

# CITY OF LEDUC HOUSING STRATEGY

November 15, 2024



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# APPENDICES

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## APPENDIX A: HOUSING GLOSSARY



### PREPARED FOR

City of Leduc  
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## ACKNOWLEDGEMENTS

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The City of Leduc acknowledges we are situated within Treaty 6 Territory, comprised of the ancestral and modern-day territory of the Nêhiyaw (Cree), Dené, Niitsitapi (Blackfoot), Anishinaabe, Nakota Isga (Nakota Sioux), as well as the Métis Peoples. We acknowledge the many First Nations, Métis and Inuit, whose footsteps have marked these lands since time immemorial. We understand we are all Treaty people with shared responsibility to this land and to each other. At this time of truth and reconciliation, we welcome the opportunity to listen, learn and act.

The City would also like to thank all residents that participated in the Housing Survey that has directly informed this Strategy, as well as all community organizations, developers, and members of the business community that participated in round-table discussions.



## EXECUTIVE SUMMARY

The City of Leduc has experienced significant growth over the past several years, with its population increasing by 14% between the 2016 and 2021 census periods and continuing to grow beyond 36,000 residents by 2023. The Edmonton Metropolitan Region Board projects that Leduc's population could reach between 49,600 and 68,000 by 2044, necessitating the development of over 10,000 additional dwelling units to accommodate this growth. The City's housing stock is predominantly single-detached dwellings, but there is a growing trend towards duplexes, semi-detached, townhouses, and suite options. With rising housing prices and low vacancy rates, some households in Leduc struggle with affordability. The City's diverse population, including Indigenous, seniors, and newcomer residents, further underscores the need for a variety of housing options across the housing continuum to ensure equitable growth.

To address these challenges, the City of Leduc has developed this Housing Strategy 2025-2029, which outlines high-level objectives and actions to support housing development. This Strategy complements other city plans and policies by providing clear actions, outcomes, and indicators for measuring success. It emphasizes the importance of partnerships and collaboration to achieve these objectives. The Strategy includes steps such as updating the City's Land Use Bylaw, including potentially allowing more units as-of-right and streamlining residential zoning, developing new partnerships, making new investments, and identifying priorities for affordable housing development. It also highlights the need for ongoing monitoring and flexibility to adapt to new housing needs and opportunities. The Strategy aims to ensure that Leduc remains a desirable, prosperous, and equitable community for all residents.

## STRATEGY CONTEXT

The City has invested significantly in its planning and development framework, including amendments to the Land Use Bylaw to expand housing options and the adoption of a digital permitting platform for faster approvals. Significant projects, such as changes to Airport Vicinity Protection Area regulations and the development of the Urban Centre Redevelopment Plan, create new development possibilities. Leduc's high quality of life, economic opportunities, and range of housing choices attract residents and development industry partners alike. However, deliberate actions are needed to ensure all residents have affordable housing options in the long term.

The current state of housing in Leduc reveals a diverse and growing population, with a need for a broader range of housing options. As of 2021, there were 13,675 housing units in the city. Housing affordability remains a challenge, with rising prices and low vacancy rates. The Leduc Regional Housing Foundation operates below-market housing units, but demand far exceeds supply, and homelessness is a growing concern. Extensive engagement with stakeholders and residents highlights the need for more supportive housing for seniors, smaller units for smaller households, and a wider range of affordable housing options. Developers and community organizations emphasize the importance of collaboration and partnerships to address these housing challenges effectively.



## POTENTIAL HOUSING NEED IN LEDUC IN 2029

The City of Leduc's Housing Needs Assessment projects significant growth over the next five years, with the population expected to exceed 40,000 by 2029. This growth will require the development of approximately 1,692 new housing units, increasing the total number of housing units by 20%. The projections indicate a greater rate of growth for rental households compared to homeowners, with renter households expected to increase by 27% and owner households by 17%. The number of households experiencing Core Housing Need (i.e. is spending more than 30% of income on shelter costs, living in units with too few bedrooms for household size, or living in units in need of major repairs) could rise to over 1,550, a 35% increase from 2021. Additionally, there will be a need for more studio, one-bedroom, and two-bedroom units, because household sizes are getting smaller over time.

To accommodate this growth, the City of Leduc will need to issue an average of 262 development permits annually between 2025 and 2029. This is in line with the average of 347 development permits issued per year between 2021 and 2023, suggesting that the city is on track to meet its future housing needs. However, additional efforts will be required to ensure that a significant proportion of future housing development includes rentals, non-market units, emergency, transitional, and supportive units, as well as new product types. The City's proactive approach to planning and development, including amendments to the Land Use Bylaw and the adoption of digital permitting, positions it well to address these housing challenges and support its growing and diverse population.

## STRATEGIC PRIORITIES

The Strategy outlines several high-level Strategic Priorities to increase the supply of affordable, accessible, and appropriate housing in Leduc, and is informed by, and informs other City plans and strategies. Each Strategic Priority presented in this Strategy is accompanied by outcomes, objectives, and actions that the City of Leduc may implement to address housing challenges. Actions identified are not exhaustive of the entire range of options available to the City, its community partners, and other levels of government investing in housing in the community. Housing development is dynamic: new housing needs, opportunities, and potential actions to address objectives may emerge over time. This Strategy is flexible and identifies a range of actions the City should consider in the coming years. Partnerships and collaboration are essential to meeting housing needs in Leduc.



### STRATEGIC PRIORITY 1:

#### INCREASE SUPPLY OF NON-MARKET HOUSING

The City of Leduc aims to develop more non-market housing units between 2025 and 2029 to support affordability and prevent households from slipping into poverty or homelessness. Key actions include developing land strategies, exploring land partnerships, and providing financial incentives to non-market housing providers.



### STRATEGIC PRIORITY 2:

#### MAINTAIN AND ENHANCE SUPPLY OF RENTAL AND NON-MARKET HOUSING

To address the near-zero vacancy rates and aging rental stock, the City will explore opportunities to support the development of purpose-built rental units, secondary suites, and mechanisms to protect existing rental units, including by advocating to the Provincial and Federal governments for increased investment in maintenance and asset management funding.



### STRATEGIC PRIORITY 3:

## INCREASE RANGE OF HOUSING OPTIONS

The City aims to diversify its housing stock to support long-term growth and sustainability. This includes promoting density and infill development, creating an Age-Friendly Committee to advance efforts to support aging-in-place, and embracing innovative housing solutions.



### STRATEGIC PRIORITY 4:

## ADDRESS HOUSING INSECURITY AND HOMELESSNESS

The City focuses on expanding pathways to housing for vulnerable populations by developing collective strategies with regional municipalities, building capacity in local organizations, and advocating for increased funding from all levels of government.



### STRATEGIC PRIORITY 5:

## CONTINUE TO DELIVER EXCEPTIONAL SERVICE

The City aims to maintain and enhance its organization-wide service delivery by investing in staffing, process improvement, and modernization. This includes establishing a Development Concierge Service and hosting an annual housing symposium to support developers and residents.



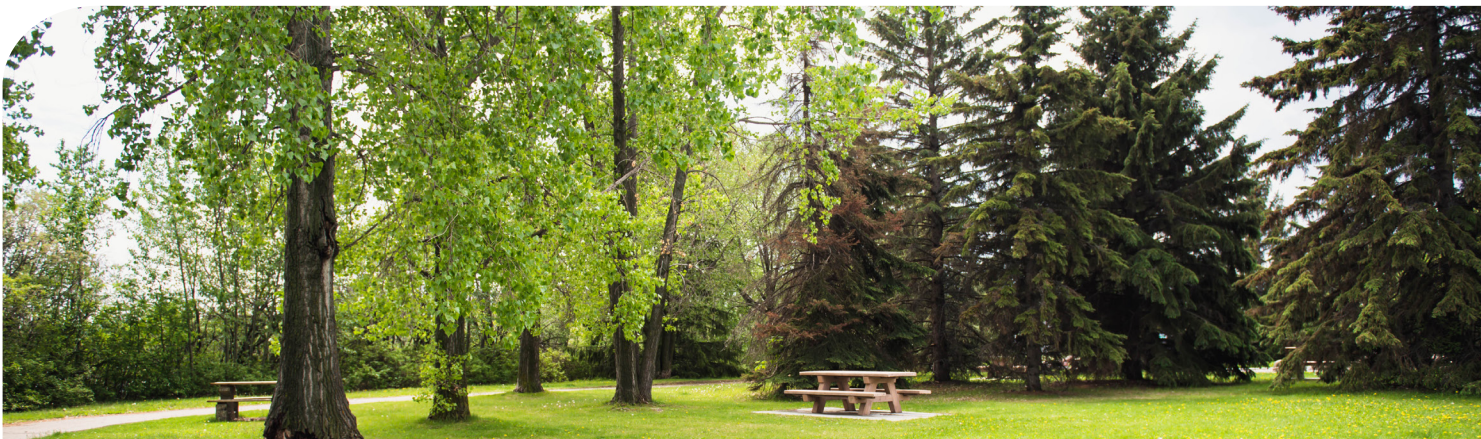
### STRATEGIC PRIORITY 6:

## PROMOTE AND FOCUS ON LOCATION EFFICIENCY

Location efficiency refers to locating housing where residents will have easy access to education and job opportunities, everyday goods and services, and transportation options to meet their daily needs. Encouraging location efficiency is an effective way for municipalities to lower household transportation costs and thereby protect overall housing affordability.

## IMPLEMENTATION OF THE STRATEGY

The City of Leduc is dedicated to making steady and meaningful progress in implementing its Housing Strategy. An implementation plan presented towards the end of the Strategy outlines each Strategic Priority, Action Items, the City's role, timelines, required resources, and key performance indicators (KPIs) to monitor. These tables will be regularly reviewed for business plans, grant applications, and community reporting. Timelines are organized into short (1-2 years), medium (3-4 years), long (5 or more years), and ongoing – meaning that these actions will require continuous effort and/or do not have a set time period for implementation. The City also recognizes the need to remain flexible and nimble when address housing needs. When a new opportunity to address housing in the City is presented, either through partnership or direct action by the City, it will be considered on a case by case basis. This strategy will act to help the City evaluate the merits of new opportunities based on how they address the needs identified and how they align with the desired outcomes established in this strategy. This strategy can act as a compass for the City as new ideas come forward.







# 1. INTRODUCTION

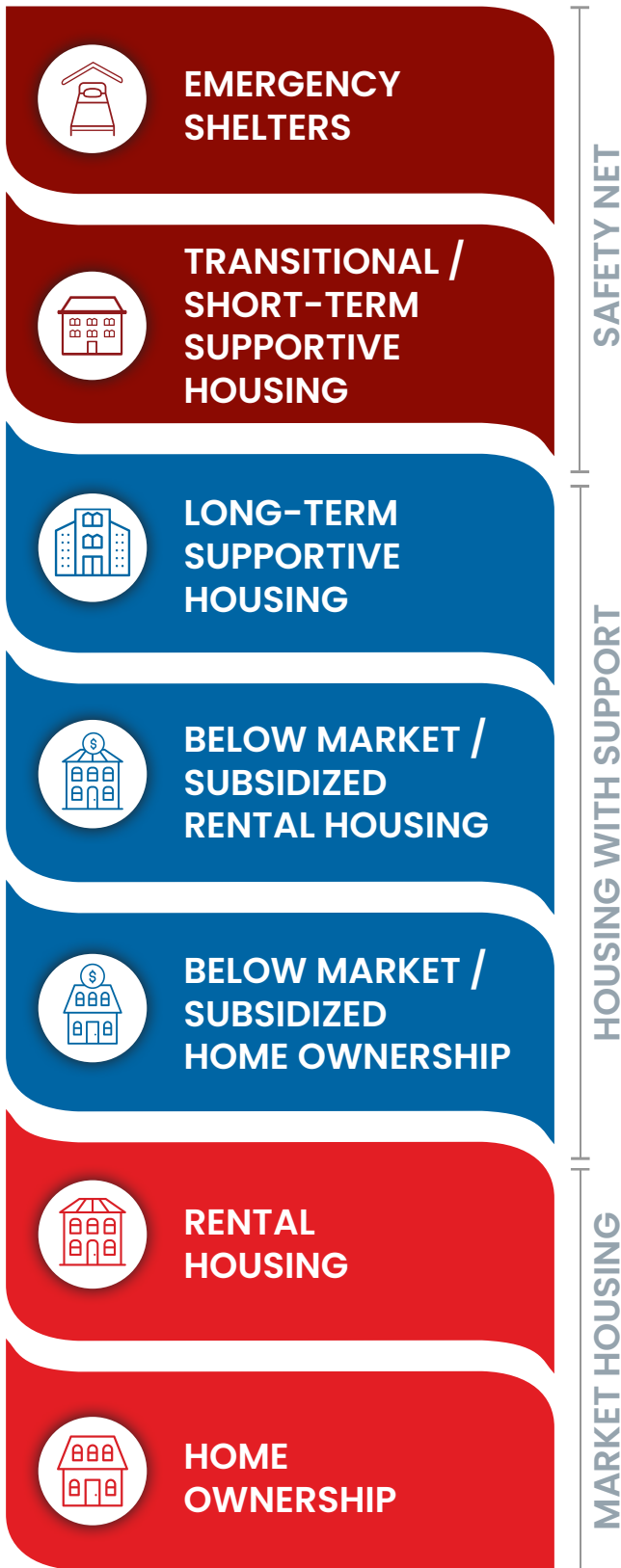
## 1.1. WHAT IS THIS STRATEGY?

