Foundation Systems Change funded, Rent Smart Education and Support (RSESS) eviction prevention project. This shift is highlighted in the 2016 University of Winnipeg’s Eviction Prevention Toolkit “There is a decided shift in mandates, to house the most vulnerable through changes to policy, governance, and programs. The clearest example, is that many organizations have adopted policies of only evicting a tenant as a last resort (e.g., for violence), and instead have developed policies and programs to assist people with their tenancies—a new focus on Housing Retention”. (Distassio & McCullough, 2016, p. 9)

Several researchers have noted that educating landlords, housing sector staff and tenants about rental tenancy legislation and the rights and responsibilities of tenants and landlords can aid in preventing evictions. (Acacia Consulting & research, 2006) Stephen Gaetz & Erin Dej, 2017) The current RSESS BC RTA Legislation training pilot project being evaluated within this report in its final year of a Vancouver Foundation Systems Change Grant, is an example of this type of eviction prevention.

Rent Smart Education and Support Society (RSESS) is a tenant and landlord education program that focuses on housing stability within an eviction prevention framework. The RSESS program focuses on tenant education on rights and responsibilities, landlord responsibilities, landlord-tenant communication and mediation, budgeting and house-skills, and eviction prevention, the seminars are available across BC and Ontario and have occasionally been delivered in Calgary, Edmonton, Winnipeg and other cities. (McCullough & Zell, 2020)

RSESS is a leader in tenant education, across BC and nationally, offering their RSESS certification through an established network of organizations with trained facilitators. This recent RTA pilot has provided training for nonprofit housing providers and community supports to better understand Rental Tenancy Agreements in British Columbia and the legislation surrounding them. This training provides a much-needed addition to the RSESS training tool kit. Helping tenants at greatest risk of homelessness to secure their tenure through building their capacity and the knowledge and skills of those who support them. As more and more people leave homelessness and obtain housing through the many initiatives that have been funded at the local, provincial, and federal levels this past few years, conversations are
shifting to eviction and homelessness prevention. As an example of this shift, Reaching Home, a funding program to implement the objectives of the National Housing Strategy, has identified eviction and homelessness prevention as a funding priority this year for the first time. (Zell, S., & McCullough, S. 2020). This report, a summary of the findings from an external program evaluation, gathered through a participatory action, mixed method process and outcome evaluation of the pilot project, is meant to both inform the funder of the programs efficacy and to provide information to gain understanding of the potential impacts this promising practice could have on the housing sector.

Over the course of the three-year grant this project has evolved. As noted by Linda Amy, Executive Director of RSESS, “Homelessness prevention is complex and requires a big system response. Along with high-level structural and systems changes that are necessary for prevention to work, communities and housing professionals also need to integrate upstream and preventative thinking locally into their current approach. But where to start?” (Rent Smart Education & Support Society, 2019). The evolution of this three-year project will be summarized in more detail below. However, the focus of this evaluation and the conclusions will be on the activities of the final year of the grant funding, specifically the BC RTA training that was developed and implemented. This training was implemented in partnership with both the Tenant Resource and Advocacy Centre (TRAC) and the BC Non-Profit Housing Association. Both have a shared interest in systems change and eviction prevention and in the goal of making BC RTA training available to community organizations and housing providers across the province. The Community Social Planning Council of Greater Victoria served as the third-party evaluator and authored this report.

**Project Objectives**

“Eviction prevention is a type of early intervention and housing stability that keeps individuals and families at imminent risk of eviction in their homes. This begins with landlord-tenant law and legislation, which outlines the rights and responsibilities of both landlords and tenants...informing both landlords and tenants of their rights through public awareness can become an important first step in helping tenants avoid the conditions that might result in eviction...” (From the Canadian Observatory on Homelessness: https://www.homelesshub.ca/blog/typology-homelessness-prevention).

Critical to eviction prevention is a foundation of working knowledge and familiarity with residential tenancy legislation, the Residential Tenancy Act (RTA) in BC, and yet there is limited training available in BC. Those able to assist in eviction prevention do so at a disadvantage. This gap in capacity is common to both (non-profit) housing providers and frontline organizations who support vulnerable tenants and those experiencing homelessness.

The overall goal of the three-year capacity grant was to increase sector capacity to prevent homelessness. As an eviction prevention tool, increased knowledge of the BC RTA can clearly increase sector capacity to prevent homelessness. This is a more specific and targeted approach than was initially conceived at the beginning of the funding cycle but aligns with purpose and intent of the funding and, it is important to note that this particularly project evolved through testing other approaches and obtaining stakeholder feedback.
The evolution of the activities for the three years of the funding is outlined in the table below.

<table>
<thead>
<tr>
<th>Year</th>
<th>Project Details</th>
<th>Strengths</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year One</td>
<td>Professional Development course that shifted to become an online tool kit that included: a series of case studies and podcasts introducing housing providers to best and promising practice in homelessness prevention.</td>
<td>Program reached 15 community partners, 100+ conference participants, 204 podcasts were downloaded and there were 737 podcast specific posts reaches through Facebook.</td>
<td>The feedback received by community partners and the subsequent materials developed showed poor uptake and it was recognized that a shift in approach was required.</td>
</tr>
<tr>
<td>Year Two</td>
<td>In 2020, in the second year of the grant RSESS explored a shift in direction. They researched existing BC RTA training options and found there to be a gap within the housing sector specific to front line staff and non-profit housing providers. Further conversations with community partner, BCNPHA, confirmed this gap and indicated a “strong interest for their membership”. RSESS partnered with “a local retired tenant advocate trainer who agreed to work with them in a limited capacity to test an initial RTA training. The training was offered free to members of the Greater Victoria Coalition to End Homelessness.</td>
<td>Demand for the training was significant. The initial training was fully booked in under three hours. And the initial feedback from the evaluation data collected was very positive.</td>
<td>The challenges in implementing this program were primarily due to implementation. With the pandemic public health orders in place, RSESS had to pivot their training platform and materials to online, creating a steep learning curve and additional technical costs.</td>
</tr>
<tr>
<td>Year Three</td>
<td>With strong confirmation through feedback including the evident demand and feedback from a participant survey, the direction for the final year of the grant shifted back to a professional development course on applying the BC while maintaining the overarching goal of sector capacity building to prevent eviction and homelessness by building the capacity of sector staff.</td>
<td>The strengths of the final year’s iteration of the program can be found in the proceeding sections of this evaluation report.</td>
<td>The challenges of the final years iteration of the program can be found in the proceeding sections of this evaluation report.</td>
</tr>
</tbody>
</table>
The following three areas of focus were identified as driving this final iteration of this project from a system change perspective:

**Direct Prevention:** Organizations and staff supporting people in rehousing, ensuring ‘best fit’ housing, and beginning tenancies on a strong legal foundation and focusing on early intervention to prevent tensions or issues that lead to evictions.

**Tertiary Prevention:** Non-Profit Housing providers operating both under and outside of the BC RTA where increased knowledge by support, maintenance and custodial staff can decrease misinformation contributing to evictions.

**Primary Prevention:** Organizations and staff who support people at risk of eviction but not in a housing focused role (e.g., employment, health, case management, recreation) who may have timely opportunity to intervene in early-stage tenancy issues that may lead to eviction.

**Methodology**

This evaluation is both a process and an outcome evaluation. In that it is meant to determine the programs outputs such as number of participants, the sector and role they work within, the efficiency of implementation and end user experience from a process perspective. It is also meant to determine program outcomes such as, attributed effectiveness and changes observed by those who participated based on the overarching systems change objectives of the program.

This program evaluation used a mixed method participatory action research design, gathering both qualitative and quantitative data through various source to better understand the experience of the stakeholders, participants, and program facilitators. This is a standard approach to program evaluation as noted by the Canadian Alliance to end homelessness in their Promising Practices Framework, it defines program evaluation as, “a research method designed to collect and analyze information and data in order to determine the effectiveness and efficiency of a particular program”. (Canadian Homelessness Research Network, 2013)

The proponent of the BC RTA project, RSESS, and their community partners, BCNPHA and TRAC formed a working group to aid in developing the evaluation materials and the framework for the evaluation including a theory of change (included on a separate page), to determine what the planned project outcomes would be and how it will impact the affordable housing sector if accomplished. This theory of change provides a high-level overview of the resources, activities and short, mid and long outcomes that were meant to lead to system capacity building and change within the non-profit sector around eviction prevention. (See appendix 1)

Information for this evaluation was gained from the following sources:

- Regular update meetings with the RSESS project coordinator and community partners
- Pre-Post and Two-Four Month Follow Up BC RTA Training Participant Surveys
- Key Informant Interviews with sector stakeholders
- A facilitated Social Business Model Canvas session with project team to determine a path to sustainability for the project.
A brief literature scan of the current best practice in eviction and homelessness prevention specific to sector training and capacity building to rental tenancy legislation.

