

Practice Name:**Date Created:** 26-May-09**Author:****Last Updated:****Abstract:****GENERAL INFORMATION**

Name of Practice	Attainable Housing Partnership
Date	23-June-08
Name of Municipality	City of Leduc
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THE ISSUE**Abstract:**

What is the practice you developed or are developing (brief abstract)?

Please briefly describe the final practice developed. (e.g. if you developed a new Council agenda, list the agenda items, or if a new communications plan was created, provide a summary of the plan's goals, objectives and highlights.)

The City of Leduc, Town of Beaumont and Town of Devon, along with Leduc Foundation have found a way to address attainable (affordable) housing issues on a regional basis through the use of a third party regional organization.

Leduc Foundation is made up of 8 municipalities within the geographic region of Leduc County. It is incorporated under the Alberta Housing Act.

Leduc Foundation, with the support of Municipal Sustainability Funds, Community Enhancement Funds and municipal contributions, has been engaged to manage the construction and purchase of attainable housing over three years within each of the three partner communities.

Need:

Please describe (just a couple of sentences or bullet points) why you needed to create this practice (policy or process).

What issue made it necessary? (e.g. “We needed a comprehensive plan to deal with...”, or “We needed an annual forecasting tool because...”)

- The region south of Edmonton is experiencing an increased need for attainable housing options
- We needed to maximize the province's Municipal Sustainability Initiative (MSI) contributions
- MSI dollars and Capital Enhancement fund dollars did not make it feasible for each community to undertake its own affordable housing project.
- We needed to plan regionally to address an issue that affects all our municipalities.

CREATING YOUR PRACTICE

Research:

How did you obtain information to help design your practice (including consultation with stakeholders, formal and informal research)?

Please include any research documentation you can share, or give us a source reference (e.g. Web site, literature, “We reviewed the bylaws from other municipalities in the area...”).

The City of Leduc, Town of Beaumont and Town of Devon have all been identified by the Government of Alberta as high growth communities, in need of attainable housing.

Leduc Foundation provided our municipalities with its statistical information on the need for new attainable housing units including:

- 80 households on the waiting list
- estimated need for rental units based on 5% of total dwellings
- 0 available units in some areas

Stakeholder consultation was undertaken by each municipality to determine the extent of the need, it included:

- open houses
- political engagement with community members
- open council discussions

Process:

How did you go about designing your practice? For instance, did you create a team, hire a consultant, borrow something ready-made from another jurisdiction?

Describe briefly who did the design work and what process they followed.

Leduc Foundation was engaged by each of the partner municipalities and a committee was formed, made up of City, Town and Foundation representatives.

Leduc Foundation undertook a series of presentations to the local municipal councils. These presentations outlined the need for an attainable housing strategy, the expertise that Leduc Foundation brought to the table and the benefit of maximizing the available dollars to leverage grants at the provincial level.

GETTING APPROVAL FOR YOUR PRACTICE

Authority:

Whose/what approval did you need to create and implement the practice?

Council approval was needed to transfer available attainable housing dollars to a third party administrator.

Council also needed to support grant applications for sustainable funding.

Reporting:

How did you inform the decision-maker(s) about the practice and your need for their approval?

Please note the name of any documents provided to the decision-makers that you would be willing to share.

Decision makers were informed according to the Attainable Housing Committee's communication plan.

The Plan included:

- Presentations from Leduc Foundation to each municipal council
- Regular reports from the Committee back to each municipal council
- Updates to the appropriate provincial ministries
- A final report and request for funding to each municipal council

Consultation:

Did you consult with stakeholders as part of your approval process?

If so, how? If possible, attach a copy of templates, surveys or other documents you used as part of your consultation.

Stakeholder consultation was undertaken by each municipality as they saw fit. The needs for the community had been identified prior to the practice being developed.

Before construction or site selection begins, each municipality will undertake community consultation including:

- notification of affected parties
- public hearings
- open house consultation

IMPLEMENTING YOUR PRACTICE

Plan:

Describe the process you went through to implement the practice. If you used an implementation plan, please note it here.

The process of implementation concentrated on creating the proper atmosphere for Leduc Foundation to take over and manage the MSI and CEF funding as a regional body.

The beauty of the practice is that it highlights regional cooperation and the ability of third party providers to partner with municipalities to provide essential services.

Policy:

What changes to bylaws, regulations or procedures were needed to implement this practice and how did you deal with them?

No policies, bylaws or regulations needed to be changed in order to implement this practice.

Please attach a copy of the change in bylaw, policy or procedure.

When:

When did your municipality begin to use the practice? Was it implemented all at once or in stages?