For the last several years, the City of Leduc has been one of the fastest-growing communities in Alberta and throughout Canada. Between 2016 and 2021 Census periods, Leduc's population increased by 14% (from 29,993 to 34,094). According to the City's 2023 Census, Leduc's population increased by another 1,966 residents, exceeding 36,000. The Edmonton Metropolitan Region Board (EMRB) projects Leduc's population to reach between 49,600 (low) and 68,000 (high) by 2044, representing a growth rate of between 1.6% and 3.9% per year. Over the last five years, the city's population has grown an average of 2.9% per year. At this rate, by 2044, Leduc's population could reach 60,000 people.

As of 2023, there were 15,349 dwellings in the City of Leduc (2.35 residents per dwelling). Applying this average housing unit occupancy to 2044, Leduc may require an additional 10,183 dwelling units to accommodate its growing population. By mid-August 2024, Leduc set a record for issuing development permits: 206 single-detached homes, 118 secondary suites, 33 duplexes, and 25 townhouses (382 total). To meet its housing needs in 2044 at current occupancy rates, Leduc will need to issue more than 509 development permits annually between 2024 and 2044.

The City's housing stock is currently comprised of predominantly single-detached dwellings (63%), but duplexes, semi-detached, and townhouses are becoming more common as evidenced by trends in building permits issued as noted above. Most of Leduc's housing stock (53%) has been built since 2001, with very few units constructed before 1960 (3%). Homeownership remains the predominant tenure type in the city (73% of all households), but average housing prices for single-detached homes have increased by 20% over the last five years (\$417,500 in 2023). Many Leduc households struggle to afford to enter and stay in the housing market. Renters, too, are grappling with rising rental rates due to low vacancy rates (0.8% to 1.7% depending on bedroom count),

With strong continued population growth expected in Leduc, it is essential to recognize that the city's population is also becoming increasingly diverse over time: the City's Indigenous, senior, and newcomer populations have all experienced significant growth in recent years. Leduc's tight home ownership and rental market put increased pressure on affordability and availability of safe and appropriate housing. All of this indicates that more housing is needed across the housing continuum in Leduc to accommodate growth equitably.



It is an important moment in Leduc’s future to develop plans and strategies ensuring Leduc is a city where people want to live, and is economically prosperous, sustainable, affordable, diverse, and equitable. Examples of steps taken by the City of Leduc to achieve this development vision include a full update to its Land Use Bylaw (2024), which introduced 18-foot-wide lots and a myriad of other amendments to support greater density and flexibility, as well as developing the first Area Redevelopment Plan in its history: the Urban Centre Redevelopment Plan (UCRP). With new development possibilities opened by amended airport overlays, the UCRP will guide the revitalization and redevelopment of Leduc’s urban centre, including a strong residential component.

While these plans and strategies establish a flexible and high-level direction for Leduc’s future direction, specific efforts are needed to ensure that housing development keeps pace with expected population growth and expands the range of housing options available to residents. This Strategy, the City of Leduc Housing Strategy 2025-2029 identifies priorities and steps that the City and its partners may take to support development across the housing spectrum in Leduc. This Strategy complements other plans, strategies, and policies in Leduc by articulating clear actions and identifying outcomes and indicators for measuring success.



**FIGURE 1 - THE HOUSING CONTINUUM, WHICH ENCOMPASSES HOUSING OF ALL TYPES TO MEET THE NEEDS OF ALL RESIDENTS. A HEALTHY SUPPLY OF EACH TYPE IS REQUIRED TO ENSURE THERE ARE HOUSING OPTIONS FOR ALL IN THE COMMUNITY.**





## 1.2. HOW TO READ THIS DOCUMENT

*The City of Leduc's Housing Strategy 2025-2029 presents high-level objectives for housing development in Leduc over the next five years, with accompanying actions, outcomes, and measures of success. These objectives cannot be achieved by the City of Leduc alone. Strong partnerships and collaboration are required to make meaningful progress on objectives. This Strategy will be monitored annually to reflect housing changes in Leduc.*

This Strategy has been developed by the City of Leduc's Planning and Economic Development Department to create a framework of objectives and actions to prioritize affordable housing development and development across the housing continuum in Leduc. It identifies what is important to the City of Leduc when it comes to housing development and provides examples of actions to take in the coming years to address housing challenges being experienced currently and anticipated in the future. The Strategy outlines several high-level Strategic Priorities to increase the supply of affordable, accessible, and appropriate housing in Leduc and is informed by and informs other City plans and strategies.

Each objective presented in this Strategy is accompanied by actions that the City of Leduc may implement to address housing challenges. Actions identified are not exhaustive of the entire range of options available to the City, its community partners, and other levels of government investing in housing in the community; instead, actions identified reflect findings of background research, public and stakeholder engagement, and best practices in other municipalities completed in late 2023 and 2024. Housing development is dynamic: new housing needs, opportunities, and potential actions to address

objectives may emerge over time. This Strategy is flexible and identifies a range of actions the City should consider in the coming years. Partnerships and collaboration are essential to meeting housing needs in Leduc.

In addition to objectives and actions, outcomes have also been identified to determine progress on objectives and impacts of action. Accompanying these outcomes are a series of key performance indicators (KPIs) that the City can regularly review to monitor Strategy implementation.

**Strategic Priority:** Identifies what the City hopes to achieve through this Strategy.

**Outcome:** Positive impacts that may be realized by taking action to achieve the Strategic Priority.

**Key Performance Indicators:** The City and its partners can monitor data points to determine implementation progress and outcomes.

**Data Sources:** Sources for City and its partners to find data needed to monitor and track key performance indicators identified.

**Objective:** A high-level statement of what the City hopes to accomplish within the context of the Strategic Priority.

**Implementation Tactics and Action Items:**

Identify what steps the City and its partners can take to address housing needs in Leduc.

This Strategy presents a range of actions that the City and its partners can take to address Leduc's current and anticipated housing needs. While focused on Leduc's long-term housing development and the 2044 population projected by the EMRB, this Strategy takes an incremental approach by responding to anticipated housing needs in the short to intermediate term (1-5 years).

The Strategy begins by presenting data and findings from the Housing Needs Assessment, engagement, and background research completed to inform this work. Next, a series of housing priorities and actions are presented for the City to consider for implementation to ensure that the community's current and future housing needs are met. Finally, an implementation table is presented that prioritizes actions and identifies measures of success and datasets to monitor.

Many technical terms related to housing are used throughout this document; a definition of terms can be found in **Appendix A**.



## 1.3. PLAN AND POLICY ALIGNMENT

Leduc's Housing Strategy is rooted in and supported by an array of plans and policies, both within the City and at higher levels of government. The table below identifies plan and policy linkages between this Strategy and other documents.

### PLAN AND POLICY ALIGNMENT OVERVIEW



**City of Leduc Council  
Strategic Plan,  
2023-2026**

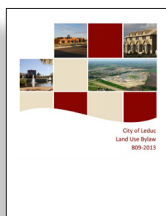
#### **ALIGNMENT WITH HOUSING STRATEGY**

- Recognizes the importance of housing options in Leduc to overall livability, supports efforts to plan for the City's future, and identifies sustainable growth through innovation, densification, and partnerships as key growth drivers.
- Developing complete, affordable, diverse, and accessible communities is a priority to support municipal vibrancy and reduce municipal costs.



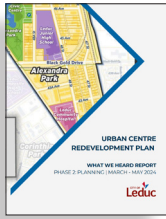
**City of Leduc Municipal  
Development Plan  
(2020, Updated 2024)**

- It includes several policies related to housing, including meeting housing needs along the housing continuum, encouraging the development of affordable market and non-market housing, secondary suites, and senior housing along transit corridors and proximate to services.
- Seeks to balance growth via greenfield development and infill development, as well as identifies aspirational density and intensification targets for future housing development
- Encourages residential development in the urban centre through mixed-use developments, infill and intensification within the central redevelopment area, and the development of secondary suites in Residential Areas.



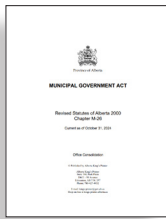
**City of Leduc Land Use Bylaw  
(2013, Updated 2024)**

- Regulates all parcels in Leduc, including residential, by applying various District types and is regularly updated to accommodate new development types and add flexibility.
- Residential uses are permitted in several Districts, including through direct control provisions.
- Residential Districts are permissive of a wide range of housing options and development styles, including single-detached, semi-detached, duplexes, secondary suites, townhouses, apartments, and mixed-use developments. The current Land Use Bylaw has a good degree of flexibility to accommodate development across the housing continuum.



### City of Leduc Urban Centre Redevelopment Plan (In Development, 2024)

- Will guide the redevelopment and revitalization of Leduc's central neighbourhoods moving forward.
- Identifies densification and mixed-use development within the Downtown Core and Mixed-Use Residential policy areas, offering diverse housing opportunities.



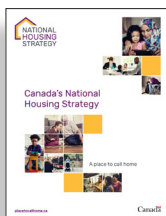
### Government of Alberta, Municipal Government Act (2024)

- The Municipal Government Act (MGA) guides municipal operations, including governing planning and development processes.
- Proposed changes to the MGA are focused on increasing housing supply by exempting non-profit affordable housing providers from property taxes, enabling municipalities to offer multi-year residential property tax exemptions, allowing for digital public hearings to reduce red tape, and expanding the Community Revitalization Levy (CRL) program to allow municipalities to support capital costs for privately owned affordable or attainable housing projects.



### Government of Alberta, Affordable Housing Strategy (Stronger Foundations, 2024)

- Presents a 10-year vision for providing more affordable housing options across Alberta.
- Many actions presented in this Strategy will affect affordable housing in Alberta and Leduc, including expanding access for Indigenous communities to develop housing, increasing seniors housing proportionate to population growth, creating an online housing finder tool and establishing regional housing system navigator roles, coordinating supports for Albertans as they transition along the housing continuum, increasing capacity of housing management bodies, transitioning existing units to new operating models, creating a partnership framework, expanding use of rent supplements, and introducing new programs and incentives to increase the supply of affordable housing units in the Province by 13,000 by 2034.





### Government of Canada, National Housing Strategy (2017)

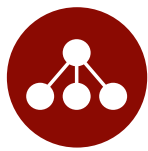
- The National Housing Strategy (NHS) is the Government of Canada's 10-year, \$40 billion plan to increase housing supply and expand access to housing along the continuum. NHS will guide Federal housing investments through 2027 with measures primarily focused on supporting high-need households and groups, increasing and maintaining a supply of affordable housing, encouraging more housing development across the continuum, and making it more affordable for Canadians to purchase homes.
- Establishes several targets, including removing 530,000 households from Core Housing Need, protecting and increasing the supply of community housing units to 435,000, creating 160,000 new housing units, and supporting 300,000 households through the Canada Housing Benefit.
- Key initiatives of the NHS include the Affordable Housing Fund, Rapid Housing Initiative, Federal Lands Initiative, First-Time Home Buyer Incentive, Apartment Construction Loan Program, Housing Accelerator Fund, Reaching Home, as well as providing direct funding support to Provinces and community housing operators to increase housing supply and maintain existing supply of units,
- CMHC offers grants, low-interest loans, and forgivable loans to support the construction of new affordable housing units and apartments. Additional support has been announced for the Co-Op Housing Development Program, which provides forgivable and low-interest loans to build rental co-operative funding.

## 1.4. ROLES AND RESPONSIBILITIES

The housing system in Leduc, much like all communities, is complex. Many organizations and entities are involved in providing housing in the city, including the City of Leduc, the Government of Alberta, the Government of Canada, non-profit community-serving organizations, financial institutions, the real estate and development community, and individuals and families with diverse needs and backgrounds. Table 3 below outlines these various actors' typical roles and responsibilities within the housing system. This Housing Strategy views potential actions presented through the lens of the multiple roles and responsibilities presented below.

**TABLE 1 - ROLES AND RESPONSIBILITIES WITHIN THE CITY OF LEDUC'S HOUSING SYSTEM**

	<p>Oversee and facilitate planning processes and approvals for housing</p>	<p><b>Who is Responsible?</b></p>	<p><b>Examples</b></p>
<p><b>Regulate</b></p>		<ul style="list-style-type: none"> <li>• City of Leduc</li> <li>• Government of Alberta</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal Development Plan (MDP)</li> <li>• Land Use Bylaw (LUB)</li> <li>• Municipal Government Act (MGA)</li> </ul>
	<p>Provide financial or non-financial support to housing projects and initiatives that align with municipal housing priorities.</p>	<p><b>Who is Responsible?</b></p>	<p><b>Examples</b></p>
<p><b>Invest</b></p>		<p>All</p>	<ul style="list-style-type: none"> <li>• National Housing Strategy (NHS)</li> <li>• Affordable Housing Partnership Program (GOA)</li> <li>• City of Leduc land purchases for affordable housing development</li> </ul>
	<p>Support projects and programs that align with municipal housing priorities</p>	<p><b>Who is Responsible?</b></p>	<p><b>Examples</b></p>
<p><b>Incentivize</b></p>		<ul style="list-style-type: none"> <li>• City of Leduc</li> <li>• Government of Alberta</li> <li>• Government of Canada</li> </ul>	<ul style="list-style-type: none"> <li>• Property tax incentives or waiving or reducing development charges</li> </ul>
	<p>Measure and evaluate the implementation of actions related to housing priorities.</p>	<p><b>Who is Responsible?</b></p>	<p><b>Examples</b></p>
<p><b>Monitor</b></p>		<p>All</p>	<ul style="list-style-type: none"> <li>• CMHC Housing Market Reports, Government of Alberta Regional Dashboard, City of Leduc Annual Monitoring Report</li> </ul>
	<p>Raise awareness about important community housing issues to increase understanding and empathy.</p>	<p><b>Who is Responsible?</b></p>	<p><b>Examples</b></p>
<p><b>Educate</b></p>		<p>All</p>	<ul style="list-style-type: none"> <li>• Awareness campaigns, housing symposiums or capacity-building programs for non-profits.</li> </ul>



**Partner**

Collaborate with other levels of government, community organizations, developers, and others to achieve common housing objectives.