Evaluation Framework

As part of the research framework, research questions were formulated. These questions were incorporated into the evaluation instruments. They were as follows:

The **process** component of this evaluation included data collected to answer questions that identified gaps and acknowledged strengths in the program including:

- Who is attending training? Who is not attending training?
- How satisfied are training attendees? Are their expectations being met?
- How satisfied is training staff? Partners? Organizations of those receiving training?
- Are training participants maintaining and applying their skills learned following the training?
- Are the goals of eviction prevention impact grant being effectively met?
- How can the training program improve?

The **outcome** component of the evaluation focussed on the following research questions:

Did trainees attain outcomes they identified as important such as:

- Learning to address tenant behaviors that have historically led to evictions with more a positive outcome?
- Increased knowledge of the Residential Tenancy Act and how to apply it?
- Increased sense of confidence in tenant management?
- An increased understanding about the Rental Tenancy Act that has led to a decrease in tenant/staff/organization conflicts?

Theory of Change

An outline of the theory of change developed for this project is included in Appendix 1. This document provides a summary of the project inputs that were required for the BC RTA training, the short mid- and long-term goals of the project and the assumptions that were made about the implementation.

BC RTA Training Participant Surveys

Participants were surveyed at three points in the project:

A pre survey was administered prior to taking the RTA training (n=92). The presurvey had a survey completion rate of 93%.

The post survey with a sample size of n=76 based on the possible survey universe of 92 respondents. This response rate provides a confidence rating of 95% with a 5% margin of error. The post survey took place at the completion of the BC RTA training.

The final survey was a follow up survey (n=46), originally intended to be sent out to BC RTA training participants four months following the completion of the BC RTA training program to measure retention and application of training information and skills. Due to time constraints the follow up survey was sent at the one-to-two-month mark for participants, rather than the intended four months following the
training. This survey based on its sample size had an 80% confidence rating for the results with a 7% margin of error with that sample size.

A descriptive statistical review of all relevant survey data is provided within this report to share quantitative data and all qualitative survey data was inductively thematically coded using NVivo, a mixed method research software and summarized within this document with anonymized quotes to ensure the privacy of those surveyed.

Literature Scan

A brief literature scan of published and gray literature was conducted to provide context for the project findings and to gain an understanding of current best practice in eviction and homelessness prevention. The information from this literature scan is incorporated into the findings where appropriate to contextualize the information and to provide some background understanding of terms and definitions.

Stakeholder Interviews

Seven stakeholders were interviewed to get an understanding of their experiences specific to eviction prevention, current prevention strategies, interest in BC RTA training and staff training in general within their organization. These organizations were selected from throughout the province of BC and had a past relationship either through previous training or partnerships with RSESS. The stakeholders provided unique perspectives due to their diversity, two stakeholders represented indigenous organizations, one stakeholder represented a peer support program and provided the perspective of individuals with lived experience, and one organization provided housing support program to people with disabilities. (List stakeholders interviewed).

The following organizations were interviewed for this project:

- Greater Victoria Coalition to End Homelessness Peer Support Program
- BC Non-Profit Housing Association
- BC Housing
- Capital Region Housing Corporation
- Victoria Native Friendship Centre
- Frasier Regional Aboriginal Friendship Centre Association
- South Okanagan Similkameen Brain Injury Association

The information from the stakeholder interviews was transcribed from an audio recording and inductively thematically coded using NVivo, a mixed method research software and summarized within this document with anonymized quotes to ensure the privacy of those interviewed.

Data limitations:

Survey response rates are at a satisfactory sample size to draw conclusions and compare the pre, post and follow up survey findings with some confidence that they are accurate.

However, there are several limitations to the data. First, the survey was not randomized, survey respondent’s self selected whether they would participate in the training and in the surveys and with that comes the typical biases around self selection. We are left with questions regarding who did not participate in the surveys? And how did they find the training? We also know that course participation
was not randomized, for the most part individual’s self selected or were directed by their organization to complete the training and we did not. In addition, 70% of respondents in the follow-up survey had taken the BC RTA training in March or April 2021 just one to two months prior to the follow up survey being distributed. There was less uptake from the early participants of the BC RTA training, so this evaluation can not comment on the longer-term retention and application of information learned.

**Social Business Model Canvas**

The Social Business Model Canvas session was designed to provide a social enterprise business plan for this project to support and assess its sustainability at the end of the grant funding. The Social Business Model Canvas is a tool that provides a framework for looking at a social enterprise from various components including, target market, marketing plan, value proposition, funding sources, costs and materials etc., The RSESS Team and a project partner from BCNPHA participated in this three-hour session facilitated by the evaluator. The SBMC is meant to be an organic process that evolves as a social enterprise evolves. It reviews various aspects of a model from a sustainability perspective. This process provided both answers and further questions to explore within the BC RTA training. Stakeholder interviews and survey questions were then designed to gather some of the information not available during the facilitated session.

**Findings**

The following sections summarize the findings from this mixed method evaluation. The findings are divided into two sections. A process evaluation, to get a better understanding program and how it was received by the participants. And an outcome evaluation, to determine the impacts of the BC RTA training for participants and organizations. The evaluation was conducted in a participatory manner that allowed for participation by the RSESS team and their input into the process. The findings were able to discern changes, based on changes to the course, at three separate phases. Where relevant this information is provided below. Throughout this report direct quotes from survey respondents and stakeholders interviewed are highlighted in blue to distinguish them within the text as direct quotes.

**Process Evaluation Findings**

The first section of the findings will focus on the evaluation questions specific to the process evaluation. There were ten BC RTA training sessions held between November 2020 and April 2021. During this period 96 individuals participated in one of the ten trainings offered by the RSESS Team. Trainings took place over three days and were adapted to a virtual online platform in order to comply with the BC COVID-19 Public Health orders in place at the time.

1. Who is attending the BC RTA training?

Based on the objectives of this project. The target audience for this training were people working within non-profit housing or non-profit community service organizations who support individuals who may be at risk of homelessness or housing insecurity and who would benefit from learning information about the rights and responsibilities of tenants and landlords according to BC Rental Tenancy legislation.

Of the 96 individuals who participated the training over 70% described the sector they worked in as community service organizations, over 40% worked for a housing provider, and government and public sector staff comprised under 8%. The responses generated were more than 100% of attendees, this was
due in part to people selecting all that applied, as non-profit housing provider was not a response available.

Q1 Which of the following best describes your place of work? (Select all that apply)

![Graph showing responses for different roles.]

Figure 1: Survey Monkey 2020-2021 - Pre Survey BC RTA Training Participants.jpg (Survey Monkey, 2020-2021)

Training participants worked within a variety of roles within these sectors, as identified in the graph below. These roles included, outreach (29%), support staff, management, other including identifying that they worked in both a non-profit and a housing provider, these categories were evenly distributed at 16% of respondents, property managers 12% and support roles and community roles were under 10% of respondents.

Q3 Please select the description below that best describes your role:

![Graph showing responses for different roles.]

Figure 2: Survey Monkey 2020-2021 - Pre Survey BC RTA Training Participants.jpg (Survey Monkey, 2020-2021)

2. What is motivating participants to attend the BC RTA Training?

   I don’t know enough to be confident in my ability to mitigate risk for residents and/or my employer.  (BC RTA Survey respondent explaining why they are taking the BC RTA training)

The following section explores survey and stakeholder responses, to better understand what motivated participants to sign up for the BC RTA training. As this word cloud identifying the top 100 most
frequently used words found in the pre survey indicate with the larger words most frequently used, the motivations for taking the BC RTA training very much align with the overarching objectives of this project.

![Word Cloud](image1.png)

**Figure 3: Word Cloud visualizing the responses to what motivated participants to take the BC RTA training**

The chart below identifies what groups the training participants indicated they work with based on survey responses. Within the other category, renters and low-income individuals and families were many of the responses provided. Again, respondents selected all the groups that applied to their role and the results indicate many participants worked with several at risk groups.

Based on the chart below individuals who participated in the training work with groups identified as being disproportionately impacted by the risk of experiencing eviction or housing instability (Distassio & McCullough, 2014). Therefore, it was not surprising that 90% of pre survey BC RTA Training respondents indicated that within their role they support people at risk of experiencing homelessness or housing instability. As one survey response noted, “almost every family I work with has had conflict with their tenancy rights”.

