

MAY 8, 2019

JOINT SERVICES COMMITTEE REPORT

REPORT NO. JSC-027-2019

**LEEDS GRENVILLE HOUSING PLAN
PUBLIC REPORT**

**CHRIS MORRISON
MANAGER, HOUSING DEPARTMENT**

**ALISON TUTAK
DIRECTOR, COMMUNITY AND
SOCIAL SERVICES**

RECOMMENDATION(S)

THAT the Joint Services Committee of Leeds and Grenville recommends to Counties Council the approval of the Annual Housing and Homelessness Plan Public Report 2019.

BACKGROUND

The *Housing Services Act* was enacted in 2011, and one of the requirements established was for Consolidated Municipal Service Managers (CMSM's) to develop a ten-year Housing and Homelessness Plan. The Housing Plan was approved by Counties Council in May 2014. Another requirement of the *Housing Services Act* was that starting in 2015 public reports on the activities of the previous calendar year are required. The report is to include:

- Measures taken and the progress achieved to meet the objectives and targets in the Housing Plan.
- The report must mirror the requirements in the *Housing Services Act*.
- Provide the Minister of Municipal Affairs and Housing with the same information provided to the public, and the method in which it was reported to the public by June 30th of each year.

DISCUSSION

The Housing and Homelessness Plan has identified three main strategic goals, and with each of these strategic goals, a number of Outcomes and Action items were identified.

In 2016, integrated into the Outcomes and Action items were the three pillars that support the Regeneration Strategy. Many of the action items are an integral part of operations and are ongoing, while others are project specific with limited durations.

Attachment 1 outlines the Outcomes and Actions for the current and upcoming years. Once approved, this document, along with this report, will be made public by posting it to the Leeds Grenville website.

The *Housing Services Act* requires that, in addition to annual reporting, all Service Managers are to conduct at the fifth year mark, a review process that provides an opportunity for Service Managers to update their Housing and Homelessness Plans to reflect the changing environment, and to ensure consistency of local plans with the *HSA*, and the revised policy statement released in 2016. In addition, Service Managers will need to consider opportunities to leverage the National Housing Strategy. Service Managers are required to provide a written report of their review to the ministry to summarize main revisions to the plan.

The Five Year Review commenced in the Fall of 2018, a report on the review and revised plan will be coming to JSC in the Fall of 2019, with a final report going to the ministry by December 31, 2019.

FINANCIAL IMPLICATIONS

There have been no funds provided by MMAH with respect to the costs of implementing the Plan. The Housing Department does rely on the Housing Plan when considering the utilization of MMAH funds, such as the Community Homelessness Prevention Initiative (CHPI), or the Investment in Affordable Housing (IAH) Program.

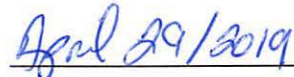
The action strategies that have been identified in the Housing and Homelessness Plan are varied, and several may require a commitment of future dollars, but such will only occur upon the direction and approval of the Joint Services Committee.

ATTACHMENTS

Attachment 1: Housing and Homelessness Plan: Strategic Outcomes and Actions.



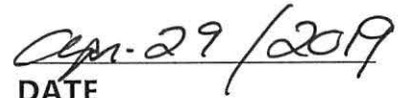
**CHRIS MORRISON, MANAGER
HOUSING DEPARTMENT**



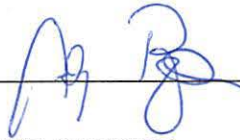
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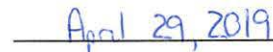
**ALISON TUTAK,
DIRECTOR**