**Who is Responsible?**

All

**Examples**

- Leduc Regional Housing Foundation Gaetz Landing expansion project; 5404 47 Street land purchase and agreement with a private developer



**Build**

Develop and construct housing

**Who is Responsible?**

- Community Organizations
- Financial Institutions
- Developers

**Examples**

- Residential developments in Leduc
- Gaetz Landing expansion project



**Operate**

Operate community housing units and provide support to tenants

**Who is Responsible?**

- Community Organizations

**Examples**

- Leduc Regional Housing Foundation units and rent subsidies



**Innovate**

Collect, share, and test ideas and new approaches

**Who is Responsible?**

All

**Examples**

- City of Leduc online permitting system, Residential Compact District





## 2. STRATEGY CONTEXT

### 2.1. CURRENT STATE OF HOUSING IN LEDUC

Leduc is one of the fastest-growing communities in Alberta. With a 2023 population exceeding 36,000, EMRB growth projections indicate that Leduc's population could reach 60,000 by 2044 – or in the next 20 years. By 2044, there could be 24,000 more people living in the community than in 2023. Anticipating this growth rate, the City of Leduc has significantly invested in its planning and development framework and processes. Many amendments to the City's Land Use Bylaw seek to expand housing options in the community, including permitting secondary suites in all residential and mixed-use zones, creating an infill overlay, introducing a narrow lot residential zone to support increased density, and permitting zero lot line development in some areas to allow further development flexibility.

The City of Leduc has also been a leader within the Edmonton Metropolitan Region (EMR) in terms of development timelines and permitting approval processes. The City has moved to an entirely digital permitting and applications platform, one of the first adopters in the EMR. This transition to digital permitting means that applications can be reviewed and approved in hours or days rather than weeks or months, which is sometimes the case in other regional municipalities. Fast approval timelines, amendments and efforts to evergreen the Land Use Bylaw, a forward-thinking Municipal Development Plan, and capable planning staff provide Leduc with a distinct advantage regarding housing development in the region.

The City has also been navigating several significant projects and legislative changes that have created new development possibilities. Changes to Airport Vicinity Protection Area (AVPA) regulations have opened vast areas of Leduc's downtown for redevelopment, including residential uses. The City's efforts in working with the Government of Alberta and Edmonton International Airport to reduce development constraints resulted in the City being recognized with a Minister's Award in Red Tape Reduction. Building on work completed related to the AVPA, the City is now actively developing its first Area Redevelopment Plan: the Urban Centre Redevelopment Plan (UCRP). The UCRP will address various development topics, but housing options and affordability within the City's urban centre will be key priorities. The City is also actively working on a new interchange across Highway 2 at 65 Avenue, which will significantly enhance the movement of people and goods between Leduc and new development areas proximate to the airport.

People are attracted to living in Leduc for many reasons: its high quality of life and access to amenities while maintaining a smaller community feel, employment and economic opportunities, and the range of housing choices and relative affordability compared to other communities in the EMR. Developers are attracted to Leduc for its quick and transparent approval processes, collaborative City staff and Council, and overall flexibility to deliver housing products that adapt to and meet changing market needs. It is an exciting time for Leduc's community growth and development. With great success, comes the need for deliberate actions to ensure that the City maximizes its potential and that all residents have housing options and homes they can afford to live in over the long term as the City continues to attract growth and adapt.





## 2.2. CURRENT HOUSING GAPS IN LEDUC

**TABLE 2 - CURRENT HOUSING GAPS IN LEDUC**

The following table identifies gaps and needs within Leduc’s existing housing stock as of 2024.

Type	Safety Net		Housing With Supports			Market Housing	
	Emergency Shelters	Transitional / Short-Term Supportive Housing	Long-Term Supportive Housing	Below Market / Subsidized Rental Housing	Below Market / Subsidized Home Ownership	Rental Housing	Home Ownership
Current State and Gaps	No emergency shelter spaces are available in Leduc	No short-term supportive housing units are available in Leduc	More supportive housing units are needed, particularly for non-elderly singles, those with special needs, addictions, and mental health challenges	LRHF reports growing waitlists for rental supplements and affordable units under their management. The waitlist for units was around 160 applicants as of April 2024. LRHF operates 357 units across the region, including supportive living units	Habitat for Humanity brought four duplex-style homes (3 bedrooms, 1.5 bathrooms) to market in Leduc in 2021. No other subsidized home ownership options are available in Leduc.	<p>In 2021, there were approximately 3,475 renter households in Leduc, compared to just 1,250 rental units in the primary market as of 2023. The number of primary market rental units in the City has remained consistent since 2020.</p> <p>Most renters in Leduc are meeting their housing needs through the secondary rental market (i.e., not purpose-built rental units) (current state, not necessarily a gap)</p> <p>The number of renter households in Leduc could increase to 4,447 by 2029</p> <p>Vacancy rates for 1,2- and 3-bedroom units range from 0.8 – 1.7%. A healthy vacancy rate is typically between 3-5%</p> <p>Average rents remain affordable for median-earning households in Leduc, but rates have increased recently.</p>	<p>The City of Leduc has approved the development of 382 housing units in 2024, most of which are in the homeownership market. The development of housing units for market ownership is keeping pace with demand.</p> <p>4% of owner households in Leduc are in core housing need, some of whom do not have mortgages</p> <p>Leduc may be home to an additional 1,584 owner households in 2029 compared to 2021</p>
Need	<p>80 – 95 individuals are experiencing homelessness in Leduc (Feb 2024)</p> <p>15-20 year-round shelter beds are needed</p>	<p>80-95 individuals are experiencing homelessness in Leduc.</p> <p>435 households in Leduc are experiencing Extreme Core Housing Need and are at increased risk of losing housing due to shelter costs.</p>	<p>Leduc’s population aged 65+ will increase by more than 1,300 between 2021 and 2029</p> <p>Leduc’s population aged 10-19 will increase by more than 1,300 between 2021 and 2029</p> <p>27% of Canadians aged 15 and older had one or more disabilities in 2022. By 2029, this could mean that more than 8,800 Leduc residents will have one or more disabilities that limit their daily activities in 2029</p>	<p>Approximately 271 renter households were residing in subsidized housing in Leduc as of 2021 (either rent supplements or below-market-priced units)</p> <p>Current LRHF waitlist data suggests additional support is needed in the form of below-market units and rent subsidies.</p>	<p>Additional need for below-market home ownership likely exists in Leduc but cannot be quantified in this Strategy</p>	<p>22% of renter households in Leduc fall into Core Housing Need, primarily due to affordability (2021)</p> <p>The number of households in Core Housing Need could increase to 1,551 by 2029, with most of these households being renters.</p> <p>Household sizes have trended downward in recent years, suggesting that more units with one to two bedrooms may be needed to accommodate the growth of one—and two-person households.</p> <p>Renters engaged through this work reported rental costs being too high, homeownership costs being too high, low availability/shortage of units, and high costs to enter the ownership market as primary housing issues.</p>	<p>Average housing prices for single detached homes increased by 20% between 2019 and 2024, making affordability a significant challenge for many owner-occupied households.</p> <p>Non-census families (i.e., living alone or with roommates) and couples without children may increase in proportion by 2029, suggesting a need for homes with three or fewer bedrooms.</p> <p>Homeowners engaged through this work indicate concern over being able to afford their shelter costs over the long term, inability to downsize or move to supportive living units as they age or need change, and high costs to enter the ownership market as primary housing issues.</p>

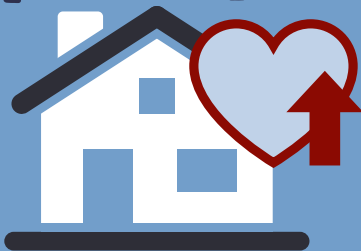




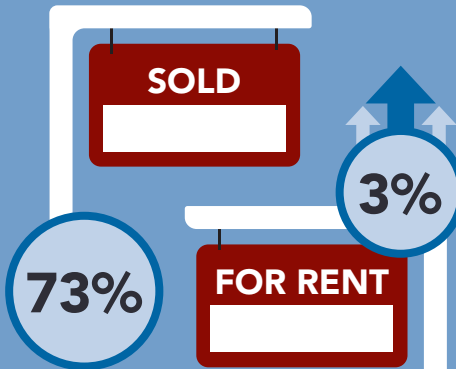
# Current State of Housing in Leduc

**As Leduc's population grows, it will also become more diverse:**

there will be more seniors, newcomers to Canada, Indigenous peoples, and young adults living in Leduc. With a more diverse population will come the need for a broader range of housing options in the community (e.g., units designed for multi-generational living, smaller units, accessible units, units in walkable areas, and close to services).



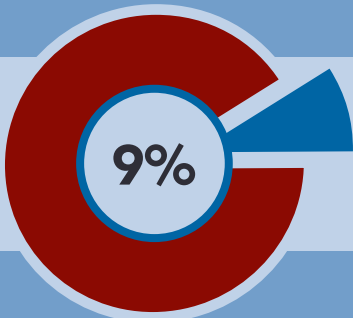
Leduc Regional Housing Foundation operated approximately 247 below-market housing units in Leduc as of 2023. In April 2024, the approximate waitlist for units was 160 households. **Demand for below-market, affordable rental units is far exceeding supply.**



**73%** Most Leduc households (73%) own their homes, but the percentage of renters (27%) has increased by 3% since 2006.



The City of Leduc's Homelessness Task Force estimated that as of February 2024, **approximately 80-95 individuals were homeless in Leduc.** At this time, no emergency shelter support is available within the City.

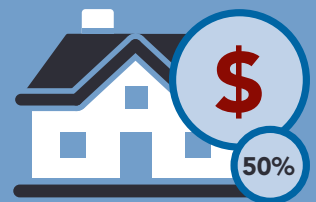


## In 2021, around 9% of Leduc households were within Core Housing Need

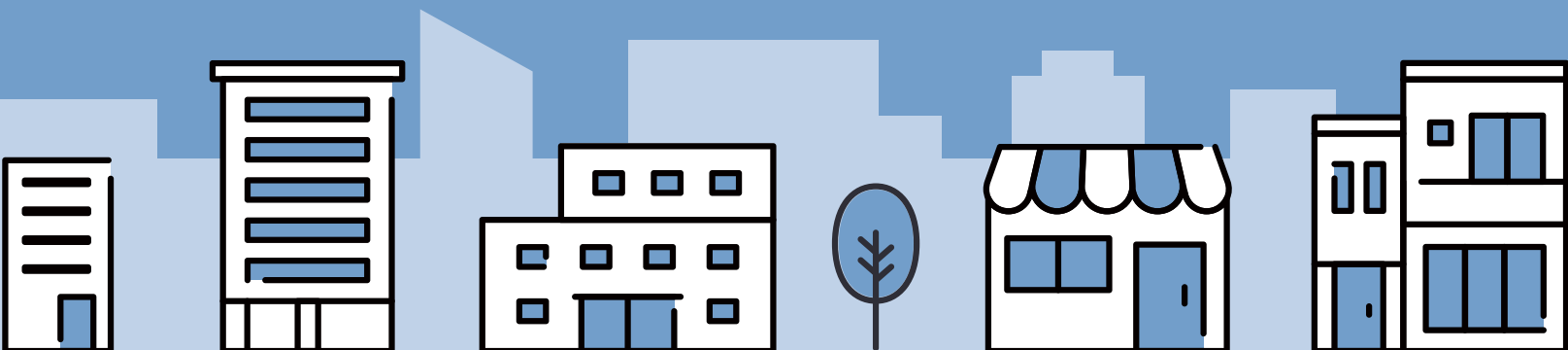
(i.e., spending more than 30% of income on shelter costs, living in units with an insufficient number of bedrooms for household needs, or living in units in need of major repairs). This percentage has declined by 1% since 2016, but the housing market has changed significantly since 2021, and many more households may now be experiencing Core Housing Need.

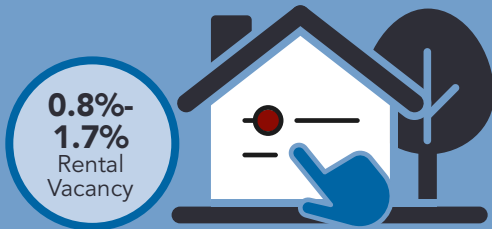
**Of the 1,145 households experiencing Core Housing Need in 2021, 66% are renter households.**

Nearly one in four rental households is in Core Housing Need in Leduc. For homeowners, approximately 150 households in Core Housing Need do not have mortgages, suggesting that the rising cost of living overall is challenging housing affordability.