<table>
<thead>
<tr>
<th>Newcomers and refugees</th>
<th>18.48%</th>
<th>17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seniors</td>
<td>52.17%</td>
<td>49</td>
</tr>
<tr>
<td>People with mental health concerns</td>
<td>45.66%</td>
<td>42</td>
</tr>
<tr>
<td>People with addiction concerns</td>
<td>32.61%</td>
<td>30</td>
</tr>
<tr>
<td>Youth</td>
<td>23.91%</td>
<td>22</td>
</tr>
<tr>
<td>Youth in or leaving care</td>
<td>14.13%</td>
<td>13</td>
</tr>
<tr>
<td>Women</td>
<td>27.17%</td>
<td>25</td>
</tr>
<tr>
<td>Men</td>
<td>21.74%</td>
<td>20</td>
</tr>
<tr>
<td>People with disabilities</td>
<td>44.67%</td>
<td>41</td>
</tr>
<tr>
<td>Indigenous people</td>
<td>27.17%</td>
<td>26</td>
</tr>
<tr>
<td>LGBTQ+ people</td>
<td>20.65%</td>
<td>19</td>
</tr>
<tr>
<td>People who are involved in the justice system</td>
<td>16.30%</td>
<td>15</td>
</tr>
<tr>
<td>Job seekers</td>
<td>15.87%</td>
<td>15</td>
</tr>
<tr>
<td>People who are homeless</td>
<td>46.74%</td>
<td>43</td>
</tr>
<tr>
<td>Parents and families</td>
<td>40.22%</td>
<td>37</td>
</tr>
<tr>
<td>General population</td>
<td>32.61%</td>
<td>30</td>
</tr>
<tr>
<td>Other (please specify):</td>
<td>11.96%</td>
<td>11</td>
</tr>
</tbody>
</table>

*Total Respondents: 92*

**Figure 4: What population(s) does your program or area of work primarily serve? Survey Monkey 2020-2021 - Pre Survey BC RTA Training Participants.jpg (Survey Monkey, 2020-2021)**
Of the reasons provided by survey respondents for taking the training, the most frequently cited theme was to better support and assist individuals and families they are working with. This theme was followed by the desire to gain knowledge about the BC RTA. Sometimes these themes combined as was noted in this common survey response, “to better support individuals on my caseload by already having the knowledge of what to do (decrease research time) and having answers to their questions.” (Stakeholder Survey Respondents)

A few of the respondents expressed a plan to translate the knowledge they gained, by developing an in-house training workshop for their organizations staff or people they support within their role to share the knowledge they received.

Another theme was that participating gave them an opportunity to network and share information with other non-profit housing providers. For example, participants identified the sharing internal eviction policies and better understanding how other organizations are working within ‘grey areas’ in the BC RTA as motivators for participating.

3. How satisfied are training attendees? Are their expectations being met? How satisfied is training staff? Partners? Organizations of those receiving training?

Overall respondents indicated a strong satisfaction with the RTA training. In the following chart respondents of the post survey provided feedback that ranked the various components of the training. The respondents of the post survey ranked facilitators level of knowledge, opportunity to ask questions highest with most responses ranked as excellent. Overall quality of sessions and content delivery were ranked next as good to excellent by most respondents. Areas with more mixed reviews with most being average, good to excellent included learning via zoom, length of sessions and effectiveness of the learning. This could partly be attributed to the pivot the training had to take from in person to online due to the COVID-19 public health orders, online learning challenges, and partly due to testing out new training materials within this pilot.

To help with this steep learning curve, the evaluator provided the RSESS team with feedback from session surveys to allow for iterative development through incorporating feedback into subsequent sessions. It is anticipated that the feedback from the surveys and stakeholder interviews will continue to be helpful in informing future iterations of this training.
There were many positive comments about the quality of the facilitation, the time presenters took to respond to questions and allowed for questions, as well as the wealth of information and clarity about specific areas of the BC RTA and Privacy legislation provided within the training. The most frequently used words based on the word cloud below in the post survey responses were positive according to the word cloud below. Other comments indicated that the format of case discussions was a helpful learning process for participants, as this survey respondent indicates in their comments, “I liked the cases studies where you have time to put what you learn into practice and double-check with peers”.

![Survey Monkey 2021 - Post Survey Data Report](Survey Monkey, 2021)
Recommending training to others was viewed as another indicator of satisfaction with the BC RTA training and the graph below shows that most participants, **75%** or more of respondents, would recommend the training to a wide audience within the housing and community support sector. In addition, as noted in the data below, **45%** of post survey respondents said they would attend this training again if the opportunity arose. This too could be interpreted as a high degree of interest and satisfaction with what they experienced, as noted by this survey respondent who felt there was more to explore. Examples of the general theme of these responses includes *"I would definitely attend again, “The presenter was great”, “I’d really like to review some interesting cases to “apply” the knowledge and know what the sticky areas are”.* As noted by the last respondent, participants consistently wanted more exploration of some of the “gray” areas of the legislation and how to interpret it.

Q18 If this training was offered on a regular basis, would you recommend it to... (check all that apply):

![Graph showing survey responses](Figure 6: Survey Monkey 2021 - Post Survey Data Report.jpg (Survey Monkey, 2021))

“As a Housing Manager for a Non-Profit these type of free courses are invaluable and very appreciated.” Post Survey Respondent

As the above quote indicates, there was satisfaction with this training at an organizational level. Organizations were prioritizing the training for their staff and encouraging them to attend. The number of referrals to the training from organizational leadership and word of mouth is a good indicator of organizational satisfaction with the training. The chart below compares sources of referrals in the early months of the training versus later in the year. It is important to note that the training was offered free in which could also have been a motivating factor for organizational referrals.
Although there was high overall satisfaction with the course, not all participants were satisfied with all aspects of the program. This feedback can be seen in the later section, “How can the training be improved?”.

4. Are training participants maintaining and applying their skills learned following the training?

“A client received a Notice to Vacate because his rental home was being sold, I was able to advise him on his rights.” - Follow up survey respondent.

The above quote is an example of one of a few responses indicating that even in the first month or two following the BC RTA training participants shared examples of applying skills learned.

The graph below shows the gain in understanding about tenant rights and responsibilities under the BC RTA gained by participants following the BC RTA training. This respondent gain shifted from “neither agree or disagree” to “agree” at post survey and this maintained at the follow up survey.

As noted above, people were motivated to attend the training to gain knowledge to better assist individuals. Data from stakeholder interviews shows that the frequency at which organizations are facing eviction and homelessness prevention challenges ranged from daily, to weekly, to a dozen times per month. The following quote indicates it does not occur just once in a tenancy either, “I would say pretty much daily and if not daily then weekly when you have such a large base of tenants at any point in
time things can be askew. And we can also see patterns of behavior repeating themselves. So just because we deal with rent and tenant sort of eviction prevention for somebody at one point in time, it doesn't mean that in six months or a year we won't have to sort of cycle through that again.”

Stakeholder Interview excerpt

Although there was not enough data or time between the training to confirm conclusively whether participants are maintaining and applying their skills following the BC RTA training. There were several indicators that trainees felt they had enough knowledge from the training to apply their skills. For example, over 80% in the post survey and 78% of respondents in the follow up survey responded that they agreed or strongly agreed they had enough knowledge about the Residential Tenancy Act to educate other staff or clients if needed.

And as this quote notes, providing staff with accurate information about the BC RTA is key to addressing issues early, as they emerge, as this stakeholder noted having accurate knowledge is an important first step in building staff capacity to intervene early.

“The whole idea is to prevent to prevent misinformation, so that's why this training was thought like, not just for landlords and folks like that, but also for people who work in housing or who interact with tenants. Because, so often, a tenant will come across someone and say, 'hey, like, I'm going to be evicted or like, do you know the answer to this?' and so it's really just providing staff with basic knowledge to at least not provide misinformation, and then if they don't know the correct answer, they know the proper location of where to direct the tenants. So, yeah, it is meant for fairly broad group of people to take.

And that is actually, really helpful, because we do a lot of in-house referrals and you know, other departments wouldn't know that answer. But if they did, it would save a referral, right? Yeah, just a quick answer on our end and it would actually open up, we have more time for the higher need clients”.

