

Appendix II

Peel Affordable Rental Incentives Program – Evaluation Results and Future Program Implementation

Affordable Housing Incentives Pilot Program evaluation approach and summary

1. Evaluation overview

Purpose	Scope	Data collection methods
<ul style="list-style-type: none"> Evaluate the outcomes of the Affordable Housing Incentives Pilot Program (“Pilot Program”), including the extent to which Regional and program-specific goals and objectives were met Identify the successes and challenges of the first round of the Pilot Program, including validating key directions and identifying opportunities for improvement in potential future rounds Track identified measures and indicators, and develop an ongoing performance measurement framework 	<p>In scope:</p> <ul style="list-style-type: none"> Design, implementation and results of the Pilot Program Call for Applications <p>Out of scope:</p> <ul style="list-style-type: none"> Evaluation of long-term impacts to residents/experience of developers Comprehensive comparison of the Pilot Program to other Regional housing programs 	<p>Mixed-methods approach:</p> <ul style="list-style-type: none"> Stakeholder survey Focus group and interviews with development industry, Regional program staff, and local municipal staff Document review Jurisdictional scan/best practices Housing needs/market analysis <ul style="list-style-type: none"> Review of market data, Regional housing need, and financial comparison of Regional housing programs Internal resource review <ul style="list-style-type: none"> Identifying current and future resourcing requirements

2. Evaluation questions and results (summary)

Evaluation theme	Results	Recommendations
1. Design		
a) Regional and program-based goals and objectives?	All program objectives were met.	<ul style="list-style-type: none"> Continue to seek opportunities to stack incentives with local municipalities/senior levels of government. Program should remain focused on private and non-profit applicants with housing development experience (not intended to provide capacity building function). Required criteria should be updated to permit applicants developing retirement residences, to permit unit acquisition, and to require at minimum a pre-application consultation meeting.
b) What changes, if any, are required to improve the program design to ensure Regional housing needs are being met? What are the risks and benefits?	Minor adjustments were recommended to clarify eligibility and align with Regional housing priorities.	
c) What changes, if any, would enhance the strategic alignment of the Pilot Program with Regional Priorities (e.g., PHHP)?	Program is well aligned with Regional housing priorities as established in the Strategic Plan, Peel Housing and Homelessness Plan and Regional Official Plan.	

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		<ul style="list-style-type: none"> Scored (preferred) criteria should be updated to give greater weight to planning approvals and clarify location criteria and sustainability/accessibility criteria.
2. Process		
a) What were the successes and barriers experienced by internal and external stakeholders during the application process?	The process of applying was clear to stakeholders. Minor adjustments were recommended to add further clarity to the application process.	<ul style="list-style-type: none"> Region should seek additional information on land ownership, applicant organization structure, and project financing. Review process should include period to provide any missing documents. Scoring should be revised to equally weight objective and qualitative criteria.
b) To what extent is the Pilot Program reaching the intended participants?	Communication of the program was effective in reaching intended participants (private and non-profit development industry).	
c) What changes, if any, would improve the application process, including materials and communications?	Minor adjustments to the application process were identified and will be implemented. Communication of the program including outreach and applicant engagement was positively received.	
d) What were the successes and barriers experienced by individuals involved in the review process?	Minor adjustments to the review process recommended to streamline review and approvals processes.	
e) What changes, if any, are required to streamline the review process? What are the risks and benefits?	Minor adjustments to the review process were recommended to add clarity for all involved, including applicants, local municipal staff and Regional staff.	
3. Resourcing		
a) What was the staff resourcing required: <ul style="list-style-type: none"> i. To successfully implement the Pilot Program? 	Staff resourcing requirements have been identified and will inform a budget request.	<ul style="list-style-type: none"> Consider at least 1 FTE position as an additional staffing requirement to efficiently implement the program with consideration given to the following skills:

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ii. For anticipated administration requirements for units approved through the Pilot Program Call for Applications?		<ul style="list-style-type: none"> ○ Knowledge of planning and policy development within housing sector including knowledge about the responsibilities of local municipalities and the Region ○ Extensive liaison, coordination, and facilitation experience ○ Knowledge of evaluation and performance measurement ○ Knowledge and experience in program design
b) To what extent did the Pilot Program provide expected results in relation to Regional funding provided?	The funding allocated represented a positive financial return on investment (comparison of rental reductions with Region’s financial input) and was within expected results in the context of Regional housing programs.	
4. Performance measurement framework		
a) What ongoing evaluation measures/processes should be included in a performance measurement framework to support continuous improvement?	Performance measurement framework developed to support collection of credible and reliable performance data; outlines ongoing monitoring and regular evaluation.	<ul style="list-style-type: none"> ● The performance measurement framework should be implemented to ensure continuous learning and improvement. ● Performance measurement framework should include an evaluation of impacts to tenants once the units are occupied.