**Four hundred thirty-five households are experiencing Extreme Core Housing Need, meaning they spend more than 50% of their incomes on shelter costs.**





As of 2021, there were approximately 1,246 purpose-built rental units in Leduc.

**Rental vacancy rates in Leduc were meager as of 2023, ranging from 0.8% to 1.7%, depending on the number of bedrooms.**

CMHC suggests that a vacancy rate of 3-5% is optimal to ensure a healthy supply of rental units and moderate rental rate increases.



**13,675 Housing Units**

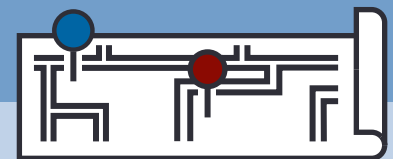
**There were 13,675 housing units in Leduc as of the 2021 Census,**

with an average household size of 2.6 people per household. Most of these units (58%, or 7,515) were constructed after 2001.



Single-detached homes comprise the largest share of Leduc's housing stock (63%), but development permits issued for duplexes, semi-detached homes, townhouses, and secondary suites have been increasing over time.

**This trend suggests that the proportion of single-detached homes in Leduc's overall housing stock may decrease over time.**



**As of February 2024, the City of Leduc had around 375 vacant lots available for residential development.**

Nearly all of these lots are in developing greenfield lots on the periphery of Leduc and are zoned Residential Narrow Lot. The City has a reserve of 489 hectares of land for future residential development. Infill development will also play a large role in meeting housing needs in Leduc.

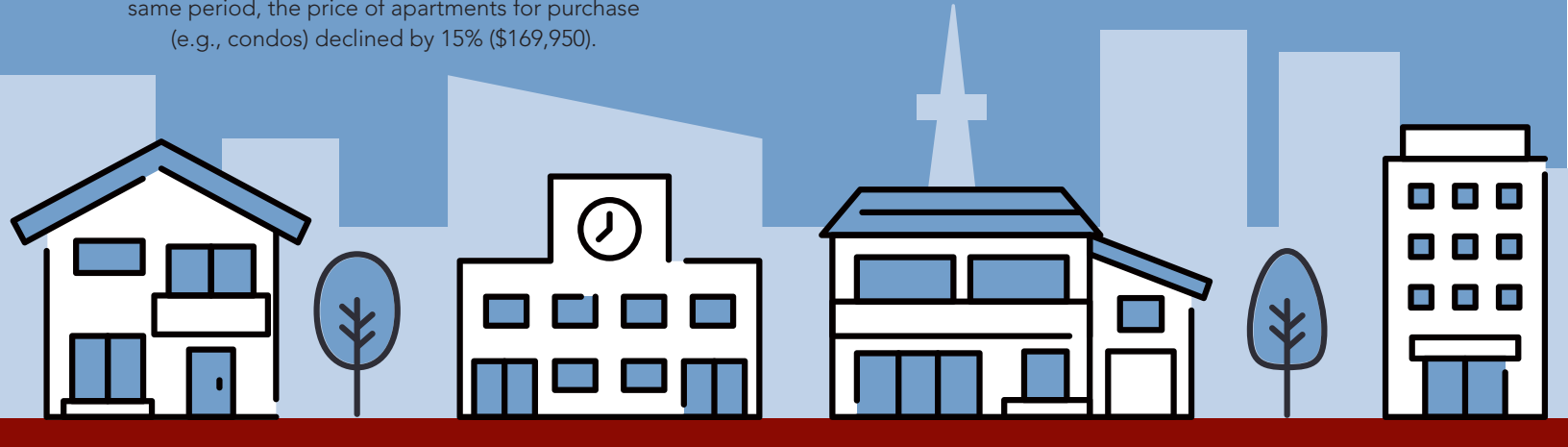


**As of 2023, the average price for single-detached homes reached \$417,500,**

an increase of 20% between 2018 and 2023. Over the same period, the price of apartments for purchase (e.g., condos) declined by 15% (\$169,950).

**Households purchasing a single-detached home in Leduc can expect to pay approximately \$3,300 per month in shelter costs**

(including utilities, insurance, and taxes). Mortgage interest rates have remained high in recent years, and many Leduc households, including couples without children, one-parent families, and households with lower incomes, struggle to afford these shelter costs.



The development of this Strategy also involved extensive engagement with key stakeholders and Leduc households.

1



We received close to 1,000 responses to our housing survey, 90% of which were submitted by current residents.



Both renters (114 responses) and homeowners (553 responses) struggle with shelter affordability costs. 67% of renters and 40% of owners identified renting/ownership costs as too high and affordability as a long-term concern.



Survey respondents expressed a preference for seeing more single-detached homes become available in Leduc, but households also identified that more supportive housing for seniors, smaller units to support household downsizing and smaller household sizes, and the lack of availability of homes for rent and purchase are major concerns.

2



Developers and builders engaged note that affordability is a primary driver behind housing demand in Leduc,

with homes generally priced lower than in Edmonton or other communities.



Leduc's affordability advantage may be challenged over the long term due to inflated material and labour costs and potential lot shortages in the near to moderate term.



Developers are seeing increased demand from first-time buyers looking to enter the market (smaller units, duplexes, townhouses, etc.), which are seeking homes that are energy-efficient, and/or have secondary suites, and units appropriate for multi-generational living. Zero-lot-line developments are comprising a larger share of new residential development in Leduc, as developers are looking to maximize footprints while minimizing cost.

3



Businesses and community organizations are aware of growing affordability challenges created by a lack of units available

at key segments of the housing continuum, particularly emergency, transitional, supportive, and below-market units.



Community organizations note they are under significant strain to meet growing needs for support, housing-related and otherwise. Many recognize the role of housing instability in exacerbating community needs overall. Only some options are available for supportive housing in Leduc; there are no transitional housing units, and uncertainty regarding emergency shelter spaces for those with acute needs.



Businesses recognize and appreciate the significant investments that the City has made to support economic development. They also acknowledge the community's need for more affordable housing, particularly for service industry workers with lower household incomes. Collaboration and partnerships are key elements for success.



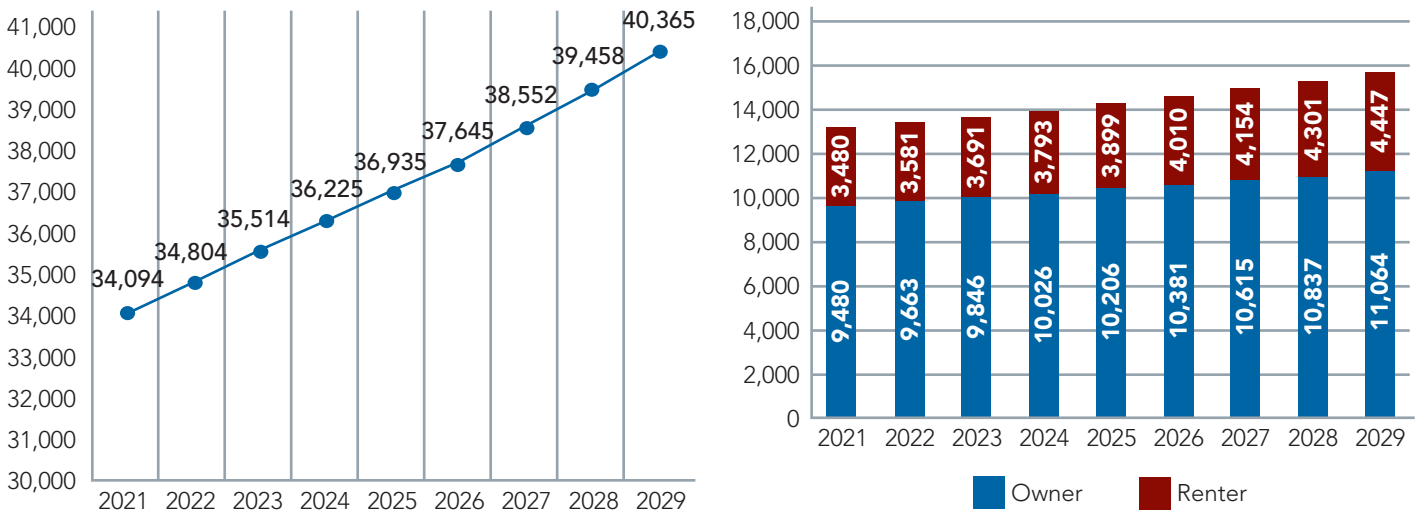
## 2.3 HOUSING NEED IN 2029

As part of the development of the City's Housing Needs Assessment (HNA, presented under a separate cover), population projections for Leduc's potential growth (2025-2029) were developed. The two graphs below illustrate anticipated growth and changes to household tenure expected by 2030.

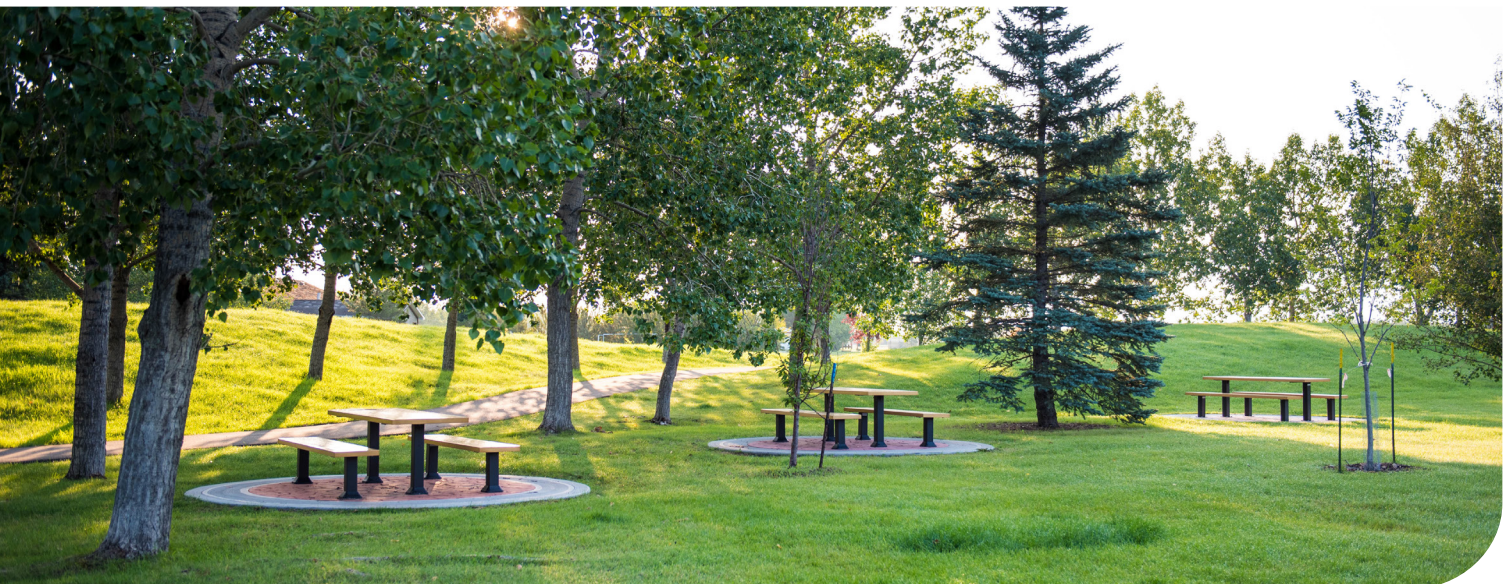
Based on previous projections developed for the City of Leduc, these projections assume a 2.2% average annual growth rate. By 2029, the City's population may exceed 40,000, with more than 15,500 households (4,447 renters, 11,064 owners). Compared to 2021, the number of renter households may increase by 27% (967) and owners by

17% (1,584), suggesting a greater rate of rental household growth than homeowners. The number of households experiencing Core Housing Need could exceed 1,550, an increase of more than 400 (or by 35% from 2021 rates).

When looking at household types to 2029, Leduc is projected to see the most in couple households without children, couples with children, and non-Census families (e.g., one person living alone or one or more persons living together as roommates). Projections have also been developed based on the anticipated number of bedrooms per unit that each new household will require to meet its occupancy needs.



**FIGURE 2 - PROJECTED POPULATION GROWTH AND DISTRIBUTION OF HOUSEHOLDS BY TENURE IN LEDUC TO 2029**



**TABLE 3 - PROJECTED FORMATION OF HOUSEHOLDS BY TYPE IN LEDUC, 2021-2029  
(DERIVED FROM CENSUS DATA)**

Household Types	2021	2024	2029	Total Change 2021 - 2029	Total Change 2024 - 2029	% increase from 2021
Couple without Children	3,353	3,566	4,048	695	482	21%
Couple with Children	3,819	4,038	4,426	607	388	16%
Lone-Parent	1,345	1,449	1,623	278	174	21%
Other-Census-Family	965	1,033	1,162	197	129	20%
Non-Census-Family	3,478	3,733	4,252	774	519	22%
<b>Total</b>	<b>12,960</b>	<b>13,819</b>	<b>15,511</b>	<b>2,551</b>	<b>1,692</b>	<b>20%</b>

**TABLE 4 - PROJECTED NUMBER OF UNITS REQUIRED BY 2029 TO ACCOMMODATE GROWTH BY BEDROOM COUNT (DERIVED FROM CENSUS DATA)**

Bedroom Count	2021	2024	2029	Total Change 2021 - 2029	Total Change 2021 - 2029	% increase from 2021
Studio or 1-bedroom	706	756	859	153	103	22%
2-bedroom	2,613	2,794	3,159	546	365	21%
3-bedroom	5,454	5,811	6,514	1,061	703	19%
4+ bedroom	4,187	4,458	4,979	791	521	19%
<b>Total</b>	<b>12,960</b>	<b>13,819</b>	<b>15,511</b>	<b>2,551</b>	<b>1,692</b>	<b>20%</b>

Approximately 1,692 new housing units may need to be developed between 2024 and 2029 to accommodate projected growth. On a percentage basis, the number of housing units in Leduc will need to increase by 20% to accommodate projected growth. Regarding units required by bedroom count, a more significant percentage of growth in the studio, one- and two-bedroom unit types based on anticipated household needs is required. Leduc's growth rate may exceed the projected 2.2% per year on average over the next five years. If greater growth occurs, the City of Leduc should update these projections to reflect additional demand for housing units.