5. Are the goals of eviction prevention impact grant being effectively met?

As noted in the objectives section of this report, the overarching goal of this final year of the grant was to focus on sector capacity building to prevent eviction and homelessness by building the capacity of sector staff. From that perspective, this training was offered free to staff working in the sector of non-profit housing and/or community service settings in a variety of roles serving a diverse group of vulnerable families and individuals from organizations throughout British Columbia within a five-month period. As noted in the previous section the program reached just under one hundred. In addition, this grant was used to develop and refine a curriculum and established delivery resources that have the potential to continue to offer training well after the grant period ends.

Of the group of 92 workshop participants who attended the training, 84% of BC RTA Training participants had not previously received BC RTA training. Of those who previously taken training, they received the training from a variety of sources including, BC Housing, TRAC, Landlord BC, Legal Aid BC, BCNPHA and through their organization’s in-service training. This reinforces the observations made by RSESS that there is limited access to this type of training in BC. If you contrast this with the survey respondents’ feedback that 90% of respondents support people at risk of homelessness or experiencing
housing, instability, it is not surprising that from the onset there was a high demand for the training and training spots filled quickly for all sessions available.

The following three areas of focus for change within the system were identified in the final iteration of this project, direct prevention, tertiary prevention, and primary prevention. As noted above, all of these groups were represented in the participants of the program. More detail is provided described in the context of the evaluation findings below:

**Direct Prevention:** Organizations and staff supporting people in rehousing, ensuring ‘best fit’ housing, and beginning tenancies on a strong legal foundation and focusing on early intervention to prevent tensions or issues that lead to evictions.

Although those who had not had training identified high satisfaction with the information provided in the training, there was also indication that those who are very familiar with the BC RTA and work regularly within their role to support tenants at risk found benefit in the training as this example indicates, “Great job! This was an amazing course, and this is coming from a housing navigator who is already immersed in these situations daily. There was a few things that I had thought otherwise on certain circumstances.” Preventing misinformation would be considered an issue that could lead to eviction and was noted as a common concern that motivated providing the training.

**Tertiary Prevention:** Non-Profit Housing providers operating both under and outside of the RTA where increased knowledge by support, maintenance and custodial staff can decrease misinformation contributing to evictions.

**Primary Prevention:** Organizations and staff who support people at risk of eviction but not in a housing focused role (e.g., employment, health, case management, recreation) who may have timely opportunity to intervene in early-stage tenancy issues that may lead to eviction.

As this stakeholder notes there are many ways that outreach and support staff support people to maintain their housing and sometimes it is through an indirect means like this example where the support and information is provided to the landlord, “On the other side of that we also work with private market landlords in many of our outreach programs to try and get people placed into housing and so there’s kind of a third-party contract that we end up involved with ….. if it’s a small operator with one or two units, they don’t really understand the residential tenancy law as a landlord either, so we can do a lot of that advocacy up front before we place somebody. Let them know that we’re there in their corner as well to try and smooth over a good relationship so it doesn’t become an issue.”
As noted in the section on who is taking this program, there was a great deal of interest from throughout the non-profit community service sector. As we examine the outcomes specific to learning and application it is evident that the program was in a short time able to build capacity based on participant self report on the knowledge, confidence and skills gained within the sector and has the potential to continue doing this as an ongoing training.

6. How can the training program improve?

Participants and key stakeholders were asked how the program could be improved and these suggestions for improvements were grouped into several themes including: a desire to spend more time on specific topics, discussion in sessions and/or additional follow up sessions, more discussion and exploration of gray areas within the BC RTA, the duration of the sessions should be longer, the duration of sessions should be shorter, presentation improvements, technology improvements. Each of these themes will be explored in more detail below.

i. More time spent, more information to further explore common issues.

“The first pilot session that was done and until they’ve updated a bit, I won't be sending anybody again ... What was being offered was very much for a brand-new experience, never having done this before, and because our team does this literally every day, we were hoping for more of the ‘what do you get when you're stuck between two sticky wickets that we've never experienced before?’” Stakeholder interview

This comment that the training was not in depth enough was something that came up frequently, especially amongst participants who had significant previous knowledge and experience in applying the BC RTA. Areas that participants wanted more information about included more detailed information about the Rental Tenancy Branch’s dispute resolution process. Some felt this could be a separate training and some respondents wanted more details and depth for topics within this training.

Other areas where participants identified they would like more information or time spent included, better understanding the arbitration process and how an arbitrator makes their decisions, more details about the eviction process, more in-depth case review. The main sentiment within this theme was that the course was very much a surface understanding and for those dealing with applying the BC RTA in their work on a regular basis they wanted more detail and discussion.

ii. Less time spent in discussion.

In contrast to the above there were also a few comments by respondents that less time was required for discussion and question answering during sessions. This was partly a request for less experiential activities due to the zoom delivery - some felt these activities did not work on an online platform and that they made the sessions too long.

iii. Presentation Improvements

For the most part the comments for presentation improvement contained in the post survey where respondents were asked specifically what could be improved within the training, there were many one-off critiques about presentation style, specific activities, typos in handouts, as examples. There was some consistency around the feeling that breakout rooms used for the activities within the training did
not always hit the mark. Some helpful suggestions were provided, such as keeping the breakout groups consistent throughout the training to help facilitate group cohesion. Other suggestions such as providing a 5-minute break in the 1.5-hour sessions, or the effectiveness of polls can be reviewed for future iterations of training. Bringing in a guest speaker to speak to specific topics such as tribunal hearings was also suggested to improve the presentation. A few respondents also commented that the information was provided from a tenant advocacy perspective that aligned with their organizational priorities, however some respondents wanted to hear more about the BC RTA from a landlord perspective.

“How to deal with RTB from a landlord’s perspective - our job is to house people and keep them housed - when we serve eviction notices it is because people either owe a lot of rent and refuse to address it or because of egregious behaviour that no one seems to be interested in dealing with.” Follow up Survey Respondent.

In the follow up survey the improvements focussed more on course content and the information provided not being in-depth enough. It was clear participants were very interested in furthering their knowledge in BC RTA legislation and how to apply it as a non-profit housing provider.

iv. Technological Improvements

As noted earlier, the RSESS team had to not only pivot the direction of the project in the third year but had to implement the new plan in the midst of a global pandemic while complying to COVID-19 Public Health Orders. This meant not only developing a new curriculum but doing so while learning to provide training through an online platform. As would be expected this was not without its challenges. And for both participants and instructors there was a large learning curve in effective teaching and learning through a new online platform.

There were also some benefits noted in this new training approach, especially in stakeholder interviews about the efficiency and economic benefits of providing staff training over zoom and it was felt that a hybrid format may be beneficial in future.

Outcome Evaluation Findings

“I have a client who was having issues with repair work not being completed in her suite. Thanks to the RTA training, I was able to find a template and assist my client with writing a letter to her landlord.” Follow up Survey Respondent

Outcome evaluation questions are intended to determine whether the intended program objectives or outcomes of the program were obtained. Ideally, we would also be able to measure the long-term impacts of the program in effecting larger systemic change it has set out to achieve.

Due to the evaluation time constraints determining long term impact was not possible, to address this we focussed instead on short-term outcomes to determine if the program was building sector capacity through access to knowledge and a better understanding of how to apply BC RTA legislation.

This section focusses on determining if the training attendees through their participation have gained, a deeper knowledge and understanding of the BC RTA and if they are able to apply that knowledge within their roles to contribute to positive prevention outcomes and to decrease in staff tenant conflict. To
determine the answers to outcome questions formed at the beginning of the evaluation, there were five survey ranking questions that were asked in each of the three surveys. It should be noted that overall, there was a strong indication that the outcomes were met. For example, following the training on average respondents ranked themselves higher in their responses to these questions than they did in the pre survey. In addition, over 80% of survey respondents in each case attributed their knowledge ranking to information they received in the training.

1. Was there an increased knowledge of the Residential Tenancy Act and how to apply it?

There is a strong indicator participants increased knowledge and some evidence, such as the quote below, to indicate that people understand how to apply the information they learned in the training. For example, at follow up over 78% of survey respondents felt they had enough knowledge about the Residential Tenancy Act to educate other staff or clients if needed. Over 85% of respondents attributed the BC RTA training with increasing their knowledge in this area from a little bit to a lot. Within the outcomes measures of this survey we will look at the knowledge gained and applied in more detail.