<p>Who:</p> <p>Who was responsible for implementing the practice?</p> <p>If someone else is responsible for ongoing management, who is it?</p>	<p>Each municipality began to use the practice at the same time. It was an immediate transition once funding was transferred to Leduc Foundation.</p> <p>As a regional body, each municipality is still intimately involved in an advisory capacity with Leduc Foundation.</p> <p>This practice was truly regional. The local municipal councils, administrative leads and Leduc Foundation took the practice forward together.</p> <p>Ongoing management of the practice is shared between Leduc Foundation as the managing partner, and each municipality that maintains a presence in an advisory capacity.</p>
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RESOURCES REQUIRED

<p>Budget:</p> <p>How much did it cost you to design and implement your practice (i.e. We saved/spent \$XX per year)?</p> <p>What are your ongoing operational and capital costs, if any?</p>	<p>Each municipality contributed its total affordable housing portion of the MSI grant as well as funds from the CEF grant.</p> <p>The Town of Beaumont donated land in the amount of \$275,000.</p> <p>Leduc Foundation put forward \$237,450 in cash.</p> <p>The Government of Alberta donated a nominal sum disposition of 5 houses worth \$800,000.</p> <p>The total project costs, including grants/cash and dispositions was \$12,041,500 (Capital).</p> <p>Ongoing operational costs are estimated at \$430,071.</p> <p>Total surplus will be \$92,769.</p>
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<p>Staff:</p> <p>What human resources did you need to design, implement and manage your practice? (e.g. "It took X staff member (s) X months on this" or "This is part of normal staff duties.")</p>	
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Each municipality committed one staff lead and an appropriate number of municipal council members to the process of design and implementation.

Leduc Foundation has committed its organization to the ongoing management of the construction and operations.

It took roughly 1 staff member per municipality 8-12 months to complete the process of design and transfer.

Infrastructure:

No capital assets were needed to design the practice.

What “capital costs” (such as information technology, other equipment or building assets) did you need to design, implement, manage, and/or evaluate your practice?

EVALUATING YOUR PRACTICE

Formal:

Evaluation is ongoing.

If you did a formal evaluation (e.g. user satisfaction survey, analysis of annual expenditures or number of rate payers served) for your practice, please describe the evaluation tool and the process used.

Residents of the new buildings will be surveyed annually to determine their level of satisfaction with the service they are receiving.

Tell us who was involved.

Informal:

Community input is solicited through political and administrative contacts. Each municipality who receives feedback passes that feedback on to Leduc Foundation.

If you did an informal evaluation, describe what you did (such as discussing the practice with people in the office or on the street, or letters/comments received).

Performance measures:

- Number of units developed
- % of units occupied
- Cost per unit/year
- Rental fees per unit meet attainable housing formula for residents

Please list the performance measures for this practice (i.e. reduced number of complaints, money saved, or change in equipment life expectancy.)

Please list the process you used for measuring performance, (i.e. We do annual surveys on...) examples include:

Leduc Foundation monitors the agreed upon performance measures and reports to each municipal council on an annual basis.

- collecting data
- establishing a baseline
- applying the measures
- results
- follow up

Changes:

To date, the practice has been extremely successful. Construction is on time and on budget and each municipality is confident in the practice we have designed with Leduc Foundation.

(a) Based on the evaluation (formal or informal), describe any changes you have made, or would like to make, to your practice as a result. (e.g. “After implementing this

practice, we decided that it would be better if...”)

-or-

(b) Has your practice met your expectations and if so, how?

LESSONS LEARNED / BENEFITS RECEIVED

Benefits:

What are the benefits of this practice to your municipality? (eg. Preparation of Council agenda packages now requires less time, etc.)

Each municipality has benefited by:

- creating a practice that frees up municipal staff time
- meeting a community need in a sustainable and cost effective manner
- creating a regional framework for attainable housing
- increasing inter-municipal cooperation in partnership with the Government of Alberta and Leduc Foundation

Key Lessons:

What key lessons have you/your municipality learned through the process of:

- designing;
- obtaining approval;
- implementing; and
- evaluating your practice?

We have learned that by combining the expertise of a third party organization with the available funding from municipal governments, our region has created a sustainable framework to address our issues.

Include any problems, surprises, and unanticipated benefits. (e.g. “We realized that we needed to spend more time...”)

The municipalities and Leduc Foundation did a particularly good job in communicating effectively with each other and between administration and Council. This effective communication and alignment of strategic goals made the design, approval and implementation process extremely efficient.

Advice to Municipal Peers:

What advice would you give to another municipality that is considering adopting your practice? Is there anything you might have done differently?

Cost sharing, inter-municipal agreements and third party partnerships are all effective ways of providing cost effective services to citizens. It is important to realize that even though municipal boundaries separate communities, regional communities are present and have needs that extend beyond a municipality's corporate limits.

PRACTICE UPDATES

New Information:

There may be some new information to add since this practice was first posted. This is especially true if:

- a new process has been implemented in your municipality;

- there are new practice evaluation results; or
- there has been a change affecting organizational direction. For example, explain how new economic conditions or a new vision/strategy affect the practice.

Please indicate those changes here. Don't forget to list any new documents that may be useful to your peers. Then go to "Other Information" to attach the new documents.

OTHER INFORMATION

Suggestions:

Please list relevant information sources that others might use or you would be willing to share (courses, Web sites, literature, experts).

Documents & Attachments:

Executive Summary of the Program

Please attach (using the "Browse" button below) any documents you would be willing to share with others interested in your practice (e.g. a bylaw, a policy, approval documents, templates).

* Note: If you do not have an electronic copy of a document, please send Municipal Excellence a paper copy for scanning to:

Alberta Municipal Affairs
Municipal Excellence Network
17th Floor, Commerce Place
10155-102 Street
Edmonton, AB
T5J 4L4

Nominations:

Do you have any suggestions of other individuals or municipalities with municipal practices that we should add to the Municipal Excellence network? Please list their practice, municipality, and contact information.

Or, e-mail menet@gov.ab.ca and let us know about a municipal colleague that has a really good way of doing things.

COMMENTS

Have we missed something; anything you'd like to add to the areas we have touched on, or an area we have not mentioned?