DATE



**ANDY BROWN
CHIEF ADMINISTRATIVE OFFICER**



DATE

HOUSING AND HOMELESSNESS PLAN: STRATEGIC OUTCOMES AND ACTIONS

Strategic Goal 1: Maintain Current Affordable Housing Services and Programs.			
Outcome: Environmental sustainability and energy conservation. This aligns with the provincial outcome of: <input checked="" type="checkbox"/> Environmental sustainability and energy conservation.			
Action: Energy Management Conservation Plan for the public housing portfolio.			
Supporting Action	Indicators	Timeline/Status	Budget
Window Replacement at 80 Water St., Brockville (2 nd Phase)	Energy consumption costs will be reduced	Will be completed in 2019	Allocated in 2019 Capital Budget
Washer and Dryer Replacements at Multi Residential Complex	Energy consumption costs will be reduced.	Completed in 2019	Allocated in 2019 Capital Budget
Outcome: Revitalization and Social Improvement (Regeneration Pillar)			
Action: Enhance interior/exterior of units of current portfolio.*			
Supporting Action	Indicators	Timeline/Status	Budget
Interior Painting - 523 Hyde St; and 503 Fort Town Prescott	Enhance appearance	Will be completed in 2019	Allocated in 2019 Operational Budget
Floor Replacement at 200 Bridge St Kemptville, 523 Hyde St and 275 Water St Prescott	Enhance appearance	Will be completed in 2019	Allocated in 2019 Operational Budget
Cement Walkway Replacements at 200 Bridge St Kemptville, 523 Hyde St and 275 Water St Prescott	Enhance appearance and safety	Will be completed in 2019.	Allocated in 2019 Capital Budget
Roof Replacement/ Repairs at 12 family units	Extend life of asset	Will be completed in 2019	Allocated in 2019 Capital Budget
Action: Curb appeal/pride of place.*			

*Actions Underway

Strategic Goal 1: Maintain Current Affordable Housing Services and Programs.			
Outcome: Environmental sustainability and energy conservation. This aligns with the provincial outcome of: <input checked="" type="checkbox"/> Environmental sustainability and energy conservation.			
Action: Retrofit to divide single family homes into duplexes.			
Supporting Action	Indicators	Timeline/Status	Budget
Conversion of two Brockville four-bedroom homes, to duplexes	Increase portfolio	To be considered and assessed in 2019/2020	TBD
Action: Conversion of additional units for handicap accessibility.			
Supporting Action	Indicators	Timeline/Status	Budget
Identify the need based on waitlist	Allows tenants to remain at home longer	Ongoing consideration for future years	Capital
Outcome: Revitalization and Social Improvement (Regeneration Pillar)			

Strategic Goal 1: Maintain Current Affordable Housing Services and Programs.			
Outcome: Ensure stability and access to housing for low-income families This aligns with the provincial outcome of: <input checked="" type="checkbox"/> Outcomes and Accountability			
Action: Maintenance of current public housing portfolio.			
Supporting Action	Indicators	Timeline/Status	Budget
Set annual criteria for Community Housing Capital Reserve based on amortization to ensure funds are available to maintain the public housing portfolio	Stock is maintained for future	Ongoing	Annual Budget Consideration
Develop an asset management plan and database	Asset Management Plan to be completed in conjunction with Leeds Grenville AMP	Completed	Annual Budget Consideration
Maintain and Replenish Social Housing Reserve Fund	Allocate Operational Budget Surplus to Reserve	Ongoing	

<p>Outcome: Coordination with other community services to improve access to safe and affordable housing for individuals and families. This aligns with the provincial outcome(s) of:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Coordination with other community services. <input checked="" type="checkbox"/> Goal of ending homelessness <input checked="" type="checkbox"/> Broad range of community needs <p>Private ownership</p>			
<p>Action: Continue to leverage partnerships with key stakeholders to support individuals and families in accessing safe, adequate and affordable housing.</p>			
Supporting Action	Indicators	Timeline/Status	Budget
Earmark Homeownership funds for Habitat for Humanity families	One new home each year (average)	Ongoing over next 10 years	IAH – Homeownership Funds

Strategic Goal 1: Maintain Current Affordable Housing Services and Programs.			
<p>Outcome: Coordination with other community services to improve access to safe and affordable housing for individuals and families. This aligns with the provincial outcome(s) of:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Coordination with other community services. <input checked="" type="checkbox"/> Goal of ending homelessness <input checked="" type="checkbox"/> Broad range of community needs <p>Private ownership</p>			
<p>Action: Continue to leverage partnerships with key stakeholders to support individuals and families in accessing safe, adequate and affordable housing.</p>			
Supporting Action	Indicators	Timeline/Status	Budget
Connect Youth Inc. Two Emergency Shelters	Service Agreement is in place	April 1-2019 to March 31, 2020	Community Homelessness Prevention Initiative (CHPI)
Lanark, Leeds and Grenville Addictions and Mental Health Hoarding Assistance Program	Service Agreement is in place	April 1-2019 to March 31, 2020	Community Homelessness Prevention Initiative
IAH 2014 Extension – Rental Housing Service Agreement with North Grenville Community Living	Affordable Housing Unit - Kemptville (11 Units)	Effective December 21, 2018 and continue for period of twenty (20) years	Investment in Affordable Housing Funding