On an annual basis, based on these projections and accounting for the 381 permits issued to date in 2024, the City of Leduc will need to issue an average of 262 development permits for housing units between 2025 and 2029. Between 2021 and 2023, the City issued an average of 347 development permits per year, suggesting that it is on track to meet its future housing needs. However, based on the housing challenges presented above, additional effort will be needed to ensure that rentals, non-market units, emergency, transitional, supportive units, and new product/unit types form a large proportion of future housing development in Leduc.







### 3. STRATEGIC HOUSING PRIORITIES

Six high-level strategic housing priorities are identified to help meet Leduc residents’ current and future housing needs. Within the entire housing system, there are only so many levers available to the City of Leduc to support housing development due to financial realities and limitations within the Municipal Government Act. The primary levers available to the City include providing land for housing development, regulating land uses within the municipality, and providing capital investments and operating support to organizations seeking to increase the supply of emergency, transitional, supportive, and non-market housing in Leduc. Other levers include providing incentives for preferred types of residential development (e.g., density, secondary suites, affordable units), streamlining development and permitting processes, and monitoring and adjusting to changing housing market conditions.

Desired outcomes, key performance indicators, data sources, implementation tactics, and action items are identified for each Strategic Priority. Implementing tactics presented under one Strategic Priority may also positively impact outcomes in others, illustrating the complexity and interconnectedness of the housing system. It is important to note that many other implementation tactics not identified in this Strategy are available to the City and its partners. However, the overall direction established in the Strategic Priorities allows new ideas to emerge and opportunities to be explored over time.

#### THE SIX STRATEGIC HOUSING STRATEGIES PRESENTED BELOW INCLUDE:

- 

Strategic Priority 1:  
**Increase Supply of Non-Market Housing**
- 

Strategic Priority 2:  
**Maintain and Enhance Supply of Rental and Non-Market Housing**
- 

Strategic Priority 3:  
**Increase Range of Housing Options**
- 

Strategic Priority 4:  
**Address Housing Insecurity and Homelessness**
- 

Strategic Priority 5:  
**Continue to Deliver Exceptional Service**
- 

Strategic Priority #6:  
**Promote and Focus on Location Efficiency**



## STRATEGIC PRIORITY #1:

# INCREASE SUPPLY OF NON-MARKET HOUSING

**Why is this Important?** Affordability is a primary concern for Leduc households, both renters and owners. One in ten Leduc households are single-parent households, and the proportion of individuals on fixed incomes has increased over time. Even with high median household incomes overall, more than 2,200 Leduc households earned less than \$50,000 per year in 2021. Waitlists for units and rent subsidies provided by the Leduc Regional Housing Foundation continue to grow. Demand for non-market housing in Leduc far outstrips current supply, and action is needed to bring new, affordable units online.

**Outcome:** Between 2025 and 2029, more non-market housing units will be developed in Leduc, supporting affordability and preventing households from slipping into poverty or homelessness.

**Key Performance Indicators:** The number of non-market or subsidized units in Leduc increases. The Leduc Regional Housing Foundation waitlist decreases. The number of households experiencing Core or Extreme Core Housing Need decreases.

**Data Sources:** Development and building permit data. Leduc Regional Housing Foundation waitlist numbers. Census data.

## OBJECTIVE 1.1: DEVELOP COMPREHENSIVE LAND STRATEGIES TO SUPPORT NON-MARKET HOUSING DEVELOPMENT

Identifying and ensuring appropriate land is available is one of the most significant tools available to municipalities to support non-market housing development.

There are several ways that local governments can support non-profits in accessing land:

- Contribute municipal land toward non-market housing and co-operative housing
- Work with partners to identify and rezone suitable lands
- Develop a land acquisition strategy

### a) Implementation Tactic: Create a Municipal Lands Strategy

Municipalities may not always have excess land, but any surplus, under-utilized, or unused lands can significantly contribute to non-market housing goals. When municipalities utilize their lands, they often do so through lease agreements to maintain long-term control.

**Action Item:** The City of Leduc will assess City-owned land, including vacant parcels and parcels suitable for redevelopment, to evaluate the feasibility of developing non-market or mixed-income housing units.

### b) Implementation Tactic: Explore Innovative Land Partnerships

Municipal lands offer a valuable opportunity for local governments to support non-market housing. Many municipalities partner with organizations like Habitat for Humanity, faith-based groups, and service clubs to identify under-utilized land suitable for non-market housing. These innovative land partnerships often require initial efforts in partnership building, land assessment, and creating mutually beneficial development scenarios. There is also renewed interest in understanding the potential of co-operative housing models due to recently announced funding to support such development by CMHC.

**Action Item:** The City will explore opportunities to establish innovative land partnerships by engaging new organizations and facilitating collaboration to support non-market and co-operative housing development in Leduc.



**c) Implementation Tactic:  
Develop a Land Acquisition Strategy**

Some municipalities face a shortage of land for affordable housing and address this issue through a land acquisition strategy. This strategy involves purchasing properties with high redevelopment potential and then donating or selling them to non-market operators at below-market rates. Although this approach requires significant municipal investment, it enables local governments to proactively contribute to new non-market housing development. Implementing this strategy typically involves GIS analysis and site reviews to identify promising locations, a dedicated funding strategy, and public engagement.

**Action Item:** The City of Leduc will explore developing a long-term Land Acquisition Strategy that establishes criteria for identifying opportunity sites and guidelines for property purchases.

## OBJECTIVE 1.2: DEVELOP AN INCENTIVE PACKAGE FOR NON-MARKET HOUSING PROJECTS

Many municipalities are now exploring the use of incentives to support the development of non-market housing and help influence project financial viability. Creating an affordable housing and incentive program may help increase the supply of affordable and missing-middle housing projects in Leduc.

**a) Implementation Tactic:  
Review Parking Requirements**

High construction costs for residential parking significantly impact rent and sale prices, particularly in higher-density developments. For non-market housing projects, these costs can make development unfeasible. Reducing or eliminating minimum parking requirements can lower construction costs for developers and, in turn, reduce housing costs. This approach also aligns with municipal goals, such as promoting sustainable transportation and developing purpose-built rentals. However, due to limited transit availability and routes, any initiative to reduce parking restrictions in underserved areas must consider available transportation options and include other transportation demand management tools.

**Action Item:** The City will examine parking challenges and opportunities to enhance multi-modal transportation options when reviewing the Land Use Bylaw, as well as will consider developing an Urban Parking Strategy to provide additional policy direction.

**b) Implementation Tactic:  
Explore Property Taxes for  
Non-Market Housing Operators**

Property taxes pose a significant operating challenge for many non-profit housing providers, restricting their ability to invest in new and maintain existing units. Proposed Bill 20 - "the Municipal Affairs Statutes Amendment Act", will exempt non-profit subsidized affordable housing providers from municipal and education property taxes.

**Action Item:** In anticipation of this change, the City of Leduc will assess the revenue implications of exempting non-profit Housing providers from these taxes and initiate any necessary implementation impacts of Bill 20.

**c) Implementation Tactic:  
Waive or Reduce Development  
Charges for Non-Market Housing Providers**

The City of Leduc sets planning and development fees through Bylaw which can be significant for multi-unit developments. The feasibility of waiving or reducing development charges, such as permit, rezoning, and inspection fees, for non-market housing providers may reduce costs and make non-market housing more appealing to develop.

**Action Item:** Conduct a financial impact study on waiving or reducing development fees for non-market housing providers on a case-by-case basis.

**d) Implementation Tactic:  
Provide Direct Financial Incentives  
to Non-Market Housing Providers**

The City of Leduc may offer financial incentives to non-market housing providers to offset development and building costs, either on a project basis (e.g., Gaetz Landing expansion) or on a 'per unit' basis for flexible developments like missing middle housing.

**Action Item:** Investigate creating a reserve fund to support non-market housing providers to develop affordable housing and identify legal tools to ensure long-term affordability.



## STRATEGIC PRIORITY #2:

# MAINTAIN AND ENHANCE SUPPLY OF RENTAL AND NON-MARKET HOUSING

**Why is this Important?** Close to 3,500 households in Leduc were renters in 2021. There were around 1,250 purpose-built rental units in Leduc as of 2023, with the rest of the renter households meeting their needs through the secondary rental market (i.e., not specifically built for rentals). Vacancy rates for rentals have reached near zero as of 2023, and rental rates have increased by 17% since 2021. The proportion of renter households has grown over time in Leduc. Close to one-third of the City’s purpose-built rental stock was built before 1981, with aging properties at greater risk of redevelopment.

**Outcome:** There is a greater supply of rental units in Leduc, increasing housing choice and affordability, and the loss of existing rental units is minimized.

**Key Performance Indicators:** The number of purpose-built residential units increases, as does the number of secondary, garage, and/or garden suites. The number of non-market housing units is maintained (at a minimum). The number of households experiencing Core or Extreme Core Housing Need decreases. The average rental rate by bedroom count is maintained or decreases.

**Data Sources:** Development, building, and demolition permit data. Census data. CMHC rental market data.

## OBJECTIVE 2.1: INCENTIVIZE DEVELOPMENT OF PURPOSE-BUILT RENTAL UNITS AND SECONDARY SUITES

Creating incentives specific to purpose-built rental developments and secondary suites can encourage developers and homeowners to focus on development outside the ownership market. The City’s Urban Centre presents a prime redevelopment opportunity for increasing the number of purpose-built rental units in Leduc, with excellent connectivity to various amenities, services, and employment opportunities. Encouraging the development of rental units along existing transit routes and secondary suites within existing and future residential areas can help to achieve density targets and increase the supply of rental units within Leduc.

### a) Implementation Tactic: Identify Barriers Limiting Development of Purpose-Built Rentals in Leduc

Through engagement, several potential barriers that may be limiting development of purpose-built rentals in Leduc were identified, including public transit connections and proximity to Edmonton. The City will work with its development partners to better understand what barriers are being faced when it comes to developing purpose-built rentals in Leduc and will identify opportunities and solutions to challenges. Exploring the conditions required for development of purpose-built rentals in Leduc is a priority.

**Action Item:** Engage the development community to understand barriers to developing purpose-built rental housing in Leduc and collectively identify opportunities and solutions to challenges.



**b) Implementation Tactic:  
Consider Incentivizing the  
Development of Purpose-Built Rentals**

The City could offer direct incentives to private developers to encourage the construction of purpose-built rental units, similar to the support given to non-market housing operators. These incentives can take various forms, including upfront per-unit payments, rebates or cash equivalents based on total capital costs, or multi-year property tax exemptions, as allowed by the MGA.

**Action Item:** Evaluate the financial impacts of direct incentives for purpose-built rental development to ensure fiscal responsibility and explore mechanisms to ensure they remain rental units.

**c) Implementation Tactic:  
Consider Incentivizing the Development of  
Secondary, Garage, and/or Garden Suites**

The City could offer direct financial incentives to homeowners to help offset the costs of developing secondary suites, garage suites, or garden suites. These incentives can include waiving development fees and providing grants or low-interest loans. Additionally, they can be tailored to support high-need individuals by offering greater assistance for barrier-free units or those rented at below-market rates. By supporting the development of secondary, garage, and garden suites, the City can increase the supply of rental units and help meet its density targets outlined in the MDP.

**Action Item:** Analyze the costs and benefits of creating incentives for the development of secondary, garage and/or garden suites to enhance the affordable rental unit supply in Leduc.

**OBJECTIVE 2.2:  
PROTECT SUPPLY OF EXISTING  
RENTAL AND NON-MARKET UNITS**

Much of Leduc’s existing stock of purpose-built rentals and non-market housing units was developed before 1981. The age of these units increases the likelihood of significant capital investments required to maintain their condition. For many apartment buildings in Leduc, the risk of redevelopment into condominiums and apartments for sale is substantial. To ensure that existing purpose-built rental housing remains available as rental stock in Alberta, municipalities have a few tools and strategies they can consider, even though their regulatory powers over rental conversions are somewhat limited by provincial legislation.

**a) Implementation Tactic: Support and Advocate  
for Provincial and Federal Investment in  
Maintenance Funding for Rental Units**

With much of Leduc’s purpose-built and non-market rental units more than 40 years old, additional investment is needed to ensure that these units remain available for rent. It is common for purpose built rentals to be converted to condominiums when costs to keep units in suitable condition are high. Long-term asset management funding support is required to make necessary improvements and upgrades to existing units to maximize their functional lifespans. Additional investment from the Provincial and Federal governments to rental housing operators and non-market housing operators is required. The City of Leduc will play an important support and advocacy role, helping to raise awareness of the need for investment and supporting organizations to apply for and secure needed funding.