There is a lot of details that I cannot confidently say I remembered everything. However, I feel more confident that I can find the answers if required and the course provided a solid base understanding. Survey Respondent

In addition, the graph below shows that survey respondents increased slightly in the ranking of their ability to find information when the require it following the training, this could be interpreted to mean they feel they can find relevant information with more confidence. The ranking for this question shifted from between “neither disagree or agree” and “agree”, to between “agree” and “strongly agree” at the post test. And although respondents ranking declined at follow up, it still maintained a higher ranking then at the pre-test. When survey respondents were asked how much the BC RTA course contributed to their knowledge in this area over 46% said “a moderate amount” and just over 29% said “a lot”

![Graph showing increased knowledge over time.](image)

The charts below indicate there were gains noted on how respondents rated their knowledge of the BC RTA. The ranking shifted from ranking between a little and a moderate amount on average to a moderate amount and a lot at the post survey. It remained within these categories but on average decreased slightly at the Follow up Survey.
2. Has learning to address tenant behaviors that have historically led to evictions with more a positive outcome?

“I feel like I am more capable of educating tenants about their rights and responsibilities & respond more effectively to issues that come up.” Follow up Survey Respondent.

As noted earlier in this report, accurate information and early intervention are key to addressing tenant behaviours that have the potential to lead to eviction. And although this is hard to measure in the short time span, early indicators, such as this quote above are promising. However, there is not enough data to determine whether this outcome has been met. Again, what we can only look to the knowledge gained by participants within the program based on survey responses and the knowledge they attributed to the program. We can also look to the literature to show that early intervention with accurate information about tenancy rights and responsibilities is of benefit in a more positive outcome for behaviors that have historically led to eviction (Distassio & McCullough, 2014; Stephen Gaetz & Erin Dej, 2017; Zell & McCullough, 2020). In combining the above information, we can confidently say that the BC RTA does show promising early indicators that the training is on the right track to achieve this outcome.

Does the BC RTA training increase participants sense of confidence in tenant management?

I don’t know enough to be confident in my ability to mitigate risk for residents and/or my employer. Pre-Survey Respondent

As noted by this survey respondent, a desire to increase confidence in their ability to mitigate risk motivated people to participate in the BC RTA training. Access to knowledge that helps them help others in stressful situations is empowering for staff, this is especially true when individuals facing situations such as homelessness and housing instability. And we can see this connection between knowledge and confidence within this stakeholder’s comments, when learning about the BC RTA training and its content during the interview, “I wouldn’t really have any considerations other than like just hearing what the title of it is makes me know that I would love to send my whole team to that. I would have no other considerations to think about really, besides, it would just increase our knowledge
base and it would probably help to increase the confidence of not only myself but my team members as well when they’re out doing the work that they’re doing.”

To determine whether the training increased a sense of confidence in tenant management for those who participated, we analyzed survey responses. A few of the follow up survey respondents indicated a stronger sense of confidence in both their ability to navigate tenancy issues for people they support and a confidence in knowing how to find the information if they need it and an affirmation about what they knew already, “I feel much more certain in both new things I learned and facts I was “pretty sure” about prior to this workshop!” (Follow up Survey Respondent)

For example, at follow up over 78% of survey respondents felt they had enough about the Residential Tenancy Act to educate other staff or clients if needed. Over 85% of respondents attributed the training with increasing their knowledge in this area from a little bit to a lot.

Did the training decrease tenant/staff/organization conflicts through increasing understanding about the Rental Tenancy Act?

“Almost every family I work with has had conflict with their tenancy rights” Survey Respondent.

To determine if participant’s increase in understanding contributed to a decrease in tenant staff and organizational conflict, a survey question was designed that was asked whether respondents had the knowledge to confidently navigate a tenancy dispute with someone they support. The responses indicated a strong shift from the pre survey responses of disagreeing or neither agreeing or disagreeing to agreeing with this question in the post survey and slightly less agreement in the follow up survey. It is interesting that dispute resolution was an area where more information was felt to be needed, yet this was one of the stronger gains noted in participant knowledge, based on survey responses.

When asked at the follow up survey how much the course contributed to their knowledge in this area, 87% responded “a moderate amount” and “a lot”. This respondent’s comment shows how they were able to successfully apply their knowledge to help mediate a conflict a client was having with their landlord “a client was having an issue with incomplete repair work in her suite. The training course provided a link to template letters that were very useful in this situation.”

Figure 10 Comparison Pre, Post and Follow-up-confidence in navigating dispute process
As noted throughout this report early intervention and providing accurate knowledge is one of the key components to decreasing conflict and ensuring security of tenure in homelessness and eviction prevention. This stakeholder comment below provides a strong case for the benefits of providing accessible and accurate knowledge to staff at all levels of an organization.

“It’s probably the interaction between their caretaker or resident manager..., and the tenant. Because I feel like there is lots of casual conversations that go on in there and then there’s misperception on both sides. I think people say things from the landlord side, the agent of the landlord isn't as knowledgeable and says something that's actually not true.

And then the tenant takes that and wants to make it true, and so it creates this dilemma and I feel like that relationship is also so key too successful tenancies and where the eviction prevention piece gets muddied. Stakeholder Interview

Another area where respondents indicated they had learned new information to apply in their role, was regarding privacy legislation, as it applies to their role and the rights of tenants they support. This was an area that some respondents indicated they were not aware of prior to the training. It would be fair to assume that knowing tenant rights specific to privacy would be an area that would decrease conflicts between tenants/organizations and staff and create a safer relationship.

I feel like this course was structured a bit more of tenant advocating as opposed to landlord advocating so it was interesting and helpful to learn more from that lens, as my role as a landlord it's important to me to make sure I'm respecting and upholding tenant's rights. Post Survey Respondent.

Another contentious issue can be rental tenancy fees, deposits and rent increases. Between the Pre and Post surveys respondents rated themselves as having more awareness of this topic and this gain was maintained but decreased slightly at the follow up survey.

![Figure 11 Comparison of responses Pre, Post and Follow-up BC RTA legislation around rents and fees](image-url)
Sustainability Planning

A Social Business Model Canvas session was held early in the evaluation process. The purpose of this was to create a space to explore, in more detail, what could be done to ensure program sustainability.

The Social Business Model Canvas is an adaptation of a popular business planning tool, the Business Model Canvas, to help develop a business plan around a social enterprise. This SBMC session was facilitated by the evaluator and attended by the RSESS team and a program advisor from BCNPHA. This session took approximately three hours. During the session various aspects of a social enterprise business plan were explored in detail. The outcome of this session is summarized in the at the end of this section and in more detail in the text within it. Some of the aspects explored included: marketing, defining the target market, resources, funding, potential costs, and revenues including pricing the training. This information was summarized and reviewed by the team. Gaps in information required to further develop the plan and potential sources for that information were identified and questions were formulated. This process was used to develop questions for the stakeholder interviews. This section will summarize the information gathered and is meant to be the starting place for developing a sustainability plan for the BC RTA training program. There is some added feedback at the end of this section based on information gathered during the evaluation that can contribute to the SBMC models next iteration.

Defining and costing the model

The RSESS team has worked during the final year of their Vancouver Foundation Systems Change grant to develop and implement a training model that provides people with familiarity with the BC RTA and tools for applying this information within their roles. This training is meant to be a capacity building training for the housing and community support sector. The costs of the training include, staffing, online or (when allowed) in person, technology platform, server, venue and travel costs. The development costs have been absorbed through the grant funding making the cost recovery plan for future trainings more sustainable, as a pricing model can factor in costs of delivery. Additional costs will be required to maintain and update the materials as the BC RTA is updated or sector needs change to ensure that the materials stay current.

Revenue Generation and Future Funding

Addressing homelessness through a Housing First philosophy, where people are given housing as a human right without conditions attached to the housing has been the dominant approach in addressing homelessness in Canada for the past several years. In the past few years homelessness and eviction prevention have been a combined focus, as part of a prevention toolkit to address homelessness. As a recent report on Eviction Prevention notes, “federal funding (through Reaching Home) for the homeless-serving sector now allows for eviction prevention programs to be incorporated into and funded through municipal-level responses. With adequate political and financial support, and as part of wider efforts to end and prevent homelessness, eviction prevention initiatives may become more widespread and coordinated”. (Institute of Urban Studies p.14). Landlord and support worker training is often cited as one tool in the prevention tool kit.
Based on the identified gap observed to accessing this training and the demand noted when it was offered this third-year program model developed is addressing a significant gap in the eviction prevention response in BC. These observations about supply and demand are reinforced in the feedback from participants and stakeholders. Based on the evaluation findings contained within this report the RSESS team has developed a promising practice to fill this gap, that could be further investigated and developed through future funding.