Strategic Goal 1: Maintain Current Affordable Housing Services and Programs.			
<p>Outcome: Coordination with other community services to improve access to safe and affordable housing for individuals and families. This aligns with the provincial outcome(s) of:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Coordination with other community services. <input checked="" type="checkbox"/> Goal of ending homelessness <input checked="" type="checkbox"/> Broad range of community needs <p>Private ownership</p>			
<p>Action: Continue to leverage partnerships with key stakeholders to support individuals and families in accessing safe, adequate and affordable housing.</p>			
Supporting Action	Indicators	Timeline/Status	Budget
Participate in Home Ownership program	9 new first-time buyers (2018)	Ongoing	Investment in Affordable Housing Funding
Participate in Ontario Renovates program	22 homeowners remained in home (2018)	Ongoing	Investment in Affordable Housing Funding
Participate in Housing Allowance program	135 (average monthly recipients) renters in private market receiving assistance (2018)	Ongoing	Investment in Affordable Housing Funding
Homelessness Enumeration Survey	44 surveys were completed, with 30 meeting the provincial criteria for homelessness	May 2018	Operational
<p>Outcome: Improve internal communication and access to services. This aligns with the provincial outcome(s) of:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Accountability and outcomes <p>Coordination with other community services.</p>			
<p>Action: Develop and implement an internal communication strategy.</p>			

Supporting Action	Indicators	Timeline/Status	Budget
Develop training sessions for all staff in Community and Social Services.	Increased knowledge and awareness of all programs	Ongoing	N/A
Promote cross-training opportunities between departments.	Increased awareness Opportunities for collaboration Enhanced customer services	Ongoing	N/A

Strategic Goal 1: Maintain Current Affordable Housing Services and Programs.			
Outcome: Non-profit and co-operative housing are viable and continue to provide affordable housing. This aligns with the provincial outcome(s) of: Non-profit housing corporations and non-profit housing co-operatives.			
Action: Support the financial viability and stability of current non-profit and co-operative housing providers, recognizing the end of operating agreements.			
Provide technical support for building condition assessment.	Asset Management Plan	Ongoing	No additional costs
Marguerita Residence Corporation- Rent Supplement Agreement	30 Rent Supplement Units	July 1, 2018 - Ongoing	Operational
Outcome: Non-profit and co-operative housing are viable and continue to provide affordable housing. This aligns with the provincial outcome(s) of: Non-profit housing corporations and non-profit housing co-operatives.			
Action: Support the financial viability and stability of current non-profit and co-operative housing providers, recognizing the end of operating agreements.			
Supporting Action	Indicators	Timeline/Status	Budget
Provide assistance in budget preparation.	Financial documents will be completed on time	Ongoing	No additional costs
Provide access to relevant training.	Training sessions will be provided annually	Ongoing	No additional costs

Any non-profit or co-operative housing provider that is in a deficit position will be allowed to keep 100% of their annual operating surplus.	Reduction in non-profit's accumulated operating deficits	Ongoing up to 2028 End of operating agreements	No additional costs
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Strategic Goal 1: Maintain Current Affordable Housing Services and Programs.

Outcome: Non-profit and co-operative housing are viable and continue to provide affordable housing. This aligns with the provincial outcome(s) of:
 Non-profit housing corporations and non-profit housing co-operatives.

Action: Support the financial viability and stability of current non-profit and co-operative housing providers, recognizing the end of operating agreements.

Supporting Action	Indicators	Timeline/Status	Budget
Complete operational reviews to ensure mandatory requirements under the Act are met	Operational Reviews conducted on two housing providers	Ongoing	Operational
Establish Policy and Procedure to manage expired operating agreements of non-profits and cooperative	Maintain housing units as part of system	Ongoing	
Marguerita Residence Corporation-Loan Agreement Security	Secured 30 units (Church Street) to count towards mandated service levels	Ongoing	No Cost

Strategic Goal 2: Enhance Services to Reflect the Changing Needs of the Community.