**Action Item:** The City will monitor asset management and maintenance funding opportunities and will proactively engage rental housing operators and non-market housing operators to apply for these opportunities. The City will also continue to advocate for increased funding in this area by Provincial and Federal governments.

**b) Implementation Tactic: Leverage  
Agreements and Public-Private Partnerships**

Municipalities can facilitate the acquisition of rental properties by non-profit housing organizations that commit to maintaining them as rentals, including providing tax incentives and rebates to property owners which can help to offset operating costs and discourage conversion to condos or other uses.

**Action Item:** The City will explore the feasibility of partnerships with non-profits and/or for-profit organizations and other stakeholders to preserve existing rental stock in Leduc, including incentives and other supports to help discourage rental unit conversions.





## STRATEGIC PRIORITY #3:

### INCREASE RANGE OF HOUSING OPTIONS

**Why is this Important?** Having a variety of housing choices across the housing continuum is recognized as a critical element of liveability and Leduc's long-term growth, sustainability, and resilience. Residents and stakeholders engaged through this work have expressed interest in seeing more housing options available in Leduc, including supportive living units, opportunities for downsizing, non-market units, opportunities for multi-generational living, units situated in locations where a private vehicle is not required, and a greater variety of unit typologies overall. Leduc's senior population is increasing in proportion over time and more diversity in housing options is required to support aging in place.

**Outcome:** Leduc's housing stock continues diversifying over time, providing residents with more options across the continuum at different price points and tenures.

**Key Performance Indicators:** The number of multi-unit and mixed-use buildings increases. The number of duplexes, semi-detached, and townhouses increases. The number of purpose-built residential units increases. The number of secondary, garage, and/or garden suites increases. The number of age-friendly or universally designed housing units increases.

**Data Sources:** Development and building permit data. Census data. CMHC housing market reports.

### OBJECTIVE 3.1: PROMOTE DENSITY AND INFILL DEVELOPMENT

As established in the Edmonton Metropolitan Region Growth Plan, the City of Leduc is committed to meeting minimum density targets in greenfield areas (35 dwelling units per net residential hectare, or du/nrha), aspirational intensification targets where new development will occur within existing built-up areas (15% of new buildings should be constructed in established areas), and aspirational density targets within the Urban Centre plan area (100 du/nrha). Increasing density and promoting infill development can help the City of Leduc make the most of its infrastructure and public transit investments and can support environmental sustainability through increased walkability.

#### a) Implementation Tactic: Explore Potential for Upzoning

Upzoning involves municipalities proactively rezoning opportunity sites to allow increased density on specific lots or areas, reducing administrative time and costs for developers while combating exclusionary zoning practices. Additionally, the City should explore upzoning city-wide and on a site-by-site basis, studying its potential impact on achieving density targets and encouraging redevelopment in established areas of Leduc.

**Action Item:** Evaluate the feasibility of amending the Land Use Bylaw (and associated statutory planning documents) to allow more than one residential unit per lot and assess the impact of upzoning on density targets and redevelopment.

#### b) Implementation Tactic: Explore Becoming an Age-Friendly Community

An 'age-friendly' community is one where housing, buildings, and services are accessible and inclusive for seniors of various needs and abilities. Key elements of age-friendly communities include housing that is integrated into the community that accommodates changing needs and abilities as people grow older. The Government of Alberta formally recognizes communities that have taken steps towards being age-friendly, including establishing age-friendly committees, completing age-friendly assessments of public infrastructure and housing, and creating action plans to address gaps in the community.

**Action Item:** Consider establishing an Age-Friendly Committee to oversee an assessment of Leduc's housing stock to identify opportunities to increase the accessibility of housing options for seniors in the community, explore creating age-friendly design guidelines for current housing (aging in place), new housing (housing forms such as bungalows or smaller one floor homes in 65+ only communities), and infill redevelopments (near amenities and public transportation), cohousing living options and developments, and potential for pursuing formal recognition as an Age-Friendly Community by the Government of Alberta.

### c) Implementation Tactic: Create an Infill Development Program

The City could maximize investments in existing infrastructure and promote intensification by implementing a dedicated program to support infill development. These programs often include financial incentives, infrastructure investments, cost-sharing agreements, guideline development, and reduced development fees. Additionally, municipalities can support infill development by identifying opportunity sites for redevelopment, right-sizing parking requirements, completing necessary subdivision or redistricting work, and fostering partnerships between non-profit organizations and the development community to encourage innovation.

**Action Item:** The City will explore creating an Infill Development Program by researching best practices from other municipalities, assessing long-term financial impacts, and gauging interest in the program through engagement with non-profits and the development community.

### d) Implementation Tactic: Consider Creating a Community Revitalization Levy for the Urban Centre

A Community Revitalization Levy (CRL) allowed by the Municipal Government Act provides funding for infrastructure development, environmental remediation, beautification projects, and addressing community housing needs. The levy enables municipalities to finance public infrastructure in designated areas by borrowing from the Province against future property tax revenues. This approach stimulates private development and increases taxable property assessments.

**Action Item:** The City will review CRL guidelines and assess the feasibility of establishing a CRL to support redevelopment, focusing on identifying key investment projects.

## OBJECTIVE 3.2: EMBRACE INNOVATION AND FLEXIBILITY

Municipalities constantly seek to improve processes, reduce development barriers and timelines, enhance plan and policy flexibility, and encourage innovation within the housing sector. The City of Leduc has demonstrated leadership in this area by moving to digital permitting, regularly engaging the development community, and making meaningful amendments to its Land Use Bylaw to support new housing options. The City of Leduc will continue to embrace innovation and flexibility by proactively identifying opportunities to make development easier, faster, and more affordable for developers and residents. An emphasis on quality and energy efficient construction also has been shown to have a positive impact on housing affordability over the long term, with maintenance and utility costs reduced.

### a) Implementation Tactic: Create a Missing Middle Housing Catalogue

Missing Middle Housing includes medium-density options like duplexes, fourplexes, and multiplexes that integrate into existing single-family neighborhoods. These types offer a wider range of housing choices and lower land costs without significantly altering neighborhood character.

**Action Item:** To streamline development, the City of Leduc will explore creating a catalog of pre-approved designs for Missing Middle Housing and review relevant engineering standards and regulations in the Land Use Bylaw.

### b) Implementation Tactic: Review the City's Clean Energy Improvement Program

The City of Leduc participates (four-year pilot program) in the Clean Energy Improvement Program (CEIP) administered by Alberta Municipalities. This program provides financing to residential property owners for energy efficiency and renewable energy projects. The CEIP is available only for residential buildings with fewer than three stories and a maximum area of 600 m<sup>2</sup>.

**Action Item:** Review the Clean Energy Improvement Program after the initial four-year pilot to assess program uptake and costs, identify improvement opportunities, and consider working with Alberta Municipalities to expand eligibility to larger multi-unit properties while enhancing promotional efforts.

### c) Implementation Tactic: Streamline Land Use Districts to Increase Flexibility

To enhance housing flexibility, the Land Use Bylaw plays a critical role in eliminating barriers that limit housing diversity and densification. By streamlining Zoning Bylaws, municipalities can increase flexibility by reducing and simplifying the number of residential districts, expanding where housing is permitted within compatible land uses, reviewing height and site coverage limits, and permitting greater as-of-right dwelling densities. This approach can facilitate the development of diverse housing types beyond single detached homes and increase densities throughout the City.

**Action Item:** The City will consider amending its Land Use Bylaw to streamline residential districts and examine ways to increase residential housing density and diversity after a detailed review of existing zones, public engagement, and consultation with community stakeholders and developers.



## STRATEGIC PRIORITY #4:

### ADDRESS HOUSING INSECURITY AND HOMELESSNESS

**Why is this Important?** Many Leduc households are housing insecure, with 9% of all households experiencing Core Housing Need as of 2021. The number of seniors on fixed incomes living in Leduc is increasing over time, as is the number of individuals with disabilities who may be receiving AISH and other supports. Vulnerable populations have few secure housing options available to them in Leduc. With such limiting options, these populations may have to find support in different communities. At the City's Homelessness Task Force, the Leduc HUB Association estimated that approximately 80 – 95 individuals are homeless in Leduc as of February 2024.

**Outcome:** The City takes meaningful steps to create and support opportunities for emergency, transitional, and supportive housing units in Leduc, as well as to have open and continual discussions with regional municipalities to reduce the risk and impacts of homelessness and ensuring that individuals and families are supported on their journey along the housing continuum. A critical aspect of this will involve working with the province and community organizations.

**Key Performance Indicators:** Point-in-time counts and by-name lists of vulnerable individuals in Leduc decrease. Seniors and adults with disabilities will have affordable housing options. The number of emergency beds and transitional and supportive housing units increases. The RCMP crime severity index decreases. The number of referrals to support services increases in the short term and declines over the long term.

**Data Sources:** Development and building permit data, census data, RCMP crime statistics, and Family and Community Support Services datasets.

#### OBJECTIVE 4.1: PREVENT AND ADDRESS HOMELESSNESS IN LEDUC

Homelessness is never anyone's plan. Empathy is essential for understanding homelessness as an outcome of complex interactions and trauma of one's lived experience rather than as a choice or decision that one has made. With the closure of Leduc's emergency shelter in the summer of 2024, individuals experiencing homelessness who *specifically seek overnight emergency shelter services* will need to do so in other communities. Homelessness is a regional issue, and collaborative efforts are needed to create equitable long-term solutions and strategies to address and prevent homelessness in Leduc.

#### a) Implementation Tactic: Convene a Regional Conversation on Homelessness

The Government of Alberta has established a navigation center for vulnerable individuals in the Edmonton region. Addressing the needs of vulnerable and homeless individuals requires a coordinated regional approach to ensure sufficient capacity, facilitate their return to home communities, and distribute responsibilities among municipalities and agencies.

**Action Item:** The City of Leduc will engage with regional municipalities to initiate a broader discussion on homelessness and develop collective strategies to support vulnerable individuals in escaping homelessness.



**b) Implementation Tactic: Build Capacity in Local Organizations Serving Vulnerable Populations**

The City of Leduc funds various preventative programs and services through its Family and Community Support Services (FCSS) Advisory Board. These initiatives assist families, seniors, youth, newcomers, and the unhoused in navigating their unique challenges. However, community organizations have raised concerns about staff burnout, succession planning, and long-term sustainability. These organizations are essential to Leduc’s preventative support network, highlighting the need for increased efforts to ensure their success.

**Action Item:** The City of Leduc, through FCSS, will continue to collaborate with organizations serving vulnerable populations to identify initiatives that build organizational capacity and will hold regular discussions with partners to understand emerging needs and challenges.

**c) Implementation Tactic: Continue to Implement the City’s Homelessness Prevention and Poverty Framework**

The City’s Homelessness Prevention and Poverty Framework (2022) outlines four key priorities. It identifies gaps in the housing continuum, such as emergency spaces, short-term supportive housing, supportive housing for non-elderly singles, individuals with special needs, and affordable bachelor and one-bedroom units. Establishing transitional and permanent supportive housing units in Leduc can address these gaps, ensuring that all residents have access to appropriate, affordable, and adequate housing while remaining in the community long-term. Ideal locations for these units are within walking distance of essential amenities like the Library, FCSS, health services, food services, and public transportation.

**Action Item:** The City may implement the Homelessness Prevention and Poverty Framework by identifying suitable locations for transitional and permanent supportive housing, including exploring adaptive reuse of motels and older rental stock for transitional units. The City will collaborate with community organizations to build partnerships for supporting the feasibility of creating these housing types in Leduc.

**OBJECTIVE 4.2: DEVELOP PARTNERSHIPS WITH COMMUNITY ORGANIZATIONS TO ADDRESS HOUSING GAPS**

Many organizations in Leduc provide services to populations at risk of housing insecurity, including families, youth, seniors, Indigenous people, and newcomers to Canada. Many of these organizations operate outside the housing sector but may have untapped capacity and potential to do so. Developing partnerships with and between community organizations, including non-profits, developers, and funders, can help address housing gaps and create new opportunities to work together in innovative ways.

**a) Implementation Tactic: Support Unconventional Partners to Enter the Housing Space**

Developing housing is complex and risky, posing significant challenges for organizations lacking experience in this area. Key gaps, such as capital, land, and operational capacity, limit the success of non-profits in creating housing units. Additionally, many organizations focus on specific high-need or at-risk groups, which may hinder their ability to expand services without overextending themselves. Bringing together diverse community organizations and developers to address housing challenges can lead to innovative ideas and solutions. Sharing knowledge, best practices, and fostering relationships can enhance capacity and encourage innovation in the housing sector.

**Action Item:** The City of Leduc will continue to engage a wide variety of developers and community organizations to discuss housing challenges and gaps, working together to develop innovative solutions that increase the availability of affordable, transitional, and supportive housing units in Leduc.

**b) Implementation Tactic: Continue to Advocate for Increased Funding to Support Development Across the Housing Continuum**

Advocacy at other levels of government is a crucial tool for municipalities to highlight community challenges and garner support for community-driven solutions. The City of Leduc actively engages in various municipal associations, including Alberta Municipalities, the Mid-Sized Cities Mayor’s Caucus, and the Federation of Canadian Municipalities.