Stakeholders when asked about costing, felt that this type of training had a definite value and was currently a priority for their organizations. They suggested a fee between $150-$200 would be reasonable for this type of training. There are some challenges to be noted, when relying on a fee for service model alone, to reach all people who require this training within the sector. Non-profit training funds have many competing priorities and stakeholders also noted that not all their contract funding had training allotted to it.

**Marketing**

As the proponent of this training, RSESS has the advantage of already being a leader in tenant education in BC and nationally. They have established a successful RSESS “train the trainer” certification program and there are some marketing synergies between this program and the BC RTA training. Stakeholders seemed to see these synergies. There was feedback during the evaluation interviews and surveys that participants wished to incorporate the information gained through the BC RTA training to enhance their RSESS Rent Smart program for staff and tenants. These type of adaptations to the BC RTA training will be explored in a later section.

The SBMC session identified a few models for packaging the training including a price per individual and an organizational membership model to access training. RSESS currently exploring both to ensure continuity of the training. There is also opportunity to pursue future funding as noted above through Reaching Home, to continue to offer the BC RTA education to nonprofit housing and service providers at a low, subsidized or no cost model to continue enhance access within the nonprofit housing and community service sectors in BC.

During the SBMC session marketing channels were identified, as well as strategic alliances and partnerships. Channels identified such as BCNPHA, existing RSESS networks established through their RSESS trainer network proved very successful in reaching people to market the opportunity and sign-up participants for the training. As identified in a previous section in this report, word of mouth and information shared by organizational leadership in the non profits, became the strongest referral sources once the sessions were established as this survey respondent indicates, “this is a valuable class which my organization recommends; all staff in my department are now required to take this class due to its relevance and effectiveness” And survey responses indicated that participants would refer others in their sector within their networks to the training in future, as well as return to attend the training again.

**Target Market**

The primary, tertiary and direct target markets identified initially for this training if it were to address systemic changes in eviction prevention, proved to be correct. These were the attendees of this training based on survey response data. This training resonated with most participants who participated from
throughout BC and the data indicated the participants were supporting several populations at risk of homelessness and housing instability in a variety of housing and non housing roles, as was predicted in the SBMC session.

Housing workers saw benefits in having those not engaged directly in housing work participate in this training, thus supporting the primary prevention objectives of this project. As this stakeholder explains, “And I even suggest other members of our staff that are not on our housing team that would benefit from it that like our family connection workers as they’re working with many needs. They work closely with their housing team and just to have this general knowledge even in other programs. Because if you’re working with someone and they start talking about their challenges. Just to have that general education piece about evictions and where to or how where to refer them or how to respond and understand that some of them have a very timely response. You have to move fast.”

Resources Required

During the SBMC session a list of resources for implementing the workshop was generated. These resources were dependent on the mode of presenting the training, online or in person. Stakeholders had mixed opinions about their preferences. Cost of travel and loss of staff time factored into their opinions. Organizations further away from large urban centres tended to favour online training as it cut costs. Having a blended model that could be delivered either online, through recorded sessions or in person allows for more flexibility in offering BC RTA training and will better meet non-profits regardless of their location in BC.

I’m more satisfied with the online. It saves travel time for us because either to go to Vancouver or if they were hosting in Victoria. I’m not sure what their plans were prior to COVID. Yeah, so for us that that’s way more accessible for us. Stakeholder Interview

Potential adaptations based on stakeholder and participant feedback.

There was a strong desire for non-profits providers to gain more knowledge about specific aspects of the BC RTA such as dispute resolution. It was also apparent, that although this was a helpful refresher for those regularly applying BC RTA legislation regularly within their role, there was an appetite among this group for deeper discussion and learning about this topic. Over 45% of participants responded they would attend the training. To meet this demand, there may be an opportunity for future iterations, as refreshers or deeper dives into the material. There was also an interest in having a richer networking opportunity to share ideas, experiences specific to this topic. There may be opportunity to develop a suite of trainings to build on this BC RTA overview training to serve this market through such activities as: advanced workshops, communities of practice or partnerships with organizations offering legal advice around the BC RTA.

Regardless of these possibilities it is important to emphasize that the BC RTA training developed through this Vancouver Foundation funding provides strong overview of the BC RTA and how to apply the legislation within a non-profit support role, as demonstrated by the data collected and as such provides the foundational knowledge to address a gap in the sector. Considering that most of the participants regularly apply the BC RTA in their work to prevent risk of homelessness or housing instability this is an important contribution.
This desire for more in-depth training program was described during this stakeholder interview, “A little bit more of the in-depth delicacies of how you maneuver, I don’t know, some of the different problems that we’ve had, and the pilot offering was very much kind of like the RESS, in that way, very taking it from understanding of very little background knowledge, and I think that’s important. But I think I would also suggest that there needs to be like a 1.0 and a 2.0 and maybe a 3.0 because I think when somebody is taking that initial piece it would be great for them to come back and get the more in dept knowledge and maybe having some kind of a forum where others who are also doing the advocacy more as part of their normal day, can actually have maybe a form of some kind where they can have some examples, maybe a panel, some examples of some sticky wickets that people had to get clients out of that are worthy of reproducing knowledge so that others will likely come across sort of more common problems that have arisen.”

A few participants also identified that they were attending the training to bring the information back to their organization to share through an in-service training with their staff or tenants. Although that was not the intended purpose of the training, a “train the trainer” model maybe other options that may be more palatable for organizations with limited staff training budgets. Another option for sustainability could be to pursue a bursary model, where the training has a fee and grants, with grants being used to offset costs for organizations who do not have the funds. This would reduce barriers to the training, as noted by this stakeholder interviewed, “you know you get one training a year maybe or something or a couple of year versus what you probably need is to build the foundation of skills that requires training on an ongoing basis, and that’s expensive.”

A future study with a cost benefit analysis that explores the decreased cost savings identified within the eviction prevention literature, when evictions are prevented, through an evaluation could help in marketing this program to funders and organizations. There is likely a business case to be for building this training into a non-profit housing budget, in order to offset and prevent higher eviction and legal costs due to misinformation and or not intervening early enough to prevent the evictions for occurring.
**Type of Intervention:** A Workshop, fee for service model working to give people familiarity with BC RTA, capacity building training to increase ability to prevent eviction

**Channels**
Rent Smart and BCNPHA provide regular online e-news, education opportunities.

How do we broadcast beyond CRD? Who gets the marketing information?

**Alternatives Customers have to BC RTA Training.**
- Self research (Google it) and look through BC RTA, Property mgmt. course, TRAC webinars

### CUSTOMER DESCRIPTION
Broad group of customers (such as groups, ED's, individual workers, etc.)
- May need employer approval.
- Needs to request for times/funds to do it, time to process forms/approval access to credit card.
- Might have professional training requirements.

### Key Resources and Competencies
- Teaching platform
- Equipment --computer, zoom, etc., servers o for cloud storage.
- HSP - interactive activity platform -need someone to host it (potentially website plugin)
- Space for person to be deliver training.
- tools for dissemination
- Technical and internet capacity
- Dashboard (already have)
- Evaluation tools (e.g., survey platform, recording tools, research software to analyze data).
- Curriculum development skills
- Legal guidance around intellectual property
- MOUs with partners
- Clarity and understanding of creative common licenses.
- Admin support
- Graphic design and marketing
- participants
- Wide network of strong facilitators
- Currently have funding for this pilot

### Partners and Key Stakeholders
**Potential Strategic Alliances**
- Large organizations and sector associations for bulk buying BCNPHA, Work BC, BC Housing

**Potential Buyer/Suppliers**
- VIHA, BC Housing, CMHC, CMHA, Post Secondary (esp. around newcomers and international students)
- Large organization and sector associations for bulk buying

### Key Activities
#### PRODUCTION
- Initial activities to create desired learning outcomes for workshops.
- Create facilitators guide which include learning activities to meet learning outcomes.
- Learning materials for participants
- Tools for facilitators
- Delivery model
- Confirm content is "legally" correct and create sustainability model --> how to update this on an ongoing basis.
- Determining who facilitators and audience are
- Technology piece and who provides this support.
- Second set of production might be needed.

#### IMPLEMENTATION
- Relationship with TRAC
- Problem solving around getting materials and adapting exciting materials.
- Go beyond providing education/knowledge and move towards skill and capacity building.
- Intellectual property rights. navigating virtual world
- Problem solving around what happens after people take the training -- what does it mean that people took that training?