Outcome: Rent supplement agreements will provide options; rent-geared-to-income (RGI) housing will better meet the range of community needs.
 This aligns with the provincial outcome(s) of:
 Accountability and outcomes.
 Goal of ending homelessness.
 Broad range of community needs.

Action: Encourage Non-Profit and private housing providers to add affordable housing to meet the identified needs of the community to the market place.			
Supporting Action	Indicator	Timeline/Status	Budget

Strategic Goal 2: Enhance Services to Reflect the Changing Needs of the Community.

Outcome: Geographic re-distribution of stock (Regeneration Pillar).

Action: Acquisition of properties in high demand areas.

Supporting Action	Indicator	Timeline/Status	Budget

Action: Sale of properties.

Supporting Action	Indicator	Timeline/Status	Budget
Sale of units in Prescott; four have been sold	Reduction in waitlist times for areas in greater demand	Ongoing 2016 - 2024	

Action: Target specific geographical areas for rent supplement.

Designate twelve units as Market Rent in Prescott	Create flexibility to meet mandate New rent supplements in areas in greater demand	2016 - Ongoing	
Delete rent supplement agreements where quality or demand is low		Ongoing	TBD
Complete analysis of rent supplement to ensure targets are aligned with need	Lower waitlists	Ongoing	TBD

Strategic Goal 2: Enhance Services to Reflect the Changing Needs of the Community.			
<p>Outcome: Independence of those with disabilities is maximized. This aligns with the provincial outcome(s) of: <input checked="" type="checkbox"/> Accountability and outcomes. Broad range of community needs.</p>			
<p>Action: Enhance the provision of modified units and personal supports.</p>			
Supporting Action	Indicator	Timeline	Budget
Maintain and/or enhance the memorandum of understanding with the March of Dimes	The number of March of Dimes units in the public housing portfolio and in the community is maintained or increased	Ongoing	
Collaborate with March of Dimes to leverage funding opportunities	New funding is made available and utilized	Ongoing	
<p>Outcome: Improved emergency after-hours services. This aligns with the provincial outcome(s) of: <input checked="" type="checkbox"/> Accountability and outcomes. Broad range of community needs.</p>			
<p>Action: Enhance provision of emergency housing services.</p>			
Supporting Action	Indicator	Timeline	Budget
Re-negotiate the agreement with Red Cross for emergency after-hours support	Services in our community as tracked by voucher system and reports Community Homelessness Prevention Initiative (CHPI) reporting	Ongoing - 2019	CHPI funding

Strategic Goal 2: Enhance Services to Reflect the Changing Needs of the Community.			
<p>Outcome: Improved emergency after-hours services. This aligns with the provincial outcome(s) of: <input checked="" type="checkbox"/> Accountability and outcomes.</p> <p>Broad range of community needs.</p>			
<p>Action: Enhance provision of emergency housing services.</p>			
Supporting Action	Indicator	Timeline	Budget
Maintain emergency services voucher system	Services in our community as tracked by voucher system and reports	Ongoing - 2020	CHPI funding
Implement additional short-term stay shelter units	Two (2) youth shelters in partnership with Connect Youth in Prescott and Kemtpville 12 People served Five (5) single shelter units in Brockville Two (2) family shelters in Brockville 47 people served	Ongoing - 2020	CHPI funding
Emergency utility assistance	Partnership with Employment and Education Centre 202 Risk of homelessness remain housed	2020	CHPI funding
Homelessness Prevention Benefit	359 Households – homeless or at risk, remain housed	Ongoing - 2020	CHPI funding
Homelessness Response Team /Hoarding Assistance Program	Partnership with Lanark, Leeds, Grenville, Addictions and Mental Health 265 Risk of homelessness remained housed	Ongoing - 2020	CHPI funding