**Action Item:** The City of Leduc will continue advocating for increased funding to support development across the housing spectrum through its municipal associations. It will also support and advance resolutions that call for enhanced funding from all levels of government.



## STRATEGIC PRIORITY #5:

### CONTINUE TO DELIVER EXCEPTIONAL SERVICE

**Why is this Important?** As of August 2024, the City of Leduc was on-pace to set a record for residential development permits issued in a calendar year. Digital permitting has expedited approval processes and has made it easier and more transparent for developers to build units. Developers engaged through this work expressed appreciation for the City’s efforts to streamline development, reduce uncertainty, and the exceptional service that Planning and Economic Development staff provide. Maintaining this service excellence requires investing in staffing, process improvement, modernization, and data collection and information systems.

**Outcome:** Leduc continues to be viewed as a ‘community of choice’ within the development community and by current and prospective residents, supported by exceptional planning support services delivered by City staff.

**Key Performance Indicators:** The average approval time for development permits is maintained or decreases. The average time to complete building inspections decreases. The number of development and building permits increases. Visitor traffic to the CityView portal increases.

**Data Sources:** Development and building permit data. Customer satisfaction surveys. City of Leduc website visitor traffic data.

### OBJECTIVE 5.1: MAINTAIN AND ENHANCE PLANNING SERVICE DELIVERY

Time is money when it comes to residential development. The City of Leduc has an advantage over many regional municipalities due to its streamlined and modern development approvals processes. This advantage means the City can accept, process, and approve development permits in days rather than weeks or months. Shorter approval times, strong regulatory oversight, and a willingness to collaborate with developers help to minimize construction costs that lead to prices for renters and owners. Maintaining this level of excellence will require continued investment in the City’s Planning and Economic Development department in the form of staff time and capacity.

#### a) Implementation Tactic: Increase Staff Capacity

The City of Leduc employs skilled professionals to deliver excellent planning and development services. To meet evolving demands and long-term goals, the City must regularly assess its processes and resource allocations. Prioritizing process improvements and aligning staff resources with service demands will ensure efficient, high-quality service delivery. Service levels will guide these efforts, balancing competitiveness with community objectives.

**Action Item:** The City will evaluate and optimize processes and resources to align staff capacity with service demands and service levels.



### b) Implementation Tactic: Capitalize on Funding Opportunities

The Federal and Provincial governments are investing significantly in housing through programs administered by organizations like CMHC and the Federation of Canadian Municipalities. These initiatives aim to increase housing supply and affordability while promoting innovative development. Many funding sources offer grants or low- to no-interest loans, typically requiring minimal financial contributions from municipalities. The City of Leduc has applied for funding from various sources, including CMHC's Housing Accelerator Fund.

**Action Item:** Continuously monitor and apply for funding opportunities to support housing development in Leduc.

### c) Implementation Tactic: Establish a Development Concierge Service

Planning and development processes can be complex, posing challenges for new developers and landowners seeking to enhance their properties. To address these barriers, the City could provide dedicated support throughout the development process and offer expedited processing for priority projects, such as affordable and supportive housing.

**Action Item:** The City of Leduc will explore establishing a Development Concierge Service that could ensure developers have direct support throughout the development process, identifying opportunities to improve the digitized processes, further automate workflows, and enhance web-based portals for improved user experience and access to support.

### d) Implementation Tactic: Host an Annual Housing Symposium

Knowledge sharing and strong relationships among municipalities, developers, and community organizations are essential for tackling housing challenges. Engaging diverse voices can enhance understanding, spark new ideas, and generate momentum for initiatives. Annual symposiums or gatherings within the housing sector can unite stakeholders, celebrate successes, and share innovative approaches.

**Action Item:** The City will consider organizing or partnering with community housing organizations to host an annual housing symposium to facilitate engagement among municipal staff, developers, and community organizations, enabling them to share ideas and explore collaborative solutions to address housing gaps in Leduc.





## STRATEGIC PRIORITY #6:

### PROMOTE AND FOCUS ON LOCATION EFFICIENCY

**Why is this Important?** Promoting location efficiency is crucial for housing affordability as it focuses on locating closer to schools, jobs, services, and amenities. Living closer to your daily needs makes it easier to choose alternative transportation options and allows residents to spend less money and time on transportation. Reducing transportation costs, the second-highest and most volatile household expense after housing in car-dependent households, significantly improves overall affordability and housing stability. Saving time on commuting can be level setting for those with family commitments or limitations that prevent them from driving. It improves access to jobs or entrepreneurial pursuits, education and personal development activities, frees up time for volunteering, and social and economic activities that improve quality of life for the individual and the community. Prioritizing location efficiency ensures that housing investments yield economic, environmental, and social benefits while making urban areas more livable.

**Outcome:** Leduc sees new housing units built in location efficient areas and sees population increases in location efficient areas.

**Key Performance Indicators:** The City ensures partnerships and policies that aim to build housing in location efficient areas of the City are supported and ensures the public understands the benefits of living close to jobs, services, and education opportunities.

**Data Sources:** Development and building permit data. Data that measures locations by proximity to activities to meet daily needs, like WalkScore® <https://www.walkscore.com/CA-AB/Leduc>.

#### OBJECTIVE 6.1: CAPITALIZE ON LOCATION EFFICIENCY

Encouraging population growth in location efficient areas is an effective way for municipalities to lower household transportation costs and thereby protect overall housing affordability. By promoting development in areas with easy access to transit, amenities, and employment centers, municipalities can help reduce the need for personal vehicle ownership and long commutes. This can have a positive impact on household budgets and improve well-being and health outcomes by encouraging physical activity and providing better access to education and job opportunities.

##### a) Implementation Tactic: Prioritize Development Near Transit Hub

Encouraging higher-density, mixed-use developments around transit nodes or major transit routes assists to provide residents with convenient access to public transportation, reducing reliance on private vehicles. Encouraging and ensuring active transportation connections, like sidewalks and multi-use trails, are available near higher-density and mixed-use developments further supports connectivity. As the City continues to grow, future transit stops and/or new transit hubs should be explored when needed.

**Action Item:** The City will explore opportunities to ensure that neighbourhood design, development application decisions, and future locations for partnerships to build higher-density and mixed-use developments consider the value of location efficiency and access to transportation options.

### b) Implementation Tactic: Review Parking Requirements for Affordable Housing

Not all households in Leduc can afford to own a private automobile or are physically able to drive. Over dedication of parking for non-profit affordable housing creates higher housing costs and can result in the unnecessary construction of parking spots that will not be used by residents.

**Action Item:** The City will adjust parking requirements for affordable housing developments and encourage car-free or car-light living arrangements, which can contribute to reduced transportation costs for residents.

### c) Implementation Tactic: Encourage Mixed-Use and Compact Development

As the City reviews its Land Use Bylaw, encouraging mixed-use and compact development should be a focus that can help address affordability. This may look like providing opportunities for compatible uses and low impact uses to co-locate in residential areas that serve the neighbourhood, like home-based businesses. This ensures that residents have access to the goods and services they use everyday through active and public transportation modes.

**Action Item:** The City will look for opportunities to establish zoning that allows for a mix of residential, commercial, and community uses to ensure walkable neighborhoods. This approach ensures that everyday services like grocery stores, healthcare, and childcare are within easy reach of residential areas.

**Action Item:** Support the development and implementation of the City's Urban Centre Redevelopment Plan to encourage residential and non-residential growth in central established areas of the City.

**Action Item:** The City will enable denser housing types, like apartments, townhouses, and row houses, in areas close to employment centers and transit options. More people living near these resources reduces commute distances and transportation expenses.

**Action Item:** Ensure neighbourhood design of new neighbourhoods incorporates a complete-community approach by planning for neighbourhood services and amenities for residents.

### d) Implementation Tactic: Continue to Invest in the Expansion and All-Seasons Maintenance of Active Transportation Infrastructure

City of Leduc's extensive multi-way system and approach to maintaining these important connections in the winter is a strength that ensures residents have transportation choices for purposeful trips year-round. Not everyone can afford to or wants to drive. Active uses are especially important for seniors and young people, so they can build and maintain autonomy and meet their daily needs without relying on driving or others. These investments make it easier for residents to choose other forms of transportation other than vehicles as affordable transportation options.

**Action Item:** The City will continue to plan for and invest in sidewalks, crosswalks, multi-ways, and pathways to create pedestrian-friendly environments and connectivity to key employment areas within the City, like Downtown and the Leduc Business Park.

**Action Item:** The City will ensure that developers are planning for and constructing multi-ways as per existing City standards as new neighbourhood development occurs.

**Action Item:** The City will continue to explore the feasibility and public benefit of programs and service providers such as, e-scooters and e-bikes.

**Action Item:** The City will coordinate and collaborate with adjacent municipalities and regional stakeholders, like the Edmonton International Airport, to plan for a comprehensive transit network and multi-way connections that reach key residential and employment areas in Leduc, enabling residents to live in location-efficient neighbourhoods even if they work in neighbouring employment areas.

### e) Implementation Tactic: Promote Benefits of Location Efficiency

Location is an important consideration when choosing where to live. There is an opportunity for the City to promote and share information about the benefits of location efficiency on household budgets and well-being of residents. Education can also assist in ensuring developers and builders invest in location efficient housing and that demand for this type of housing is sustained over the long-term.

**Action Item:** The City may develop educational material for the public on the connection between transportation and housing costs, providing data on long-term cost savings of living in location efficient areas and working with real estate, developers, and landlords to communicate these benefits.



# 4. IMPLEMENTATION




















The City of Leduc is committed to making steady and meaningful progress in implementing this Housing Strategy. The following implementation tables identify each Strategic Priority, Action Items, potential Role(s) of the City, anticipated Timeline for acting, Resources Required, and Key Performance Indicators the City will monitor. These tables will be regularly reviewed when developing business plans, grant applications, and when reporting back on the implementation progress and impacts. Key performance indicators (KPIs) presented in the tables below are not tied to any one action item, but rather, are broader indicators that the City will monitor and evaluate over time to determine implementation impacts. To ensure the Housing Strategy remains relevant and is meeting community needs, the City will review and update its Housing Needs Assessment every five years (if necessary)

**TIMELINES ARE ORGANIZED AS FOLLOWS:**















<b>Short:</b> Within One to Two Years ■ □ □ □ □	<b>Medium:</b> Within Three to Four Years ■ ■ ■ □ □	<b>Long:</b> Within Five or More Years ■ ■ ■ ■ ■	<b>Ongoing:</b> Action will Occur over Duration of Strategy ■ ■ ■ ■ ■ ▶
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Actions may be taken within this timeline window, but outcomes may take longer to realize.

## STRATEGIC PRIORITY 1: INCREASE SUPPLY OF NON-MARKET HOUSING

Action Item	Role(s) of City	Timeline	Resources Required	KPIs
Review parking requirements to enhance multi-modal transportation options	  Regulate Innovate	Short ■ □ □ □ □	Staff time for policy reviews, parking studies, public engagement	The number of non-market or subsidized units in Leduc increases.  The Leduc Regional Housing Foundation waitlist decreases.  The number of households experiencing Core or Extreme Core Housing Need decreases.  Number of viable parcels identified for non-market housing parcels.
Assess revenue implications of tax exemptions for affordable housing providers	   Regulate Invest Monitor	Short ■ □ □ □ □	Staff time, municipal investment	
Conduct a financial impact study for development fee reductions	   Invest Incentivize Monitor	Short ■ □ □ □ □	Staff time, municipal investment, community collaboration	
Assess City-owned land for non-market housing development potential	  Regulate Monitor	Medium ■ ■ ■ □ □	Staff time	
Explore developing a long-term Land Acquisition Strategy	  Invest Partner	Medium ■ ■ ■ □ □	Staff time, municipal investment for Strategy development and acquisition	
Investigate creating a reserve fund to support non-market housing providers	    Invest Incentivize Partner Innovate	Long ■ ■ ■ ■ ■	Staff time, municipal investment, legal expertise, community collaboration	
Explore innovative land partnerships	   Incentivize Partner Innovate	Ongoing ■ ■ ■ ■ ■ ▶	Staff time, municipal investment, legal expertise, developer and community collaboration	

## STRATEGIC PRIORITY 2: MAINTAIN AND ENHANCE SUPPLY OF RENTAL AND NON-MARKET HOUSING

Action Item	Role(s) of City	Timeline	Resources Required	KPIs
Analyze costs and benefits of supporting secondary suites	    Regulate Invest Incentivize Monitor	Short ■ □ □ □ □	Staff time, municipal investment, developer collaboration	Value of incentives offered (if applicable).  Number of purpose-built rental units developed.  Number of secondary, garage, and/or garden suites developed.  Number of rental housing and non-market housing operator grant applications supported by City staff.  Number of public-private partnerships formed.
Engage development community on rental housing barriers	  Educate Partner	Medium ■ ■ ■ □ □	Staff time, municipal investment, developer collaboration	
Evaluate financial impacts of incentives for purpose-built rentals	    Regulate Invest Incentivize Monitor	Medium ■ ■ ■ □ □	Staff time, municipal investment, developer collaboration	
Support and advocate for Federal and Provincial investments into affordable housing maintenance programs	  Monitor Partner	Medium ■ ■ ■ □ □	Staff time, community collaboration	
Explore feasibility of public-private partnerships for rental stock preservation	  Partner Innovate	Medium ■ ■ ■ □ □	Staff time, community collaboration, developer collaboration	