### Value Proposition
**TASKS AND ACTIVITIES**
- Unmet need in the market
- housing crises can derail housing services and goals.
- > stable housing is necessary and eviction prevention activities contribute to this.
- knowledge and intervention can prevent crisis turning into eviction.
- Demystifying legislation
- Keeping costs as low as possible will be important.
- Predictable scheduling - make it easy for people to book.

**CUSTOMER GAINS**
- Access to information customers (such as groups, ED's, individual workers, etc.)
- Increased staff confidence equals decreased stress.

### Impact Measures
- How to make training financially feasible to all sides/types of organizations
- > How accessible is training going to be in recording the sessions for people unable to attend to living in remote locations (how will they access recordings?)
- Keeping balance between having information and knowing where to find. Knowing when something is wrong and knowing where access resources for different problems.
- Increased awareness of issues that might lead to eviction to help prevent it -- supports health and well being of tenants
<table>
<thead>
<tr>
<th>Costs Structures</th>
<th>Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Venue and travel costs for face-to-face events</td>
<td>• need to have subsidy for small non-profits (no barriers to access)</td>
</tr>
<tr>
<td>• Look to explore self-directed for future (cost-benefit analysis needed)</td>
<td>• have different fee structure for landlords vs non-profits.</td>
</tr>
<tr>
<td>• Admin support</td>
<td>• Could have member revenue stream (pricing difference for members</td>
</tr>
<tr>
<td>• External curriculum developer costs (currently covered through grant).</td>
<td>and non-members</td>
</tr>
<tr>
<td>• Marketing and promoting</td>
<td>• Individual rate vs organization bulk rate</td>
</tr>
<tr>
<td>• Graphic and material design (internal costs)</td>
<td></td>
</tr>
</tbody>
</table>
Discussion

The non-profit housing sector can be described as a “collection of non-profit, charitable organizations that in most communities are not organized in a collaborative and coordinated fashion. This creates limitations to the capacity of the sector to take on prevention alone”. (Stephen Gaetz & Erin Dej, 2017) To take this quote further, providing an organized and systematic capacity building strategy in a collaborative and coordinated way is even more challenging. Along with other sector partners, the RSESS team plays a key role in doing so, by building sector connections as a trusted and respected training provider who are known for their delivery of beneficial capacity building training. Their Rent Smart training program has helped tenants succeed and maintain secure tenancies for many years and has been adopted throughout BC and the rest of Canada.

Within this capacity, RSESS has a well-established network of community partners throughout BC. It was these relationships that contributed to their success in developing and launching a province wide training, in less than a year and during a global pandemic. RSESS was able to successfully leverage these relationships to reach the sector and widely market their new initiative.

The positive feedback received from respondents and the input gained through stakeholder interviews indicates that the BC RTA training program addresses a current gap in the non-profit housing sector, and there is an ongoing demand that will continue. This initiative is timely as the development coincides with a larger focus and priority around eviction prevention in this sector at the National policy, research and funding level.

The following section will provide more discussion about specific aspects from the findings of this evaluation that were not considered in other areas of this report, to summarize the findings and contextualize them within the current sector priorities and practices.

Homelessness Prevention Strategies

Although this report focuses on a specific prevention strategy, BC RTA training, to address direct, tertiary, and primary prevention of homelessness and housing instability. In reviewing information from stakeholder interviews and survey responses it became clear and is encouraging to note, that the training is occurring in a culture of prevention within the sector. This evaluation was able to capture significant evidence of this. There was a culture of eviction prevention observed in reviewing the data. This culture is described in the excerpt from a stakeholder interview, “But the idea that we have a bigger goal in mind, which is to have people not pushed into homelessness, I think it's challenging. And so there needs to be education and communication and thus continuing to share why we do things a certain way, but the cost definitely is in the amount of work we could probably get done because these things consume a lot of time of a lot of staff...there needs to be lots of conversation, and assessment of have we exhausted all of our avenues and options.

What made the BC RTA training so unique is that it is grounded in this prevention culture and provides an BC RTA perspective from the lens of preserving a tenancy, recognizing tenant rights including their privacy. This culture requires a level of training, knowledge and application skills. As this stakeholder notes, they face some challenges attracting and maintaining people who possess this talent: “There is a
challenge there as well, but we have heard instances of not having staff who are potentially the best trained and having the formal education required to handle very stressful situations that that can lead to. And so, you know, just given the kind of low wages frequently within the non-profit housing sector that can act as a barrier to getting the most qualified people into kind of deal with these issues with eviction”. Having access to training that ensures staff have an adequate knowledge of the BC RTA legislation is as one survey respondent noted “invaluable”.

Trauma Informed and Cultural Safe

*I think we face mainly more discrimination. Working with, you know, dealing with landlord who are not Aboriginal. So, advocating for First Nations and being First Nations. Sometimes that is our barrier of being heard.* Stakeholder Interviewed

Providing the information to staff directly in the BC RTA training, not only builds sector capacity, but it also means that individuals facing tenancy issues can obtain information from trusted, safe and culturally relevant sources for them. As one indigenous service provider noted above, there are often unique issues that are consistently faced by specific groups who have unique experiences and face systemic barriers due to the intersection of systemic discrimination based on culture indigeneity, gender, having children, language barriers in the case of newcomers to Canada, individuals living with disabilities, mental illness, substance use, past trauma.

Having cultural knowledge, an empathic perspective, specialized training and a deeper understanding of how specific issues can be bridged and supported more effectively and safely ensures that BC RTA principles can be applied within this context. This important aspect of the BC RTA training needs to be emphasized, as it is especially important in times of stress such as a potential risk of eviction, if familiar and trusted supports can help a tenant navigate a tenancy issue or can identify an issue early in the tenancy due to a misunderstanding that could lead to future conflict if not addressed.

Emerging Best Practice

The BC RTA training program developed by RSESS has several factors that indicate it is an emerging best practice in the field of homelessness prevention. The Canadian Alliance to End Homelessness identifies four key principles to consider when determining if an initiative is a homelessness best practice by the following criteria, according to the Canadian Homelessness Research Network (2013). According to their reports, to qualify as a promising practice an intervention must first, be explicitly focus on reducing or ending homelessness as the objectives of this training does. Second, there is clarity of intended impact, an initiative should have clear goals, objectives and a strong philosophy surrounding the activities. The theory of change and the evaluation questions that emerged, specific to this training, are examples of how this program has built clear goals and objectives. Third, there should be sound unbiased evidence that the program is achieving the results it has set out to achieve this should include qualitative and quantitative data to demonstrate change. The unbiased end user data gathered for this evaluation that indicates positive outcomes from this training serve to meet this criterion. And finally, a best practice should be integrated within a system response. The overarching goal of this project was to build capacity at the system level and the RSESS has demonstrated the existing capacity to deliver on this fourth criterion.
Based on this evaluation the BC RTA training program developed by RSESS meets these criteria and would benefit from longer implementation to determine the longer-term impacts of these promising early findings.

Knowledge Mobilization

"Knowledge mobilization is about sharing information in ways that are accessible, understandable and relevant to your audience. It’s also about understanding your audience’s needs, how to reach them and what motivates them. Knowledge mobilization done right turns research into action.” Found at: https://www.homelessnesslearninghub.ca/learning-materials/knowledge-mobilization-homelessness-sector

As a next step, it will be important for this project to put further thought into how to mobilize the knowledge gained from the BC RTA training in wider non-profit housing sector. The early promising findings from this sector specific eviction prevention tool are an effective way of addressing a knowledge gap in the sector that that raises the risk of eviction and housing instability throughout BC. Sharing this knowledge and allowing opportunity to dialogue about this and other types of eviction prevention interventions will be key to building on the existing prevention mindset that exists within the sector.

This project has the potential to contribute significantly to homelessness and eviction prevention and to help to support housing stability in the province of BC. It is important to capacity building within the sector that this information is shared widely to look for ways to further the gains made. Knowledge mobilization could also serve the benefit of marketing the good work being done by RSESS team and help to further market their training within the sector. There are many good tools specific to knowledge translation available through the following website: https://www.homelessnesslearninghub.ca/learning-materials/knowledge-mobilization-homelessness-sector that could aid with this task.

Conclusions

In concluding, this evaluation focussed on the final year of a three-year Vancouver Foundation System Change Grant. The overall goal of the project was to increase sector capacity to prevent homelessness. The final year of the project focused on an identified a gap in non-profit housing and support sector’s front-line knowledge of the BC RTA. RSESS recognized that addressing this gap could increase sector capacity to prevent homelessness through helping frontline staff understand and apply the BC RTA within their roles supporting vulnerable groups to maintain their housing. This was a more specific and targeted approach than was originally conceived but aligns with the original purpose and intent of the funding.