Strategic Goal 2: Enhance Services to Reflect the Changing Needs of the Community.			
Outcome: Improved knowledge of services available to aboriginals in Leeds Grenville. Gaps are identified and possible opportunities are explored. This aligns with the provincial outcome(s) of: Broad range of community needs.			
Action: Develop partnerships with Ontario Aboriginal Housing Services.			
Supporting Action	Indicator	Timeline/Status	Budget
Make contact and establish a working relationship with Ontario Aboriginal Housing Services	Partnership is established Gaps are identified	Ongoing	N/A
Outcome: Revised Business Model (Regeneration Pillar)			
Action: Land acquisition/new builds.			
Supporting Action	Indicator	Timeline/Status	Budget
Affordable housing project RFP for Leeds Grenville issued April 2018	Increase in Affordable Housing Units	2018 - 2020	IAH Funding
Outcome: Revised Business Model (Regeneration Pillar)			
Action: Expansion of rent supplement.*			
Supporting Action	Indicator	Timeline/Status	Budget
Rent Supplement agreement for Wall St., Brockville project	Increase in one-bedroom senior units	Fall 2018	Housing Dept. Operational

* Actions Underway

Strategic Goal 2: Enhance Services to Reflect the Changing Needs of the Community.			
Outcome: Lobby for changes to the <i>Housing Services Act</i> .*			
Action: Land acquisition/new builds.			
Supporting Action	Indicator	Timeline/Status	Budget
Explore opportunities to implement Portable Housing Benefit.	Opportunities to link subsidy to tenant versus the unit (Portable Housing Benefit)	Ongoing	
	Market tenants allowed to remain in social housing	Completed	
<p>Outcome: Meet the housing needs of the changing demographic population. Ensure stability and access to housing for low-income families and individuals. This aligns with the provincial outcome(s) of:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Accountability and outcomes <input checked="" type="checkbox"/> Goal of ending homelessness <p>A broad range of community needs</p>			
Action: Assessment of current public housing portfolio for regeneration and revitalization opportunities.			
Supporting Action	Indicators	Timeline/Status	Budget
Assess the Social Housing portfolio based on demand and demographic profile of social housing applicants	UCLG Social Housing Needs and Demand Study completed Assessment/review of waiting list and bring forward recommendations	Ongoing	

Strategic Goal 2: Enhance Services to Reflect the Changing Needs of the Community.			
<p>Outcome: Meet the housing needs of the changing demographic population. Ensure stability and access to housing for low-income families and individuals. This aligns with the provincial outcome(s) of:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Accountability and outcomes <input checked="" type="checkbox"/> Goal of ending homelessness <p>A broad range of community needs</p>			
Action: Assessment of current public housing portfolio for regeneration and revitalization opportunities.			

Supporting Action	Indicators	Timeline/Status	Budget
Target affordable housing and regeneration opportunities in demonstrated high need areas	Ability to provide housing where the demand is Reduction in move-out costs Integrated communities	Ongoing	
Flexibility in meeting overall targets; rent supplement, non-profits and RGI public housing units	Reduction in waitlist Cost savings	Ongoing	

Strategic Goal 2: Enhance Services to Reflect the Changing Needs of the Community.			
<p>Outcome: Increase in customer self-esteem and self-sufficiency for customers of Ontario Works and Housing</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Accountability and outcomes <input checked="" type="checkbox"/> Goal of ending homelessness <input checked="" type="checkbox"/> Co-ordination with other community services <p>A broad range of community needs</p>			
Action: Enhance customer services and supports.			
Supporting Action	Indicators	Timeline/Status	Budget
Community Engagement Case Manager	Eviction rate decreases Increased awareness, knowledge and support Links to community support services	TBD	CHPI
Assist in completing applications	Customer satisfaction	Ongoing	
All printed materials will use simplified language, format and translation will be provided, as required	Customer satisfaction	Ongoing work to modify 2016 - 2018.	

Analysis and development of policy and procedures for unit sharing Work with MMAH in regards to unit sharing strategies – flexibility	Reduction in unit vacancy Reduction of time on wait-list Creative/strategic ways to maintain portfolio	Proposed 2016 - 2019	
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Strategic Goal 2: Enhance Services to Reflect the Changing Needs of the Community.

Outcome: Increase in customer self-esteem and self-sufficiency for customers of Ontario Works and Housing.

This aligns with the provincial outcome(s) of:

- Accountability and outcomes
- Goal of ending homelessness
- Coordination with other community services

A broad range of community needs

Action: Enhance customer services and supports.