## STRATEGIC PRIORITY 3: INCREASE RANGE OF HOUSING OPTIONS

Action Item	Role(s) of City	Timeline	Resources Required	KPIs
Evaluate feasibility of upzoning to increase residential housing density	Regulate Educate Innovate	Short ■ □ □ □ □	Staff time, developer collaboration	The number of multi-unit and mixed-use buildings increases.  The number of duplexes, semi-detached, and townhouses increases.  The number of purpose-built residential units increases.  The number of secondary, garage, and/or garden suites increases.  The number of age-friendly or universally designed housing units increases.
Consider establishing an Age-Friendly Committee to oversee an assessment of Leduc's housing stock, explore creating age-friendly design guidelines, and pursue formal recognition as an Age-Friendly Community	Invest Educate Partner Innovate	Short ■ □ □ □ □	Staff time, municipal investment, cross-departmental and community collaboration	
Explore creating an Infill Development Program by researching best practices, assessing long-term financial impacts, and engaging with non-profits and the development community	Invest Incentivize Educate Partner Innovate	Short – Medium ■ ■ □ □ □	Staff time, municipal investment, cross-departmental, developer, and community collaboration	
Consider amending the Land Use Bylaw to streamline residential districts after a detailed review of existing zones, public engagement, and consultation with community stakeholders and developers	Regulate Educate	Short – Medium ■ ■ □ □ □	Staff time	
Review CRL guidelines and assess the feasibility of establishing a CRL to support redevelopment in the Urban Centre, focusing on identifying key investments	Regulate Invest Incentivize Innovate	Medium ■ ■ ■ □ □	Staff time, municipal investment, legal expertise, developer collaboration	
Explore creating a catalog of pre-approved designs for Missing Middle Housing and review relevant engineering standards and regulations in the Land Use Bylaw	Regulate Invest Innovate	Medium ■ ■ ■ □ □	Staff time, municipal investment, housing design expertise, developer collaboration	
Review the Clean Energy Improvement Program after the initial pilot to assess program uptake and costs, identify improvement opportunities, and consider expanding eligibility to larger multi-unit properties	Regulate Invest Incentivize Monitor Innovate	Medium ■ ■ ■ □ □	Staff time, municipal investment	

## STRATEGIC PRIORITY 4: ADDRESS HOUSING INSECURITY AND HOMELESSNESS

Action Item	Role(s) of City	Timeline	Resources Required	KPIs
Engage with regional municipalities to initiate a broader discussion on homelessness and develop collective strategies to support vulnerable individuals to escape homelessness	Monitor Educate Partner Innovate	Ongoing ■ ■ ■ ■ ■ ▶	Staff time, municipal investment	Point-in-time counts, and by-name lists of vulnerable individuals in Leduc decrease.  The number of emergency beds and transitional and supportive housing units increases.  The RCMP crime severity index decreases.  The number of referrals to support services increases in the short term and declines over the long term.
Through FCSS, collaborate with organizations serving vulnerable populations to identify initiatives that build organizational capacity and hold regular discussions with partners to understand emerging needs	Educate Partner Innovate	Ongoing ■ ■ ■ ■ ■ ▶	Staff time, municipal investment, community collaboration	
Implement the Homelessness Prevention and Poverty Framework by identifying suitable locations for transitional and permanent supportive housing and collaborate with community organizations to build partnerships to create emergency and transitional housing in Leduc	Invest Incentivize Monitor Educate Partner Innovate	Ongoing ■ ■ ■ ■ ■ ▶	Staff time, municipal investment, cross-departmental and community collaboration	
Engage a wide variety of developers and community organizations to discuss housing challenges and gaps related to affordable, transitional, and supportive housing in Leduc, working together to develop innovative solutions that increase the availability	Invest Educate Partner Innovate	Ongoing ■ ■ ■ ■ ■ ▶	Staff time, municipal investment, developer and community collaboration	
Continue advocating for increased funding to support development across the housing continuum through municipal associations and support resolutions that call for enhanced funding from all levels of government	Monitor Educate Partner	Ongoing ■ ■ ■ ■ ■ ▶	Staff time, elected official support	





## STRATEGIC PRIORITY 5: CONTINUE TO DELIVER EXCEPTIONAL SERVICE

Action Item	Role(s) of City	Timeline	Resources Required	KPIs
Assess current staffing levels organization-wide to identify bottlenecks in approvals, inspections, and long-range planning. Invest proactively to address these gaps, support succession planning, and maintain service excellence.	Invest	Short ■ □ □ □ □	Staff time, municipal investment	The average approval time for development permits is maintained or decreases.
Consider organizing or partnering with community housing organizations to host an annual Housing Symposium	Invest Educate Partner Innovate	Short ■ □ □ □ □	Staff time, municipal investment, cross-departmental, community, and developer collaboration	The average time to complete building inspections decreases.
Explore establishing a Development Concierge Service to provide direct support to applicants through development processes, identify opportunities to improve digitized services, further automate workflows, and enhance web-based portals for improved user experiences	Regulate Invest Monitor	Short – Medium ■ ■ □ □ □	Staff time, municipal investment, cross-departmental and developer collaboration	The number of development and building permits increases.
Continuously monitor and apply for funding opportunities to support housing development in Leduc	Monitor	Ongoing ■ ■ ■ ■ ■ ▶	Staff time	Visitor traffic to the CityView portal increases.



## STRATEGIC PRIORITY 6: PROMOTE AND FOCUS ON LOCATION EFFICIENCY

Action Item	Role(s) of City	Timeline	Resources Required	KPIs
Adjust parking requirements for affordable housing developments to encourage car-free or car-light living arrangements	Regulate Innovate	Short ■ □ □ □ □	Staff time to review bylaws and make amendments, consultation with stakeholders	Number of higher-density and mixed-use residential developments near transit hub.
Enable denser housing types in areas close to employment centres and transit options	Regulate	Short ■ □ □ □ □	Staff time to update policy, make zoning amendments	Reduction of parking requirements for affordable housing developments.
Develop educational material for the public on the connection between transportation and housing costs	Educate	Short ■ □ □ □ □	Staff time to develop educational material, coordination with communications team	Increased pedestrian and bike infrastructure connectivity and utilization.
Ensure developers are planning for and constructing multi-ways as per existing standards for new residential neighbourhoods	Regulate Partner	Short ■ □ □ □ □	Staff time to ensure development compliance with standards	Monitor Walkscore™ of existing and new neighbourhoods.
Explore opportunities to ensure that neighbourhood design, development application decisions, and locations for higher density and mixed-use development consider the value of location efficiency and transportation options	Regulate Partner	Medium ■ ■ □ □ □	Staff time, zoning bylaw review, transit authority collaboration	Demand for location-efficient housing options (sales volumes, average sale price, etc.).
Look for opportunities to establish zoning that allows for a mix of residential, commercial, and community uses within existing walkable neighbourhoods	Regulate Incentivize	Medium ■ ■ □ □ □	Staff time to review zoning bylaw, community engagement, development community engagement	
Continue to explore the feasibility and public benefit of programs and service providers such as e-scooters and e-bikes	Regulate Partner Innovate	Medium ■ ■ □ □ □	Staff time to review programs and services, partnerships with service providers	
Coordinate and collaborate with adjacent municipalities and regional stakeholders to plan for a comprehensive transit network and multi-way connections to connect key residential and employment areas in Leduc	Invest Partner Innovate	Long ■ ■ ■ ■ ■	Staff time to coordinate with municipalities, engagement with regional stakeholders	
Continue to plan for and invest in sidewalks, crosswalks, multi-ways and pathways to increase connectivity	Invest	Ongoing ■ ■ ■ ■ ■ ▶	Staff time to plan for pedestrian network expansion, budget for infrastructure development and maintenance	





## 5. CONCLUSION

The City of Leduc is experiencing rapid growth, with its population projected to reach 60,000 by 2044. This growth necessitates a comprehensive approach to housing development to ensure that all residents have access to affordable, diverse, and secure housing options. The Housing Strategy 2025-2029 outlines several Strategic Priorities to address these needs, including increasing the supply of non-market housing, maintaining and enhancing the supply of rental housing, and diversifying the range of housing options available. By implementing these strategies, the City aims to support its growing and diverse population, ensuring that Leduc remains a desirable and equitable community.

To achieve these goals, the City of Leduc has identified specific actions and implementation tactics for each Strategic Priority. These include assessing City-owned land for non-market housing development, incentivizing the development of purpose-built rental units, and exploring innovative land partnerships. Additionally, the City will explore ways to address housing insecurity and homelessness by investigating the feasibility of developing emergency, transitional, and supportive housing units, and collaborating with regional municipalities and community organizations. The strategy also emphasizes the importance of maintaining exceptional service delivery through investments in staffing, process improvement, and modernization.

Overall, the Housing Strategy 2025-2029 provides a clear and actionable roadmap for addressing Leduc's current and future housing needs. By focusing on strategic priorities and leveraging partnerships and collaboration, the City is well-positioned to create a sustainable, affordable, and inclusive housing environment. The ongoing monitoring and flexibility of the Strategy will ensure that it remains responsive to emerging housing needs and opportunities, ultimately contributing to the long-term growth and resilience of the Leduc community.





Appendix A:

# HOUSING GLOSSARY



**Affordable housing<sup>1</sup>:** Housing is considered “affordable” if it costs less than 30% of a household’s before-tax income. Affordable housing is a broad term that includes housing provided by the private, public, and non-profit sector and includes all forms of housing tenure: rental and ownership, as well as temporary and permanent housing. The definition of “affordable” varies significantly across households and communities and the City of Leduc is working to better understand what housing affordability means for Leduc residents.

**Apartment building:** A building that contains three or more dwelling units, arranged either horizontally or vertically, that have a shared entrance through a common vestibule.

**Emergency housing / shelters:** Facilities that provide temporary short-term accommodation for homeless individuals and families. In some cases, emergency housing includes food, clothing, or other supportive services for people who are homeless or in crisis (e.g., shelters, couch surfing, and hostels).

**Garage suite:** A separate, self-contained dwelling unit located above a detached garage.

**Garden suite:** A separate, self-contained dwelling unit in a single storey building that is located on the same property as a single detached dwelling.

**Housing spectrum / continuum:** A concept used to describe a range of housing options available to help individuals across different demographic groups access attainable, adequate, and safe housing. The housing spectrum is a common standard used to understand available housing options in a given community. It describes a range of housing tenures including emergency shelters, transitional and supportive housing, and non-market and market rental and ownership that can be implemented within various housing forms. Healthy communities have a diversity of housing options along the spectrum to accommodate the unique housing needs of community members.

## Housing Spectrum



**Housing form:** The physical size, shape, and configuration of a residential development, including but not limited to single detached dwellings, semi-detached dwellings, multi-unit dwellings, and apartment buildings. Different housing tenures (see below) can be found within different housing forms (e.g., an apartment can have market, non-market, and long-term supportive units for rent within a single building).

**Housing options:** The various combinations of housing forms and housing tenures that can be found, planned, or designed.

**Housing tenure:** Refers to whether a residence is owned, with or without a mortgage, or rented, with or without fully or partially subsidized housing costs. Tenure applies to all housing forms along the housing spectrum.

<sup>1</sup> As defined by Canadian Mortgage and Housing Corporation (CMHC)

**Housing with supports:** A term used to describe housing tenures that have integrated supports and services (i.e., long-term supportive housing and below market / subsidized rental or home ownership).

**Long term supportive housing:** Stable housing that is provided on a long-term basis, specifically designed and operated to provide a safe, secure, and home-like environment with on-site support services such as social services, provision of meals, housekeeping, and social and recreational activities that maximize residents' independence, privacy, and dignity. Accommodation costs in supportive housing facilities may be subsidized, but this is not always the case (e.g., senior living communities and housing for individuals with developmental or other disabilities).

**Market housing:** Housing that is produced by the private sector that is rented or sold at current market rates. Rental housing refers to residential properties that are rented to tenants in exchange for regular rental payments. Home ownership refers to housing that is privately purchased at market rates, typically involving regular mortgage payments.

**Multi-unit dwelling:** A building that contains three to six dwelling units that each have separate entrances from the ground level (e.g., triplexes, fourplexes, and townhouses).

**Non-market housing:** Housing that is designed for independent living by individuals or families who cannot afford housing at market rates, or who have needs that are not being met by market housing. Non-market housing units can either be rented, typically made affordable through public and/or non-profit ownership or rent supplements, or owned, typically made affordable through assistance programs that reduce the purchase price or mortgage payments.

**Safety net:** A term used to describe housing tenures that provide temporary, short-term accommodations for individuals and families who are at risk of housing instability or homelessness (i.e., emergency shelters and transitional housing / short term supportive housing).

**Secondary suite:** A separate, self-contained dwelling unit located within a single or semi-detached dwelling.

**Semi-detached dwelling:** A building that contains two dwelling units that share a common wall, each with separate entrances (e.g., side-by-side duplex).

**Single detached dwelling:** A building that contains one dwelling unit.

**Transitional housing / short-term supportive housing:** Stable housing provided as a short-term step between emergency housing and long-term housing. Stays are typically between three months and three years. Supports that may be provided include experience, knowledge, tools, and opportunities for social and skill development to help individuals become more independent and self-sufficient.