The mission of this project was to help tenants at greatest risk of homelessness to secure their tenure through building the capacity and the knowledge and skills of those who support them specific to understanding and applying BC RTA legislation. This was a timely project, as more and more people leave homelessness and obtain housing through the many initiatives that have been funded at the local, provincial, and federal levels this past few years, policy conversations are shifting to eviction and
homelessness prevention. Reaching Home, a federal funding initiative through the National Housing Strategy, has identified eviction and homelessness prevention as a funding priority this year for the first time.

This evaluation found that RSESS has satisfactorily achieved their intended goal, based on the findings gathered during this external evaluation. The BC RTA training RSESS developed has addressed a gap in eviction prevention in BC that has been well documented in this and recent eviction prevention studies. The approach taken by RSESS to train staff who are working at the front lines with groups who are known to be vulnerable to eviction and at risk of homelessness or housing insecurity was deemed to be a culturally safe, trauma informed, promising practice. As noted in the evaluation findings. Overall, there was a significant self reported gain in the skills, abilities and confidence of BC RTA training attendees following the training and over 80% of survey respondents attributed this gain to information they received in the training.

The funding The Vancouver Foundation has provided to RSESS has provided the means to explore the need demand and approach to building sector capacity in homelessness prevention. In the final year of the grant, RSESS has developed, tested, and evaluated BC RTA training and a social business model sustainability plan to continue the training after the funding ends. RSESS has a short-term plan to scale this project through providing BC RTA training to organizations within their extensive network on request and will host online training for individuals using a cost recovery model that has proved effective for other trainings they offer. They have a marketing plan that includes sharing the findings from this evaluation.

RSESS like many non-profit organizations working in the housing and homelessness sector currently, has capacity challenges due to high demand for services and limited resources to provide them. Their plan to sustain this project has taken these capacity challenges into consideration.

The early findings of this evaluation have deemed the outcomes of this three-year grant, specifically the BC RTA training, to be a promising practice in eviction and homelessness prevention. As such, RSESS is encouraged to continue using the evaluation tools developed for this evaluation to gather further longitudinal data and to consider pursing future funding to build on their work as capacity allows.

Recommendations

1. The BC RTA training program’s evaluation pre post and follow up surveys provided most of the findings for this evaluation. It would be beneficial, if capacity allows, to continue using the existing surveys to gather information to continue to inform the development and implementation of the BC RTA training.

2. Given the promising findings contained in this evaluation and the current policy climate that is prioritizing eviction prevention tools within the non-profit housing sector, mobilizing knowledge through sharing the findings of this evaluation should be a priority and is encouraged through the development of a systematic knowledge mobilization plan utilizing the resources provided within this evaluation.

3. RSESS has an implementation plan to continue to sustain the BC RTA training at a level that is supported by RSESS current resources and ensures a cost recovery for their efforts. This plan is supported by the findings in this evaluation. RSESS’s BC RTA implementation plan will allow for
the continuation of the training. This will aid in sector capacity building assisting the non-profit housing and support sector to source accurate information and to build BC RTA knowledge amongst frontline staff, build the skills to apply this knowledge and educate tenants and landlords on their rights and responsibilities under the BC RTA.

4. This initiative shows early evidence of being a promising practice in eviction and homelessness prevention and addresses a gap identified within the sector, this is evident in both the demand for the training, feedback from participants and recent research on eviction prevention in Canada. It is encouraged that future consideration for further research and development of this training through access to further funding be pursued as capacity allows.

References

Acacia Consulting & research (November 30, 206). *Policy and Discussion paper on Eviction and Homelessness: Stakeholder Perspectives on a Role for Human Resources and Social Development Canada*. Prepared for Housing and Homelessness branch Human Resources and Social Development Canada. Ottawa, ON.


Appendix A: Theory of Change
Rent Smart Eviction Prevention Program Evaluation Framework

Program: Eviction Prevention Program

Goal: RESS is working with both the Tenant Resource and Advocacy Centre (TRAC) and the BC non-Profit Housing Association (BCNPHA) with a shared interest in system change and eviction prevention with the enmeshed in the goal of making Residential Tenancy Act training available to community organizations and housing providers across the province.

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>ACTIVITIES</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>What we invest</td>
<td>What we do</td>
<td>Why this project: short-term results</td>
</tr>
</tbody>
</table>
| Staff: A knowledgeable staff group with expert level experience in classroom training and eviction prevention. | **We provide:** Classroom and online training to build organizational and individual knowledge in applying the Residential Tenancy Act with an emphasis on eviction prevention tools. | • Staff supporting people in re-housing.  
• Supportive housing workers,  
• Maintenance staff working in Community non-profit housing community in BC  
• Organizations and staff supporting eviction prevention not in a housing role  
• Organizations supporting people in rehousing and nonprofit housing providers | From a system change perspective:  
**Direct Prevention:** Organizations and staff supporting people in rehousing, ensuring 'best fit' housing and beginning tenancies on a strong legal foundation and focusing on early intervention to prevent tensions or issues that lead to evictions  
**Tertiary Prevention:** Non-Profit Housing providers operating both under and outside of the RTA where increased knowledge by support, maintenance and custodial staff can decrease misinformation contributing to evictions.  
**Primary Prevention:** Organizations and staff who support people at risk of eviction but not in a housing focused role (e.g. employment, health, case management, recreation) who may have a timely opportunity to intervene in early stage tenancy issues that may lead to eviction. | **Action:** Increase security of tenure and access to 'best fit' housing for those experiencing or at risk of homelessness  
• Decrease organizational costs associated with eviction and addressing problematic tenant behaviors associated with eviction. | **Conditions:**  
• Strengthen the nonprofit housing sector and its stakeholders to ensure 'best fit' housing and housing security for those experiencing homelessness or at risk of homelessness  
• The reduction of evictions through building the capacity of the nonprofit sector in BC through a deeper understanding Residential Tenancy Act and its applications.  

Funding: Vancouver Foundation Impact Grant
Appendix B: Research Tools—pre post and follow up surveys and stakeholder interview guide.
RSESS BC RTA Training Evaluation

Stakeholder Interview Guide

Introduction:

Rent Smart has obtained funding to pilot a BC RTA training workshop for rental housing and support providers with the goal of eviction prevention. This fee for service model, gives people familiarity with the Provincial Rental Tenancy Act, building capacity through experiential training to increase service providers ability to prevent eviction. This training is designed to meet the needs of a broad group of participants (such as housing providers, housing workers, ED’s, community support workers, etc., anyone supporting people in rental housing who need to understand their rights and responsibilities around according to the BC RTA.

As part of the evaluation of the project we are speaking with stakeholders who work in the nonprofit housing sector and or support people living within the sector to get their perspective on the need for this type of training to help inform the model being developed. This training is being developed in collaboration with TRAC, BCNPHA and .... You have been identified as a key stakeholder. I would like to ask you a few questions, the interview should take no more than 30-40 minutes of your time. The information you share will not be attributed to you directly and identifying details will be removed to ensure you confidentiality through this process. I would like to record the interview for data collection purposes only if that is, ok? Once the tape has been transcribed it will be erased and only an anonymized version of the transcript will be available. I just want to ensure that I capture you words correctly during your responses. Thank you for your time and input!

1. Can you state your name and the name of your organization and what your organization does?
2. Are you familiar with Rent Smart?
3. How often do you deal with potential eviction issues and tenant challenges within your day-to-day operations? Follow up Questions:
   a. What impact do these issues have on your organization?
4. If answer indicates eviction risk is something the organization deals with, follow up with the following questions.
   What resources are you using to deal with these issues now?
   a. Are they effective?
   b. What is the estimated cost? Benefits and challenges of your current system for addressing eviction prevention?
5. Can you describe your organizations current training plan? Formal or informal process? Training priorities? Probe questions: Do staff sign up on their own and submit the expense? What type of approval process is required?
6. What is your staff training challenges as an organization? Is there a training model that works best for your organization currently to address these challenges?

7. How does your organization typically hear about staff training opportunities?

8. I mentioned the eviction prevention pilot training that Rent Smart has developed this program is a two day in person/online synchronous workshop. Would this be of interest to your organization as a training for staff? Why or why not? What factors would you consider in deciding to send staff to this type of program?

9. Those were all the questions I had for you today? Is there anything you would like to add to your response? Any questions for me?

Thank you for taking the time to speak with me and for helping to inform this project!