Supporting Action	Indicators	Timeline/Status	Budget
Conduct customer satisfaction survey of tenants every two (2) years	Completed survey Greater responsiveness to tenants	Next survey 2019	
Consideration of the conversion of single homes for duplexes	Increase unit numbers for mandate	Proposed 2018 - 2024	Consideration for Annual Capital Budget
Increase use of Leeds Grenville website	Greater communication and responsiveness to tenants	Ongoing	Operating

Outcome: Hidden homeless will be quantified. Data will support and substantiate the need and demand.

This aligns with the provincial outcome(s) of:

- Accountability and outcomes
- Goal of ending homelessness

A broad range of community needs

Action: Develop a performance measure to track and report on housing need and demand within the community.

Supporting Action	Indicators	Timeline/Status	Budget
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Strategic Goal 2: Enhance Services to Reflect the Changing Needs of the Community.			
Create a tool to enumerate, measure, monitor and report on housing and homelessness numbers	Allocation of resources to appropriate need	Ongoing 2016 – 2019	

Strategic Goal 3: Involve all Stakeholders in the Development and Implementation of the Housing Plan.			
<p>Outcome: Additional affordable housing options will be available. There will be a common understanding in the private market of what “affordable housing” is. This aligns with the provincial outcome(s) of:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Accountability and outcomes <input checked="" type="checkbox"/> Goal of ending homelessness <input checked="" type="checkbox"/> The private market <p>A broad range of community needs</p>			
<p>Action: Optimize land use incentives and other resources to support housing opportunities and develop linkages to the private market.</p>			
Supporting Action	Indicators	Timeline/Status	Budget
Develop partnerships with the private market and non-profit for new affordable/RGI housing developments	New development	Ongoing	IAH Funds
Create a land availability registry through the GIS system	Registry	Proposed	
Encourage partner Municipalities to allow secondary suites / garden suites	Increase in building permits for garden suites	Proposed	

Strategic Goal 3: Involve all Stakeholders in the Development and Implementation of the Housing Plan.			
Work with partner municipalities to waive development fees and building permit fees for new affordable housing	New builds	Proposed	

Strategic Goal 3: Involve all Stakeholders in the Development and Implementation of the Housing Plan.			
<p>Outcome: Improved coordination and shared knowledge of services for customers. Community at large will understand and have knowledge of the Housing and Homelessness Plan and all housing programs. More holistic approach to service delivery.</p> <p>This aligns with the provincial outcome(s) of:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Accountability and outcomes <input checked="" type="checkbox"/> Goal of ending homelessness <input checked="" type="checkbox"/> The private market <p>A broad range of community needs</p>			
Action: Partner with Community Partners to deliver housing services.			
Supporting Action	Indicators	Timeline/Status	Budget
Create a Housing Table	Assessing stabilized housing.	Initiated 2018	
Pursue the delivery of services in Social Housing Common Rooms	Increased use of space Social participation	Ongoing	
Develop and implement a Social Housing Communication Plan including media releases, newsletter, website and annual progress report	Increase interaction with community partners	Proposed	

Strategic Goal 3: Involve all Stakeholders in the Development and Implementation of the Housing Plan.			
<p>Outcome: Improved coordination and shared knowledge of services for customers. Community at large will understand and have knowledge of the Housing and Homelessness Plan and all housing programs. More holistic approach to service delivery.</p> <p>This aligns with the provincial outcome(s) of:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Accountability and outcomes <input checked="" type="checkbox"/> Goal of ending homelessness <input checked="" type="checkbox"/> The private market <p>A broad range of community needs</p>			
Action: Partner with Community Partners to deliver housing services.			
Supporting Action	Indicators	Timeline/Status	Budget
Liaise and develop partnership with LHINs	Broader stakeholder involvement Better understanding of each other's roles Discussions on supportive housing	Ongoing	
Host a housing forum		Proposed	
Work with Connect Youth and other youth organizations to develop a mechanism to quantify and develop a strategy to support homeless youth	Data/information availability	Ongoing	CHPI Funds
Share a common definition of "affordable housing"	Greater understanding of what "affordable housing" is	Ongoing	